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## PROPOSAL TO PROVIDE A FIRE SERVICES DEPLOYMENT STUDY

CITY OF  
SAN BERNARDINO, CA

December 11, 2013

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■ 2250 East Bidwell St., Ste #100 ■ Folsom, CA 95630  
■ (916) 458-5100 ■ Fax: (916) 983-2090





2250 East Bidwell Street, Suite 100 ■ Folsom, CA 95630 ■ PH 916-458-5100 ■ FAX 916-983-2090

December 11, 2013

Christopher Lopez, MPA  
City Manager's Office  
300 North D St.  
San Bernardino, CA 92418  
[Lopez\\_Ch@sbcity.org](mailto:Lopez_Ch@sbcity.org)

**RE: PROPOSAL TO CONDUCT A FIRE DEPARTMENT DEPLOYMENT STUDY FOR THE CITY OF SAN BERNARDINO**

Dear Mr. Lopez:

Citygate Associates, LLC is pleased to present our proposal to the City of San Bernardino to assess its firefighting and emergency medical service operations and costs. This introductory letter provides a brief overview of our firm's extensive fire services consulting experience and describes why Citygate is uniquely positioned and qualified to perform this work. Based on our extensive background in fire services, Citygate believes our team's qualifications to perform your study are exceptional. We are particularly experienced in fire department deployment analysis and consolidations and the necessary costing, financial analysis, and development of short- and long-term strategies.

Citygate has completed over 20 fire service merger engagements and has several currently underway. We have conducted most of the fire service merger studies in California, before and since the recession began, including a recent engagement for the Cities of Anaheim, Orange, and Fullerton. We are currently engaged (along with Bartel Associates, our business partner in pension costing) with the Cities of Adelanto, Hesperia, Victorville, and the Town of Apple Valley to study the partners' ability to transition from San Bernardino County Sheriff and Fire Services to form a new Public Safety Joint Powers Authority. As such, we have current total compensation and pension cost information for the San Bernardino County Fire Department.

In addition to consolidations, our overall fire services experience is sizable. Within the past three years alone, Citygate has executed many of the largest fire service studies we know of, including the Counties of San Diego (57 agencies) and El Dorado (14 agencies), as well as the Cities of San Diego, Oakland, Stockton, Pasadena, the Sacramento Metropolitan Fire District and both the Ports of Long Beach and Los Angeles. All of these studies included EMS First Responder delivery and transport components served by multiple providers. We also have performed fire/EMS agency studies across the U.S. We enjoy the complex, challenging "Gordian Knot" projects where other firms might steer clear.

CITYGATE ASSOCIATES, LLC IS PROUD TO BE A CORPORATE SPONSOR OF THE LEAGUE OF CALIFORNIA CITIES.



Citygate also has an outstanding track record with our clients. When Citygate commits to a client, we commit to that client's long-term success, far beyond the scope of the initial project. We strongly encourage the City to call our key project references—they are *golden*. As the County of San Diego former CAO stated: “*We work with consultants, obviously, all the time, but the work that Citygate did on this report is some of the best I’ve seen in my tenure here.*” (Watch the video clip at this link: [www.citygateassociates.com/sdcountyvideo](http://www.citygateassociates.com/sdcountyvideo))

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### **CITYGATE ASSOCIATES KEY STRENGTHS FOR SAN BERNARDINO**

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At Citygate, we believe that a client is not hiring a “firm,” but rather professional individuals who have the qualifications that match the client's unique needs. Our team members are the practice specialists in their fields, and San Bernardino will not work with less skilled, entry- or mid-level consultants. We submit that the consultant team you need should possess four *critical* attributes:

1. Experience and proven success conducting advanced fire and emergency medical services deployment analysis using geographic mapping and incident statistics to identify the most cost-effective deployment plans.
2. Experience designing and actually managing *merged* safety services in the California regulatory environment. We can “walk our talk” on how to successfully contract or merge.
3. Human resources, pension, and local agency finance experts who are the best available to undertake the total compensation, benefits, and fiscal costing work.
4. Exceptional communication skills that build consensus on the tough issues. When the technical details are completed, we can explain the results and options in understandable terms to the stakeholders.

The result of these four attributes is noticed when, time after time, executive management and elected officials say of our presentations, “This is one of the best studies we have ever received, and we now really understand the fire and emergency medical services issues before us.” Citygate will not present lofty ideas that have no practical chance of implementation or acceptance. What sets us apart is our ability to weave our experience with our clients' facts and needs into recommendations that can positively move their fire service decisions ahead.

Citygate's Fire Practice Principal and Project Director, *Stewart Gary*, was the lead author on the 2<sup>nd</sup> through 4<sup>th</sup> Editions manual for Standards of Response Cover systems approach to deployment for the Commission on Fire Accreditation International. Chief Gary has developed this material, taught it, and used it in consulting across the United States and Canada for fourteen years. Over the last 12 years, he has performed over 180 fire services studies. In California alone, Chief Gary and his team of subject matter experts have performed fire deployment studies for over 75 cities; his deployment studies have served over 14.5 million residents, which is 39 percent of California's population.

Citygate and Mr. Gary have developed a fire deployment study team that consists of the best, most experienced statistical analyst on Standards of Response Cover methods to be found in the United States today.

- ◆ Citygate is the exclusive consulting services partner for the NFIRS 5 Alive™ fire statistical analysis software. Please use the following link for more information: [www.nfirs5.com](http://www.nfirs5.com)
- ◆ Citygate is the exclusive consulting services partner for The Omega Group in San Diego, a nationally recognized public safety mapping (GIS) analytic and tactical software solution provider. Since the company's inception in 1992, Omega is honored to have worked with over 500 public safety agencies which have leveraged two flagship solutions: CrimeView and FireView. Some of FireView's capabilities include site selection of fire stations, first-due assignments, response time analysis, and mutual aid strategies.

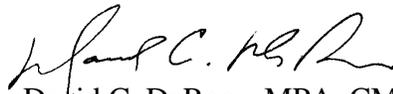
Management, fire labor leaders, and elected officials have always accepted and responded positively to Citygate's fire deployment study recommendations. Why is our experience critical in assisting San Bernardino? The City is engaging outside assistance, not just to complete the study more quickly than staff time would permit, but to have experienced consultants that know how to uncover the tough issues and how to work them to successful closure. We know the approaches needed and, equally as important, how to effectively communicate the results to the stakeholders.

Citygate would be pleased to be of service to the City of San Bernardino in these challenging times for public safety providers. Citygate believes that, upon the City's review of our proposal and unique qualifications, you will find that Citygate's team of multi-disciplinary consultants, who have a long history of working together, will exceed the City's expectations!

\* \* \*

As President of the firm, I am authorized to execute a binding contract on behalf of Citygate Associates, LLC. Citygate's proposal is valid for 90 days. Please feel free to contact me at our headquarters office, located in Folsom, California at (916) 458-5100, extension 101 or via e-mail at [dderoos@citygateassociates.com](mailto:dderoos@citygateassociates.com).

Sincerely,



David C. DeRoos, MPA, CMC, President

cc: Fire Practice Team

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## SECTION 1—WORK PLAN AND SCOPE OF WORK

### 1.1 OVERVIEW OF WORK PLAN

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Citygate’s Work Plan to conduct a comprehensive deployment analysis of the City of San Bernardino Fire Department is presented in this section. The review will address these elements from the City’s RFP:

- ◆ A comprehensive data analysis including fire incidents, emergency medical incidents, hazardous materials incidents, false alarms, mutual aid, civilian and fire fighter injuries, fire dollar loss, service call levels, geographic patterns, time of day, daily workload, station location analysis, locations of emergencies, coverage, response times, station operations, and other pertinent information related to response and deployment.
- ◆ Recommendations for appropriate staffing and deployment for firefighting and emergency medical service operations utilizing appropriate standards.
- ◆ Compare and recommend providing of services in house, contracting for services, or a combination of both.

Citygate’s Work Plan has been developed to be consistent with our Project Team member’s experience in public agency management and fire administration. We utilize various National Fire Protection Association (NFPA) publications as best practice guidelines, the Insurance Service Office (ISO), along with the self-assessment criteria of the Commission on Fire Accreditation International. We do not use simple, nor one-size-fits-all measures.

A review of this breadth and depth must include the analysis of multiple facts and variables. More importantly, its findings and recommendations are only as good as the professionals drawing conclusions from the data. This is what sets the Citygate team apart. As recent practicing professionals in city and fire administration, the City is, in effect, getting the expertise of an external “seasoned department head team,” not the opinions of junior staff members or consultants who have spent little time on the front lines managing in local government.

A significant strength of the Citygate team is that we are able to develop reports with specific recommendations, tailored to the local situation, that are implementable within the revenues available. Our reports identify specific areas that are working well, where improvements are needed, and what new resources, if any, would be needed to implement the recommendations.

*As recent practicing professionals in city and fire administration, the City is, in effect, getting the expertise of an external “seasoned department head team.”*

## 1.2 FIRE SERVICES REVIEW SCOPE OF WORK

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To best understand the fire services provided by the City of San Bernardino Fire Department, we will address all scope of work items identified in the City's RFP and perform the following:

- ◆ Using Commission for Fire Accreditation International (CFAI-CPSE), conduct a resource deployment, Standard of Cover analysis with geographic mapping and incident response statistics for all types of emergency response services from dispatch and fire incident data reporting systems.
- ◆ Review firefighting and emergency medical services program *staffing* to determine how to gain economies of service.
- ◆ For the deployment reviews, Citygate will utilize NFPA, ISO, and CFAI criteria as needed and, importantly, our experience across a large number of California agencies working within the same regulatory and economic construct as the City.
- ◆ Provide recommendations for improvements based on findings of fact.
- ◆ Model and propose, where feasible, deployment services changes that reduce costs or increase service-to-cost efficiencies. Prior to initiating the study, Citygate will submit a detailed Work Plan which includes job descriptions and tasks to be accomplished.
  - Coordinate plan development and final work schedule with Fire Chief or designee.

## 1.3 DEPLOYMENT STUDY COMPONENTS

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The scope of the envisioned deployment study will include the following elements:

- ◆ This study will provide the City with updated response performance goals from which it can adjust, if needed, the quantity, staffing, and location of fire stations with a clear understanding of the cost of changes.
- ◆ While this is not a study of fire departments adjacent to the City, the study will consider the impacts of the City's existing or potential mutual aid agreements on its needs.
- ◆ The performance goals will be consistent with national guidelines from the National Fire Protection Association (NFPA), the Commission on Fire Accreditation International (CFAI), and the Insurance Services Office (ISO).
- ◆ Citygate will use a fire department analysis geo-mapping software program called *FireView*<sup>™</sup> to analyze current and future fire station locations by driving time.

- ◆ Citygate will use an incident response time analysis program called *StatsFD*<sup>™</sup> to review the statistics of prior actual historical performance. The results will be plotted on graphs, charts, and “live” using 3D tools over Google Earth images.

The core methodology used by Citygate in the scope of its deployment analysis work will be that of the “Standards of Response Coverage” systems approach to fire department deployment as published by the Commission on Fire Accreditation International. This is a systems-based approach using local risk and demographics to determine the level of protection best fitting the City’s needs.

### 1.3.1 SOC Components

The study will use the following components in the Standards of Response Coverage process:

1. Existing deployment – each agency has something in place today.
  - The Citygate team will understand existing deployment strategies, and performance measures.
2. Community outcome expectations – what is expected of the response agency?
  - Citygate will update the City’s and community’s expectations for fire, EMS, and special hazard responses.
3. Community risk assessment – what assets are at risk in the community?
  - Citygate will determine risk in the community, at a zone level, using community zoning information, Insurance Service Office (ISO) building risk information, population demographics, and planned growth plans.
  - Citygate will assist the Department in conducting critical task crew measures.
4. Distribution Study – the locating of first-due resources (typically engines).
  - Citygate will use the *FireView*<sup>™</sup> software GIS mapping tool to study the effectiveness of existing station locations to understand the existing deployment system performance and test proposed service measures by risk types in different zones for first-due, all-risk units.
5. Concentration Study – first alarm assignment or effective response force studies.
6. Historical reliability – is there a multiple call frequency issue (call stacking) problem?

- Citygate will analyze incident data to determine if multiple calls are affecting performance. This work will be done with our *StatsFD* software tool.
- 7. Historical response effectiveness studies – what percent of compliance does the existing system deliver?
- 8. Overall evaluation with updated Standard of Cover statements by risk type, as needed.
  - Citygate will advise on a revised Standard of Cover set of policies.
  - Citygate will identify changes in deployment, if desirable, along with likely timing.

#### **1.4 CITYGATE EMERGENCY MEDICAL SERVICES PROGRAM REVIEW TECHNICAL COMPONENTS**

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Citygate also will review the current emergency medical service programs in the City’s Fire Department to:

- ◆ Understand the operational and support needs of the Fire Department first responder paramedic system and how it coordinates with the County’s Paramedic Ambulance provider.
- ◆ Understand the costs to revenues for the Fire Department paramedic subscription and billing program.
- ◆ Based on types of EMS demands, determine if service changes, increased private sector use, or other partnerships could maintain services while reducing costs.

#### **1.5 CITYGATE CONTRACT FOR SERVICES ANALYSIS**

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The scope of our review will compare and contrast providing in-house fire department services versus contracting out, or a combination of both. This endeavor will:

- ◆ Review of the costs associated with City fire services and key cost drivers at the macro level.
- ◆ Based on Citygate’s shared services experience, identify likely program areas that would be duplicative when shared with other agencies, and thus where opportunities for partnership, cost sharing, and economies of scale might exist.
- ◆ Compare current City costs to County fire service costs at the fire crew and headquarters staff points to identify likely cost savings, if any.

- ◆ Identify the steps and complexity in contracting out fire services to the County, CAL FIRE, or in forming a new sub-regional Joint Powers Authority (JPA).

## **1.6 WORK PLAN TASK SEQUENCE**

Our Work Plan is integrated, comprised of five tasks, and includes all items requested by the City's RFP. The presentation of our Work Plan describes each of the tasks in more detail. The standard format includes:

- ◆ Number and name of the task
- ◆ Sub-tasks
- ◆ Description of the work to be accomplished in the task.

We intend to review our Work Plan and schedule with the City project team prior to beginning work. After obtaining additional input, we will finalize our Work Plan and the accompanying schedule.

### **Task 1: Initiate and Manage the Project**

#### **Subtasks:**

#### **1.1 Develop Detailed Work Plan Schedule for Project**

- ◆ We will develop a detailed work schedule and final project schedule for the project. These tools will assist both the consultants and City staff to monitor the progress of the study.

#### **1.2 Obtain and Review City/Department Documentation**

- ◆ At this juncture in the project we will develop and submit a list of all documents relevant to this project, including the City's General Plan, growth forecasts, any appropriate prior studies, Fire Department documentation including (as available) dispatch data, fleet inventory, current personnel, equipment and other operating costs and a myriad of other information. Once we receive the requested documentation from the City, we will review it prior to conducting our interviews in the following subtask. We have found that reviewing this information prior to our interviews improves the effectiveness and value of the interviews we conduct, since it results in more specific questions and more definitive information.

#### **1.3 Meet with City Staff Representatives to Initiate Study**

- ◆ A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. The senior members of our team will meet with

the City representatives to correlate our understandings of the study’s scope, and ensure that our Work Plan and project schedule are mutually agreeable. In our experience, this early effort to clearly define expectations, roles and lines of communications results in a better focus on substantive issues as the engagement progresses.

#### 1.4 Interview City/Department Leadership and Fire Chief

- ◆ To enhance our understanding of the issues at stake in this project, we will meet with, as appropriate and directed, the City Manager, City Council members, if so directed, the Fire Chief, as well as members of the City staff who frequently interact with or have an interdependent relationship with the Fire Department.

#### 1.5 Interview Fire Department Staff

- ◆ To enhance our understanding of the issues at stake in this project, we will meet with, as appropriate and directed, the members of the Department.

#### 1.6 Ongoing Project Management

- ◆ Throughout the entire project duration, we will monitor engagement progress and completion of tasks, including providing monthly written status reports and oral communications, as needed.

### **Task 2: Deployment and Contract for Services Review of the Fire and Emergency Medical Services Delivery System**

#### **Subtasks:**

##### 2.1 Conduct a Complete Standards of Response Cover (SOC) Study

- ◆ This review will consider all options to address the Department’s deployment needs. GIS mapping and prior incident response statistics will be used to measure the effectiveness of the current deployment plan to desired goals.
- ◆ Stewart Gary will conduct the deployment review, with the assistance of Michael Fay (statistical specialist) and The Omega Group (GIS).
- ◆ Citygate strongly encourages the City leadership to focus on the value of this step as a “study within the study.” Citygate submits that a full statistical review of its deployment system will provide a solid foundation for administrative functions analysis steps.

## 2.2 Integrate Preliminary Findings and Recommendations into a City Staff Briefing

- ◆ When this step is complete, the findings and recommendations will be integrated into draft opinion briefing and analysis documents, which is presented in Tasks 4.

## 2.3 Review Paramedic Services

- ◆ Review, in detail, the provision of paramedic services by the Fire Department and its revenue-to-cost structures.
- ◆ Interview the fire department paramedic program leaders to understand operations needs, response statistics, and community needs for patient care.
- ◆ Interview AMR Management and the County EMS Agency Director regarding their abilities to serve the City's needs with different service-to-cost strategies.

## 2.4 Review of Fire Service Options to Contract and/or Merge With Other Agencies

- ◆ Review the likely economies of scale for contracting or merging fire and paramedic services with one or more agencies.
- ◆ Identify the cost, control, and governance issues with shared fire services.

# Task 3: Preliminary Findings Briefing

### Subtasks:

#### 3.1 Prepare Preliminary Findings Briefing

- ◆ Citygate will complete its initial fire crew deployment, EMS, and costs-of-business reviews and prepare a briefing of our preliminary findings, opinions, and recommendations.

#### 3.2 Conduct On-Site Briefing

- ◆ The Citygate team will brief the City's leadership team on-site regarding our working opinions using PowerPoint, geographic mapping, and incident statistics.

#### 3.3 Finalize Operations and Economic Scenarios

- ◆ Reach closure with the City Team on any remaining operations and/or economic scenarios to be developed.

**Task 4: Forecast Resource Needs; Conduct Final Service Delivery Models and Prepare Integrated Review Report**

**Subtasks:**

**4.1 Prepare Comprehensive Draft Report**

- ◆ In this task, the entire Citygate Project Team will prepare a comprehensive long-range Deployment and Contract for Services Analysis Draft Report, including statistical and geographic mapping exhibits. In this report we will:
  - Summarize the strengths of the Department and opportunities for improvement.
  - Present a review of how our approach and analyses were conducted.
  - Describe major findings by departmental service delivery area.
  - Identify opportunities for a change in service plans to reduce costs, or increase economic efficiencies.
  - Present an explanation of proposed changes we identified and our integrated recommendations for their resolution in order to change operations and costs.
  - Describe an implementation plan for prescribed action showing implementation responsibilities, schedules and expected benefits.
  - Describe the costs of the implementation plan elements.

**4.2 Review Draft Report with City Project Manager**

- ◆ Upon completion of the Draft Report, an electronic version in MS-Word will be sent to the City project manager for comments using the “track changes” and “insert comments” tools in Word. Our normal practice is to review a draft of our report with management personnel to ensure that the factual basis for our recommendations is correct and to allow time for a thorough review. In addition, we take time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.

#### 4.3 Present Draft Report via Conference Call

- ◆ We will schedule a telephone conference with the Department and City Executive Management to present the draft findings, answer any questions, and agree on elements for the Final Report.

### **Task 5: Prepare and Deliver the Final Report with Executive Summary, Recommendations and Costs**

#### Subtasks:

##### 5.1 Prepare and Submit Final Report

- ◆ The process of Final Report preparation is an important one. Implicit in this process is the need for a sound understanding of how our review was conducted, what issues were identified, why our recommendations were made, and how implementation should be accomplished.
- ◆ Based on the results of our Draft Report review process, we will then prepare an Executive Summary and a Final Report to Department and City leadership.

##### 5.2 Present Final Report

- ◆ We also will make an oral presentation to the Mayor and Common Council using a PowerPoint.

#### **1.7 FINAL REPORT COMPONENTS**

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Our final work product will include:

1. An analysis of the efficiency of the current deployment scheme of firefighting and first responder paramedic resources within the Department's fire stations.
2. An analysis of the Fire Department's ability to meet the City's fire and EMS deployment needs.
3. If required, recommendations for changes in fire deployment methods to optimize service delivery.
4. Options, likely costs, and issues associated with contracting out or merging fire services with other agencies.
5. Provision of supporting data and rationale for all recommendations.
6. Provision of supporting statistics and other visual data to fully illustrate the current situation and consultant recommendations. This information shall be

provided in both hard copy format and computerized format with accompanying Microsoft PowerPoint presentation.

### **1.8 STUDY COMPONENTS WITH WHICH THE CITY MUST ASSIST**

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Both Citygate and the City understand the economic constraints related to this study. The City has the best capability to collect much of the required data that can assist the Citygate study. Therefore, the City will assist Citygate with:

- ◆ Providing electronic incident response data in a format requested by Citygate.
- ◆ Via a document request questionnaire issued by Citygate, submitting existing Department documents describing its organization, services, budgets, expenses and performance measures, if any.
- ◆ Providing other Department data as requested by Citygate.

### **1.9 PROJECT/SITE VISIT SCHEDULE**

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The following is our schedule of on-site meetings to facilitate the gathering of information and understanding for the project to explain/present the project's findings:

- ◆ Task 1 – Two days to start the project and begin information gathering by conducting on-site interviews and construction of a final project schedule of events.
- ◆ Task 3 – One day to conduct the in-depth briefing of key stakeholders as to our preliminary service and cost model opinions.
- ◆ Task 5 – One day to brief Department leadership and the Mayor and Common Council on the Final Report.

### **1.10 PROJECT SCHEDULE**

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Citygate anticipates that the duration of this project will be 5 months, and is available to start the project in January 2014. While the work could be technically done in three months, we find most clients need a month at the beginning to collect and provide to Citygate key departmental data sets. Then the 5<sup>th</sup> month is needed only for scheduling the final public meeting. The Draft Report will be available early in the 4<sup>th</sup> month. A detailed Work Plan schedule is presented on the following page:

**Work Plan Timeline**

Task	Month 1	Month 2	Month 3	Month 4	Month 5
		●			
<b>1: Initiate and Manage Project</b>					
<b>2: Deployment and EMS Review</b>					
			●		
<b>3: Preliminary Findings Briefing</b>					
<b>4: Forecast Needs, Prepare Report</b>					
					●
<b>5: Prepare and Deliver Report</b>					

● On-site meeting

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## SECTION 2—CITYGATE ORGANIZATION AND PROJECT TEAM

### 2.1 CITYGATE'S PROJECT TEAM

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Citygate's capability for this service can be simply stated: the experience and talents of our Project Team members! We know that successful departmental review results come from the outside consultants being able to handle, as necessary, six critical roles in cooperation with the internal City Fire project team: (1) champion; (2) stakeholder listener; (3) subject matter trainer/expert; (4) meeting facilitator; (5) coach and content expert; and (6) final strategist/advisor.

Citygate's team members, in their agency and consulting careers, *have successfully walked the talk* on fire department review efforts by focusing on the inclusion of culture and communication, with rigorous analytic methods to build a business case that elected officials and agency employees can both understand.

The Citygate team has a multi-disciplinary approach that includes the full range of skills required to execute this challenging project. The diverse group of specialists comprising Citygate's proposed Project Team (described below) has worked together before to integrate their respective expertise into comprehensive, compelling, and creative strategies to accomplish a municipality's objectives.

*Citygate's team members build a business case that elected officials and agency employees can both understand.*

### 2.2 NECESSARY PROJECT TEAM SKILLS

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Citygate's consultants possess a number of skills necessary to complete this project, including:

- ◆ Fire department deployment principles and practices
- ◆ Fire department staffing
- ◆ Fire services command and organizational structure
- ◆ Fire department performance measurement
- ◆ Fire prevention, urban-wildland interface, and community risk reduction
- ◆ Dispatch and communications
- ◆ Field operations for fire and emergency medical services
- ◆ Operating and capital budgeting

- ◆ City management and cost of services analysis
- ◆ Fleet management
- ◆ Fire services technology
- ◆ Safety and training
- ◆ Land use planning
- ◆ Strategic, master, and business planning.

### **2.3 PROJECT TEAM / PROJECT ROLES**

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The qualifications of the Project Team are critical as it is the expertise and the capabilities of the consultants involved in the project that ultimately determine the success of the project. We have carefully assembled the team members to provide the knowledge, depth, judgment, and sensitivity required to perform this engagement. Please note that the role of each team member is described in *italics* at the end of his biographical paragraph. Full resumes for each consultant are presented in **Appendix B**. Primary members of our Project Team include the following experienced consultants:

#### **Chief Stewart W. Gary, MPA, Project Director and SOC Specialist**



Chief Gary is the Fire Practice Principal for Citygate Associates. Chief Gary is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For the past fourteen years, he has been a lead instructor, program content developer and consultant for the Standards of Response Coverage process. For many years he annually taught a 40-hour course on this systems approach for fire deployment at the California Fire Academy and he teaches and consults across the United States and Canada on the Standards of Response Coverage process. Over the last eleven years, he has performed organizational and deployment studies on over 180 departments ranging in size from Minneapolis, Minnesota to San Diego, California, San Diego County, the Sacramento Metropolitan Fire District and the Santa Clarita Valley region in Los Angeles County.

Significant to this fire department review effort, he successfully used planning, team building, culture development and process re-design tools to successfully design, lead and manage the award winning Livermore-Pleasanton Fire Department Consolidation. Chief Gary also conducts team building and team coaching workshops for executive fire management teams.

Chief Gary also has extensive experience with EMS in California. For example, Chief Gary was certified as a paramedic in 1976, has managed Fire/ALS programs in both San Diego and Alameda Counties, implemented Fire ALS in the City of Livermore in 1995, has sat on

ambulance contractor selection boards, and knows the challenges and opportunities ahead for EMS delivery well. All of his large clients have made use of his EMS insights.

*Chief Gary will lead the Citygate team on assessing the Department, manage the technical team and author the deployment study, plus principally draft and present the Final Report.*

**Anne Bybee, Emergency Medical Services Specialist**



Ms. Bybee has more than 20 years experience in EMS (both clinical services and management) and 13 years in Public Health. As a Medical Disaster Specialist for the California Emergency Medical Services Authority she developed training and exercise programs, and led independent workgroups to develop comprehensive projects such as the state Ambulance Strike Team concept and the state medical Mission Support Team concept. She also developed and conducted annual weeklong field training exercises involving 500 military and civilian medical personnel.

Recently she was involved in planning for receipt and distribution of medications from the Centers for Disease Control (CDC) should a pandemic or major medical emergency occur. Anne also participates on a federal team that provides administrative and logistical support to Disaster Medical Assistance Team (DMAT) response at major disasters. Her deployments have included World Trade Center (2001), Hurricane Charley (2004), Hurricane Katrina (2005), the Salt Lake City Olympics (2002), the Joplin MO Tornado (2011), the Republican National Convention (2012) and the 2013 Inauguration.

From 2005 to present Anne has been an officer in the California State Military Reserve (CSMR). From 2005 to 2010 her assignment was Deputy Personnel Officer. Her current assignment is Assistant Inspector General (IG). In this role she participates in conducting investigations, writing summary reports, and briefing the CSMR Commanding General as a representative for the IG.

A licensed California paramedic, Anne has field experience in EMS in Sacramento, Placer, and Yolo counties, where she worked both in the field as a paramedic and in management as a Continuous Quality Improvement (CQI) Coordinator. In this capacity Anne sat on CQI review Boards for Sacramento and Placer County EMS Agencies. She also served as the Programs Director for a Northern California private post-secondary institution offering paramedic and EMT training.

*Ms. Bybee will undertake the review of Fire Department paramedic first responder and paramedic ambulance contract systems review. She will also co-draft the appropriate project report sections.*

**Stanley Feathers, MPA, Senior Associate and Fiscal Specialist**



Mr. Stanley E. Feathers has served as City Manager, Assistant City Manager, Finance Director, Budget Manager, and has served extended duty as interim Community Development Director. He has over 25 years of management experience in both county and city government. His executive experience includes virtually all aspects of local government with much of it focused on “hands-on” analysis, policy development and implementation of initiatives. He has experience in a diverse array of public policy areas and issues. Through his wide ranging experience, he has developed approaches to resolving complex problems by emphasizing simple but elegant solutions. This is critical to long-term success in an increasing complex governmental environment limited by the availability of resources. This approach focuses on sound empirical analysis, collaboration, and teamwork. His experience includes governmental finance, budget, business systems, human resources, labor relations, contract management, planning and community development, public safety, information and business technology, risk management, legislative advocacy, public works, major capital projects, and a wide variety of other areas.

Mr. Feathers recently retired and has since assisted Central Valley Cities in dealing with financial, budget and organizational issues related to the impact of the housing and economic meltdown. He just completed serving as interim City Manager for the City of Oakdale, a full-service city in the central valley.

Mr. Feathers recently assisted the cities of Hesperia, Adelanto, Victorville, and the Town of Apple Valley assess forming a Joint Powers Authority, and has been the central fiscal analyst for numerous Citygate clients, recently including Albany, CA, Sacramento, CA, and Gilbert, AZ.

Mr. Feathers holds an undergraduate degree in the social sciences with concentrations in economics, political science, and social psychology and a master’s degree in public administration from California State University Stanislaus.

*From his operational and fiscal perspectives as a recent city finance officer and city manager, Mr. Feathers will undertake the fiscal aspects of contracting out fire and paramedic services analysis.*

**David C. DeRoos, MPA, CMC, Citygate President**



Mr. DeRoos has nearly 30 years experience as a consultant to local government, preceded by 5 years as an assistant to the City Administrator. He earned his undergraduate degree in Political Science/Public Service (Phi Beta Kappa) from the University of California, Santa Cruz and holds a Master of Public Administration degree from the University of Southern California. Prior to becoming a Principal in Citygate in 1991, he was a Senior Manager in the local government consulting division of Ernst & Young.

*Mr. DeRoos is responsible for ensuring the project is conducted smoothly and efficiently within the schedule and budget allocated, and that project deliverables meet Citygate's and the client's quality standards.*

**Note:** *The following sub-contractors have assisted Chief Gary with deployment studies for over 10 years.*

**Michael D. Fay, Statistical Specialist**



Mr. Fay has over 30 years experience and has served as a firefighter, EMS director, educator, consultant and publisher. As President of Animated Data, Inc., he is the designer and publisher of StatsFD (formerly NFIRS 5 Alive). Using standard StatsFD datasets, StatsFD quickly performs diagnostic analysis of fire department operations.

*Michael Fay will provide statistical analysis of incident response times.*

**The Omega Group, Geo-Mapping Specialist**



The Omega Group is a nationally recognized public safety and law enforcement mapping analytic and tactical software solution provider. Since the company's inception in

1992, Omega is honored to have worked with over 500 public safety agencies, which have leveraged two flagship solutions: CrimeView and FireView. Some of FireView's capabilities include site selection of fire stations, first due assignments, response time analysis, and mutual aid strategies.

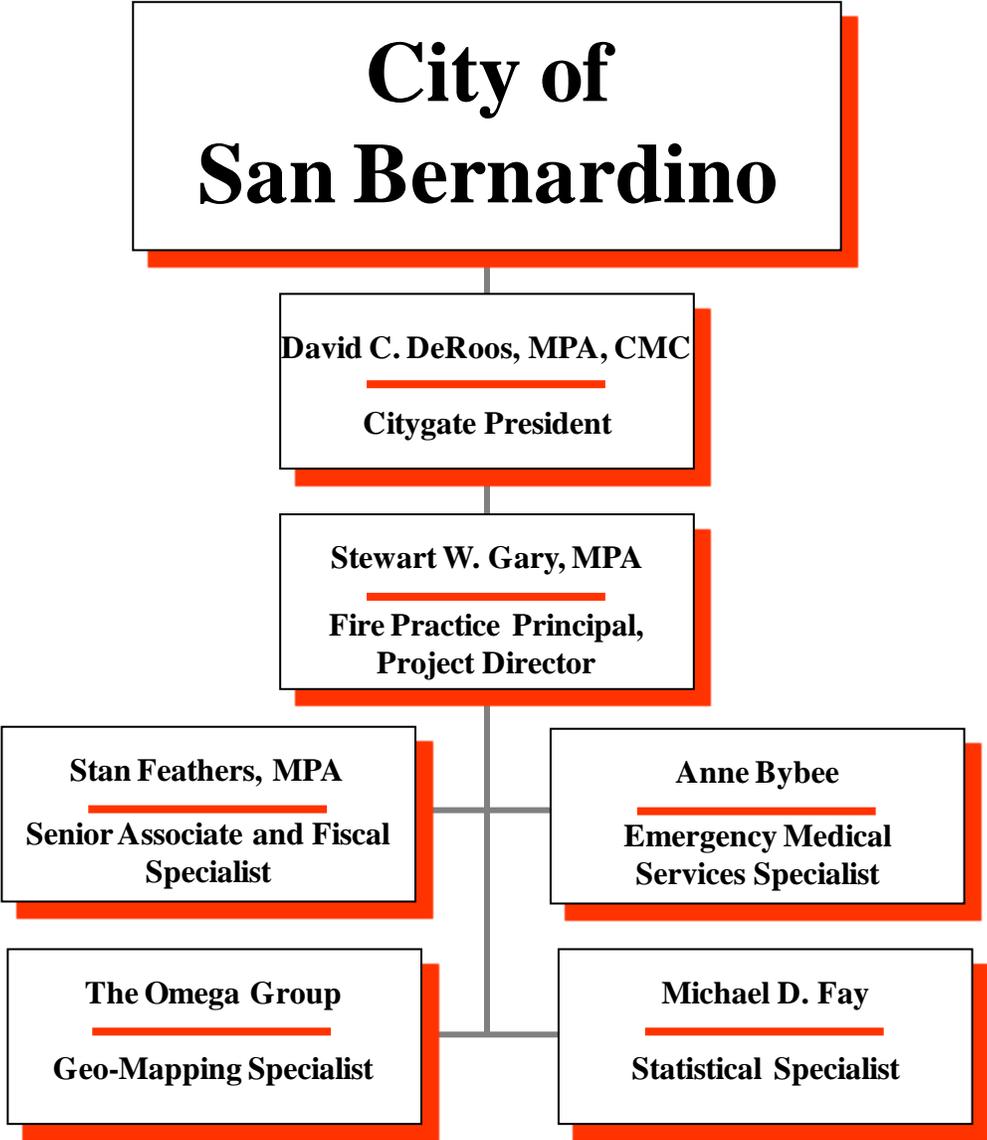
*The Omega Group will provide geo-mapping analysis for the fire station/crew deployment portion of the project.*

**2.4 PROJECT TEAM ORGANIZATION CHART**

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Shown on the following page is a Project Team organization chart. Citygate's consultants adhere to the Code of Ethics found in **Appendix A**.

# Citygate Associates Project Team Organization Chart



## SECTION 3—SUMMARY OF RELATED EXPERIENCE

### 3.1 CITYGATE ASSOCIATES PROJECT EXPERIENCE

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Citygate Associates, LLC, founded in 1990, is dedicated to assisting public sector agencies to improve services. Citygate’s Fire Protection and Emergency Medical Services practice area conducts deployment and station location analyses, master and strategic plans, consolidation feasibility analyses, organizational efficiency studies, risk assessment studies, performance audits, staffing studies, and GIS for cities, counties, and districts throughout the United States.

*Chief Gary and his team of subject matter experts have performed fire deployment studies for over 75 cities; his deployment studies have served over 14.5 million residents, which is 39 percent of California’s population.*

Citygate has completed many recent projects that are very similar to the deployment and operational work requested in this study. Below Citygate provides a description of our previous related fire services engagements. Following the description of our related studies, we provide a summary listing of other related completed fire services engagements, and finally, a list of references. For a more detailed list of Citygate’s Fire Services projects, please visit our website at [www.citygateassociates.com](http://www.citygateassociates.com) and then select “Fire Protection and Emergency Medical Services Consulting.”

### 3.2 SIMILAR COMPLETED ENGAGEMENTS

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#### **Santa Barbara County** – *Fire Services Deployment and Departmental Performance Audit Study*

Citygate completed a Standards of Response Coverage deployment analysis and departmental performance assessment of the Santa Barbara County Fire Department. The study identified both the current service level and services desired, and then assessed the Department’s ability to provide them. After understanding gaps in operations and resources, Citygate provided recommendations to maximize and improve Department operations and resources over time.

#### **City of San Diego, CA** – *Standards of Response Coverage Study*

Citygate conducted a fire service Standards of Response Coverage deployment study for the San Diego Fire Rescue Department (population over 1.25 million). This study independently reviewed the existing fire and emergency medical risks to be protected, the current and desirable response system to these needs, and recommended a best-fit solution to most effectively leverage the existing situation while allowing the development of an even stronger regional response system to benefit everyone.

**Cities of Hesperia, Adelanto, Victorville, Town of Apple Valley – Public Safety JPA Feasibility Study**

Citygate is currently conducting a Feasibility Study for the cities of Hesperia, Adelanto, Victorville, and the Town of Apple Valley to determine the potential for a Public Safety JPA to manage Police and/or Fire services among the agencies.

**Cities of Anaheim, Fullerton, and Orange CA – Consolidation, Merger or Contract Fire Services Feasibility Analysis**

Citygate performed a study to identify opportunities to expand and/or strengthen the delivery of Fire, EMS, and other services for the City of Anaheim Fire Department, City of Fullerton Fire Department, and Orange City Fire Department.

**San Diego County Office of Emergency Services (CA) – Countywide Deployment Study for Regional Fire, Rescue, and EMS Services (57 Total Fire Agencies)**

In 2010, Citygate established a phased-process blueprint designed to improve San Diego County's regional fire protection and emergency medical system. The study assessed current levels of service, identified future needs, provided options for a regional governance structure, and developed cost feasible proposals to improve the region's ability to respond to natural or manmade disaster (including wildfires, earthquakes, terrorism, and other multi-hazard events), bolster day-to-day operations for local agencies, and enhance the delivery of fire and emergency medical services.

The study exceeded the County's expectations and was very well received by the elected officials and stakeholders in May 2010. The County has since retained Citygate to provide ad hoc assistance with implementation of the study's recommendations. More information on this study, including links to watch the final presentation, listen to a related radio interview with Stewart Gary, view study documents, and read local news articles is available here:

[http://citygateassociates.com/Fire\\_San\\_Diego\\_County\\_Study.html](http://citygateassociates.com/Fire_San_Diego_County_Study.html)

The Board of Supervisors on a 5-0 vote adopted Citygate's recommendations and the County is now in the process of implementing the recommendations.

**Sacramento Metropolitan Fire District – Standards of Response Cover Study and a Services Reduction (Brownout) Study**

With an operating budget of approximately \$166 million, the Sacramento Metropolitan Fire District provides services through 42 fire stations and approximately 750 career personnel to more than 640,000 residents in a 417 square mile area of Sacramento County, the Cities of Citrus Heights and Rancho Cordova, and a small portion of Placer County.

**City of San Bernardino, CA**

Proposal to Provide a Fire Services Deployment Study

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The Standards of Response Coverage study was commissioned to: analyze the effectiveness of the current deployment system; evaluate the need for additional fire stations; recommend criteria for the placement and timing of these stations; and develop the criteria for deployment reductions of 3-5 fire stations to meet the fiscal needs of the District's declining revenues.

The study exceeded all of the District's expectations and was very well received by the elected officials and stakeholders in May 2009. The District adopted and implemented Citygate's brownout service reduction plan. Citygate was retained by the District to perform an update to the Standards of Response Coverage study.

**El Dorado LAFCO (CA) – Countywide Fire and Emergency Services Study**

Citygate performed a fire and emergency services study to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost-effective coverage. This study was undertaken because eight of the fourteen agencies providing fire and emergency services to El Dorado County had insufficient revenue streams and had been relying on supplemental funding from the County; without these funds, some agencies would not be able to meet service demands.

**City of Oakland, CA – Comprehensive Multi-Hazard, All Risk Fire Service Deployment Study**

Citygate conducted a comprehensive multi-hazard, all-risk fire service deployment study of the Oakland Fire Department's ability to respond to and mitigate emergencies in routine and strategic risk scenarios. The study combined Oakland's capabilities with those of its neighbors to form a picture of what the sub-regional response system's capabilities are to protect the strategic risks in the Oakland Metropolitan Area. From these assessments and the resultant gap analysis, recommendations for changes were made to improve the response system.

**Cities of Monterey, Pacific Grove, and Carmel, CA – Regional Fire Service Study**

Citygate assisted with the development of a high-level assessment of the feasibility of fire agency consolidation for the cities of Monterey, Pacific Grove, and Carmel. This study assisted the partners with determining if they should create a joint agency that would be a more efficient governmental organization that will provide improved services at controlled or lower costs. The study also focused on the possibilities to streamline the allocation of resources and equipment so that the most cost-effective apparatus, facility, training, prevention, and safety services are provided.

Upon completion of the Final Report, Citygate was retained to provide guidance as the agencies decided whether to proceed with consolidation. The agencies have successfully consolidated.

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**City of Emeryville, CA – *Fire Department Master Plan and Contract for Services Analysis with Alameda County***

Citygate conducted a Fire Department master plan to include all aspects of the City’s fire services operations. The review focused on how to best meet Emeryville’s fire protection needs, while providing any possible operational efficiencies, cost savings or possible re-configuration of services in these difficult economic times.

As a follow-on to our fire department review, Citygate assisted the City in assessing fire service provision options, including review of a proposal from Alameda County for the provision of fire services. Ultimately, the City decided to contract for services with Alameda County.

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**3.3 CITYGATE CLIENT SUMMARY**

In addition to the related studies described above, Citygate presents a listing of additional SOC/deployment studies, Master/Strategic Plans, consolidation projects, and general projects that we have completed.

**3.3.1 Fire Standards of Coverage/Deployment Studies**

- ◆ City of Alameda, CA
- ◆ City of Bakersfield, CA
- ◆ City of Brentwood, CA
- ◆ City of Cleveland, OH
- ◆ City of Costa Mesa, CA
- ◆ City of Emeryville, CA
- ◆ City of Enid, OK
- ◆ City of Eureka, CA
- ◆ City of Folsom, CA
- ◆ City of Georgetown, TX
- ◆ Marin County, CA
- ◆ Menlo Park FPD, CA
- ◆ City of Minneapolis, MN
- ◆ City of Monterey Park, CA
- ◆ City of National City, CA
- ◆ North County FPD, CA
- ◆ North Lake Tahoe FPD, NV
- ◆ City of Oakland, CA
- ◆ Ogden City, UT
- ◆ City of Palm Springs, CA
- ◆ City of Pasadena, CA
- ◆ City of Redlands, CA
- ◆ City of Roseville, CA
- ◆ Sacramento Metropolitan Fire District, CA
- ◆ City of San Diego, CA
- ◆ City of San Mateo, CA
- ◆ San Mateo County, CA
- ◆ San Ramon Valley FPD, CA
- ◆ Santa Barbara County, CA
- ◆ Santa Clara County, CA
- ◆ City of Seaside, CA
- ◆ Snohomish County Fire District 1, WA
- ◆ South Placer FPD, CA
- ◆ South San Mateo County, CA
- ◆ South Santa Clara FPD, CA
- ◆ Stanislaus Consolidated Fire Protection District
- ◆ City of Stockton, CA
- ◆ City of Suisun City, CA
- ◆ Travis County ESD No. 6, TX
- ◆ City of Vacaville, CA
- ◆ City of Vallejo, CA
- ◆ City of Vista, CA
- ◆ City of West Sacramento, CA
- ◆ City of Yuba City, CA

### **3.3.2 Headquarters Systems and Overall Performance Audits**

- ◆ City of Atwater, CA
- ◆ City of Belmont, CA
- ◆ City of Beverly Hills, CA
- ◆ Butte County, CA
- ◆ City of Carlsbad, CA
- ◆ City of Corona, CA
- ◆ City of Dixon, CA
- ◆ City of DuPont, WA
- ◆ East Contra Costa County FPD, CA
- ◆ Fresno County, CA
- ◆ Los Angeles County, CA
- ◆ Los Angeles Area Fire Chiefs Association, CA
- ◆ Madera County, CA
- ◆ Mountain House CSD, CA
- ◆ Napa County, CA
- ◆ City of Napa, CA
- ◆ City of Newark, CA
- ◆ City of Oakdale / Oakdale Rural FPD, CA
- ◆ City of Oceanside, CA
- ◆ City of Peoria, AZ
- ◆ Presidio Trust, CA
- ◆ Port of Long Beach, CA
- ◆ Port of Los Angeles, CA
- ◆ Rock Creek Rural FPD, ID
- ◆ Salida FPD, CA
- ◆ Salton Community Services District, CA
- ◆ City of San Luis Obispo, CA
- ◆ City of Soledad, CA
- ◆ City of Surprise, AZ
- ◆ Templeton, CA
- ◆ Travis County ESD #6, TX
- ◆ Town of Windsor, CA
- ◆ University of California, Davis

### 3.3.3 Consolidations and Contract-for-Service Analyses

- ◆ San Diego County Office of Emergency Services (CA) – Countywide Deployment and Fiscal Study for Regional Fire, Rescue, and EMS Services (57 Total Fire Agencies)
- ◆ UC Davis, Cities of Davis, West Sacramento, and Woodland – Consolidation Feasibility Analysis
- ◆ UC Santa Cruz and City of Santa Cruz – Consolidation Feasibility Analysis
- ◆ City of Emeryville, CA – Assessment of Fire Service Provision Options
- ◆ City of Arcata, CA – Fire Services Feasibility Analysis
- ◆ City of Pinole, CA – Regional Fire Service Delivery Study
- ◆ El Dorado LAFCO (CA) – Countywide Fire and Emergency Services Study
- ◆ Cities of Burlingame, Millbrae, San Bruno, and Town of Hillsborough – Fire Services Merger Technical Implementation
- ◆ City of Sausalito and Southern Marin FPD – Fire Consolidation Implementation Analysis
- ◆ Cities of Orange, Fullerton, and Anaheim – Consolidation Feasibility Analysis
- ◆ City of Lodi, CA – Contract for Services Feasibility Analysis
- ◆ Presidio Trust and National Park Service – Fire Services Reorganization
- ◆ City of Eureka and Humboldt No. 1 Fire Protection District – Consolidation or Contract Fire Services Feasibility Analysis
- ◆ Seaside and Marina Fire Services, CA – Consolidation Implementation Assistance
- ◆ Cities of Pismo Beach, Arroyo Grande, Grover Beach, and Oceano CSD – High-Level Consolidation Feasibility Analysis
- ◆ Cities of Patterson, Newman and West Stanislaus County FPD, CA – Joint Fire Protection Study
- ◆ Cities of Monterey, Pacific Grove, and Carmel, CA – High-Level Consolidation Feasibility Analysis
- ◆ South Santa Clara County Area Fire Departments – Reorganization Feasibility Study
- ◆ City of South Lake Tahoe, CA – Fire Department Consolidation Feasibility Analysis
- ◆ City of Santa Rosa and Rincon FPD, CA – Fire Consolidation Analysis
- ◆ Hesperia, CA – Public Safety JPA Feasibility Study
- ◆ City of Covina, CA – Contract-for-Service Analysis
- ◆ Cities of Newark and Union City – Consolidation or ALCO Contract for Services Study
- ◆ Snohomish County Fire District 1, WA – Review of Regional Fire Authority Financial and Level-of-Service Plan
- ◆ City of Sonoma and Valley of the Moon FPD – Fire Services Reorganization Study

### 3.3.4 General Studies

- ◆ County of Alameda, CA – Incident Management Teams
- ◆ City of Albany, NY – Management Audit
- ◆ Alpine Springs, CA – Services Cost Sharing
- ◆ City of Atascadero, CA – Project Impact and Mitigation Assessment
- ◆ Bay Area UASI – Incident Management Training; Bay Area IMT Assessment and Framework
- ◆ City of Brentwood, CA – Service Costs and Options
- ◆ City of Calistoga, CA – Fire Safety Review
- ◆ City of Chula Vista, CA – Analysis of Overtime Use; Fiscal and Operational Police Assistance for ALS Plan
- ◆ City of Cloverdale, CA – Impact Fees
- ◆ City of Coastside, CA – Fire Station Location Review
- ◆ City of Copperopolis, CA – Prevention
- ◆ City of Davis, CA – Operations / Management
- ◆ Donnelly Rural FPD, ID – Mitigation
- ◆ EMSA – Training Program Development
- ◆ City of Fairfield, CA - Review of the Fire Station Needs for the Fairfield Train Station Specific Plan
- ◆ Goodyear, AZ – Fire Department Management Audit
- ◆ City of Fremont, CA – Response Statistics; Comprehensive Multi-discipline Type 3 IMT Training Program
- ◆ Hamilton City Fire Protection District, CA – Preliminary Diagnostic Assessment
- ◆ Hemet, CA – Costing and Peer Review for Fire Service Alternatives
- ◆ Kelseyville FPD, CA – Executive Search
- ◆ City of Loma Linda, CA – Cost of Services
- ◆ City of Milpitas, CA – Fire Services Planning Assistance
- ◆ County of Monterey – EMS Agency Ambulance Systems Issues Review and Analysis
- ◆ City of Napa, CA – Mitigation
- ◆ City of North Lake Tahoe, CA – Management Team Workshop
- ◆ City of Patterson, CA – Advance Planning
- ◆ PG&E – Mitigation
- ◆ City of Piedmont, CA – EOC
- ◆ Placer County – Fire Services and Revenue Assessment
- ◆ Port of Long Beach, CA – Ports
- ◆ Port of Los Angeles – Performance Audit
- ◆ City of Portland, CA – Public Information Officer Training
- ◆ City of Poway, CA – Overtime Audit
- ◆ City of Roseville, CA – EMS Transport
- ◆ Rancho Cucamonga Fire District, CA – Fire Services Feasibility Review
- ◆ Rancho Santa Fe FPD, CA – Operational and Fiscal Feasibility Review
- ◆ Salton CSD, CA – Fire Services Impacts Review
- ◆ City of Sacramento – Fire Prevention
- ◆ City and County of San Francisco – Incident Management Training
- ◆ County of San Mateo – Countywide Fire Service Deployment Measurement System
- ◆ Santa Clara County – Incident Management Training
- ◆ Santa Cruz County – Incident Management Training
- ◆ Town of Scotia Company, LLC – Board Training Workshop
- ◆ South Monterey County Fire Protection District – Needs Assessment
- ◆ Stanford University, CA – Fire Services System Review Consulting Services
- ◆ Wheatland Fire Authority, CA – Operational Feasibility Review
- ◆ City of Yorba Linda, CA – EOC
- ◆ Kitsap Public Health District – Emergency Response Plan Review Services

### 3.4 CLIENT REFERENCES

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Below, Citygate provides a list of references for related engagements. We strongly encourage the City to contact these references to see why agencies continue to call on Citygate for their fire and emergency services consulting needs.

#### **San Diego County, CA**

Regional Deployment Study for Fire, Rescue, and EMS Services

*Mr. Walt Ekard, Former Chief  
Administrative Officer  
(619) 760-7444*

#### **County of Santa Barbara, CA**

Fire Services Deployment and Departmental Performance Audit

*Michael Dyer, Fire Chief  
(805) 681-5507*

#### **City of San Diego, CA**

Standards of Response Coverage Study

*Jay Goldstone, COO & CFO  
(619) 236-7080  
Javier Mainar, Fire Chief  
(619) 533-4300*

#### **Cities of Anaheim, Fullerton, and Orange, CA**

Consolidation, Merger or Contract Fire Services Feasibility Analysis

*Mr. Randy Bruegman, Fire Chief  
(714) 764-4000*

#### **El Dorado LAFCO, CA**

Countywide Fire and Emergency Services Study

*Mr. Jose Henriquez, Executive Officer  
(530) 295-2707*

#### **City of Emeryville, CA**

Fire Department Master Plan and Contract for Services Analysis

*Mr. Kevin Johnson, Fire Chief  
(510) 596-3758*

### 3.5 CITYGATE'S DEPTH IN FIRE SERVICE WORK

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*To our knowledge, no other single consultant, with his two key software partners, has completed SOC studies on this many large agencies in California and been a practicing Fire Chief in the state.*

This section describes the depth of Citygate Associates' experience in providing deployment, organizational and management analysis consulting services.

Directly stated, Citygate is the **most experienced** deployment and fire services assessments firm in the United States. Why?

Stewart Gary, Citygate's Fire Practice Principal and retired Fire Chief, has for over 14 years helped develop the Standards of Response Cover methodologies and teach these to fire service leaders across the U.S and Canada. Chief

Gary partnered with the leading software firms to develop the tools necessary for advanced fire services deployment planning. To our knowledge, there is no other fire services deployment analyst with Chief Gary's depth and breadth of experience summarized here:

- ◆ In 1995 Chief Gary was asked to take the Commission on Fire Accreditation Standards of Response Cover (SOC) Manual edition #1 and develop the material into a 40-hour course for the California Fire Academy;
- ◆ In the years to follow, Chief Gary co-authored and edited SOC Manual versions #2 through #4;
- ◆ Chief Gary taught the highly successful SOC class at the California Fire Academy for years and delivered seminars nationally for the Commission on Accreditation to fire service groups including International Fire Chiefs Association Conventions, accreditation applicant agencies, Navy and Air Force Fire Chiefs;
- ◆ Chief Gary, as a consultant since 2001, has worked on over 140 fire service projects. Many of these involved complicated and politically sensitive situations. Most involved some form of partial or total deployment analysis skills;
- ◆ Many of these projects have been in *California*. To our knowledge, no other single consultant, with his two key software partners, has completed SOC studies on this many large agencies in California *and been a practicing Fire Chief in the state*:
  - City of Bakersfield
  - Butte County
  - El Dorado County – all fire agencies
  - Los Angeles County Fire Department – Santa Clarita Valley
  - Napa City & County
  - City of Oakland
  - Sacramento Metropolitan Fire District
  - City of San Diego
  - San Diego County – all fire agencies
  - City of San Jose
  - City of San Mateo
  - Santa Barbara County
  - City of Stockton
  - Additionally, many suburban and rural cities and fire districts in California, listed above in Section 3.3.

- ◆ Where Chief Gary’s SOC studies have been presented to elected officials in public agency hearings, they have always been universally well received, with the findings and recommendations never being contested or disagreed with by elected officials, fire managers, city managers or labor leaders. This record of positive consultancy results across diverse stakeholder groups is unparalleled. In fact, at the final presentation of our countywide deployment study (led by Chief Gary) for San Diego County to the elected officials, we received these comments:
  - “Never before has a study been done that looks across the wide range of jurisdictional lines and at a level of analysis so deep.” – *Second District Supervisor, Dianne Jacob*
  - “...I think this is an extraordinary report; ...it’s professionally done and this is probably one of the best presentations that I personally have ever sat through...” – *Supervisor Fourth District, Ron Roberts*

### 3.5.1 SOC Studies

Since 2001, Chief Gary has personally worked on over 180 fire services studies, over 75 percent of which have needed partial or predominantly full Standards of Response Coverage assessments.

When we say Chief Gary “worked” on a project, he is not taking credit for being a figurehead as a project director who only reviews superficially the work of others. He is involved with all aspects of the SOC studies, from initial data collection, to directing the statistical and mapping work, to forming and presenting the conclusions. When he presents the final work product to elected officials, he knows every detail and nuance of that agency.

Since 2002, Michael Fay of Animated Data, Inc., has worked exclusively on SOC consultancy studies with Chief Gary. Together they have a vast experience set across over 100 clients that gives them an unparalleled knowledge of fire service incident response data issues.

Since 2004, Chief Gary has been the exclusive fire services deployment consultant business partner for The Omega Group. They have teamed together on dozens of projects, especially the largest and most complex. Recent examples of these are full SOC studies performed for San Diego County, San Diego City, Santa Barbara County, and Oakland.

This team of three has the most extensive joint working experience of any fire service deployment team, company or individual in the United States that we know of. All of these three are deeply involved in each project they perform together. They share common values about how to conduct best practices deployment analysis, how to uniquely meet each client’s needs, and they push each other to invent new methods where needed.

### 3.5.2 Citygate's Distinguishing Characteristics in the Marketplace

In one word – **trust** – founded on these core values:

Ethics: We will use rational information to help elected officials make informed policy choices. Our opinions are not for “sale” to those that might want to slant a recommendation because they are paying for the advice.

Quality: We deliver a complete work product that meets the client's *local* needs. We do not use one-size-fits-all reports. Our reports clearly use facts to frame appropriate recommendations that the civilian reader can understand. We do not use industry jargon or jump to conclusions that only a fire service individual would understand.

Timeliness: We will offer our clients a realistic timeline and always complete our work within that timeline. Where we have not, it is due to the client needing more time to schedule events or to produce background information.

Sensitivity: We will understand at the project kick-off what the stakeholder issues are and what information will be needed to completely address them. We are careful to respect local issues. We do not take sides. We rationally analyze information and present policy choices. We are quiet, “backstage” experts who let the local officials set and explain public policy.

Independence: Citygate provides a dependable independent voice (perspective, viewpoint, evaluation, assessment). Citygate is not aligned with any special interest group or association.

## SECTION 4—PROJECT COST

### 4.1 PROJECT COST/BILLING

Our charges are based on actual time spent by our consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. We will undertake this study for a “not-to-exceed” total cost, based on our Work Plan and Scope of Work, outlined below.

Hourly Fees of Project Team	Reimbursable Expenses	5% Administration Fee	Total Citygate Project Amount
\$64,925	\$6,729	\$3,246	\$74,900

Citygate’s consulting hours are shown in the table below:

Project Team	Hours
Field Consultant Team	187
Statistical Analysis	40
Geo Modeling	42
Office Support	69
<b>Total Hours</b>	<b>338</b>

The City should consider the travel costs a “high side” estimate to include sufficient trips for on-site meetings and resultant travel expenses for the Citygate Team from Northern California. To be on the safe side, the airfare estimates are at the Southwest full-fare rates. We typically can schedule far enough in advance to obtain Internet fares, but we create our budget with the full-fare rates to cover last-minute meeting requests. Either way, the City only pays actual incurred rates.

The price quoted above is effective for 30 days from the date of receipt for this proposal and includes one (1) draft cycle as described in Task 4 of our Work Plan to be completed by Citygate and the City within thirty (30) calendar days. Additional Draft Report cycles or processing delays requested by the City would be billed in addition to the contracted amount at our time and materials rates. When changes are agreed upon, Citygate will provide up to three (3) bound color copies of the Final Report document and a reproducible master copy on CD-ROM. The Draft Report will be considered to be the Final Report if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

If the City decides to delay the final presentation in Task 5 after acceptance of the final work product, Citygate will accommodate such a request, but will charge two (2) administrative hours per month to keep the project in suspense until the presentation is delivered.

**4.1.1 Citygate Hourly Rates**

Classification	Rate	Consultant
Citygate President	\$225 per hour	David DeRoos
Citygate Fire Practice Principal & Project Director	\$250 per hour	Stewart Gary
Emergency Medical Services Specialist	\$195 per hour	Anne Bybee
Fiscal Specialist and Senior Associate	\$195 per hour	Stan Feathers
Project Report Administrator	\$95 per hour	Chad Jackson
Administrative Support	\$85 per hour	Various

**4.1.2 Billing Schedule**

We request that ten percent (10%) of the project cost be advanced at the execution of the contract, to be used to offset our start-up costs. This advance would be credited to our last invoice. Subsequently, we will bill monthly for time, reimbursable expenses incurred, plus a five percent (5%) administration charge in lieu of individual charges for copies, phone, etc. Our invoices are payable within thirty (30) days. Citygate’s billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter.

Due to the uncertainty surrounding the City’s financial situation, if we do not receive payment within forty (40) days from the date an invoice is issued, we will suspend the project until the invoice has been paid and a mutually agreeable schedule of tasks and timing of payments has been determined.

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**APPENDIX A**

**CODE OF ETHICS**

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# CODE OF ETHICS

## ***CLIENTS***

1. We will serve our clients with integrity, competence, and objectivity.
2. We will keep client information and records of client engagements confidential and will use proprietary client information only with the client's permission.
3. We will not take advantage of confidential client information for ourselves or our firms.
4. We will not allow conflicts of interest which provide a competitive advantage to one client through our use of confidential information from another client who is a direct competitor without that competitor's permission.

## ***ENGAGEMENTS***

5. We will accept only engagements for which we are qualified by our experience and competence.
6. We will assign staff to client engagements in accord with their experience, knowledge, and expertise.
7. We will immediately acknowledge any influences on our objectivity to our clients and will offer to withdraw from a consulting engagement when our objectivity or integrity may be impaired.

## ***FEES***

8. We will agree independently and in advance on the basis for our fees and expenses and will charge fees and expenses that are reasonable, legitimate, and commensurate with the services we deliver and the responsibility we accept.
9. We will disclose to our clients in advance any fees or commissions that we will receive for equipment, supplies or services we recommend to our clients.

## ***PROFESSION***

10. We will respect the intellectual property rights of our clients, other consulting firms, and sole practitioners and will not use proprietary information or methodologies without permission.
11. We will not advertise our services in a deceptive manner and will not misrepresent the consulting profession, consulting firms, or sole practitioners.
12. We will report violations of this Code of Ethics.

The Council of Consulting Organizations, Inc. Board of Directors approved this Code of Ethics on January 8, 1991. The Institute of Management Consultants (IMC) is a division of the Council of Consulting Organizations, Inc.

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## **APPENDIX B**

# **PROJECT TEAM RESUMES**

Mr. Gary was, until his retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 39<sup>th</sup> year in the Fire Service, Mr. Gary began as a volunteer and worked his way up through the ranks, including his service as a Paramedic for five years.

Mr. Gary started his career with the City of Poway in San Diego County, attaining the rank of Battalion Chief/Fire Marshal. He subsequently served as the Administrative Battalion Chief for the Carlsbad Fire Department in San Diego County. He was appointed Fire Chief for the City of Livermore, CA in January 1994, and two years later, he successfully facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless ten-company department from which he retired as Chief. This successful consolidation was awarded the esteemed Helen Putnam award for excellence and innovation by the California League of Cities in 1999.

Mr. Gary has both a Bachelor's and Master's degree in Public Administration from San Diego State University. He holds an Associate in Fire Science Degree from Miramar Community College in San Diego, a Certificate in Fire Protection Administration from San Diego State, and he has attended hundreds of hours of seminar course work in fire protection.

Mr. Gary has served in elected professional positions, including: President, California League of Cities, Fire Chiefs Department and Chairperson, San Diego County Paramedic Agencies. He has been involved in progressive responsibility for creating or implementing fire protection policy on the local, state and national levels. He has served as a Board Member representing cities on the California Office of Emergency Services-Firescope Board, and served two terms as the Fire Chief representative on the California League of Cities Board of Directors.

**Memberships Held Include:**

- ◆ International Association of Fire Chiefs, Fairfax, VA
- ◆ California Fire Chiefs Association, Rio Linda, CA
- ◆ National Fire Protection Association, Quincy, MA

**Selected Consulting Experience Includes:**

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed or directed over 180 consulting projects. Some of the highlights and recent projects are:

- ◆ Served as Project Director for a consolidation, merger or contract for services feasibility analysis for the City of Anaheim and its partners in the study. Citygate identified opportunities to expand and/or to strengthen the delivery of Fire, EMS, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and Orange City Fire Department.
- ◆ Currently serving as Project Director for a project to provide a feasibility study for a public safety Joint Powers Authority for the cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
- ◆ Served as Project Director and SOC Specialist for Citygate's Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in

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the County region. Citygate outlined a process designed to establish a blueprint for improving San Diego County's regional fire protection and emergency medical system.

- ◆ Served as Project Manager and SOC Specialist for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.
- ◆ Served as Project Director for Citygate's Standards of Response Coverage study for the City of San Diego, CA.
- ◆ Served as Project Director and SOC Specialist for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost effective coverage.
- ◆ Served as Fire Practice Principal for Citygate's police department consolidation feasibility assessment for the cities of Burlingame and San Mateo, CA.
- ◆ Served as Project Director and SOC Specialist for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
- ◆ Served as Fire Practice Principal for a fire services merger technical implementation for the cities of Millbrae, Burlingame, San Bruno, and Town of Hillsborough to gain greater economies of scale, avoid fiscal, governance and operational duplication and where needed, improve services. The study investigated full consolidation of the agency fire services with various related governance arrangements to partial contractual sharing along with the most feasible appropriate cost apportionment formulas.
- ◆ Served as Fire Practice Principal to conduct an emergency service consolidation/merger support study for the University of California, Davis and the cities of Davis, West Sacramento, and Woodland.
- ◆ Served as Project Manager for Citygate's project to perform a high-level assessment of the feasibility of fire agency consolidation for the cities of Monterey, Pacific Grove, and Carmel.

Chief Gary has been involved with all of the other fire service projects starting in 2001 listed on our reference list.

**Other non-Citygate Relevant Experience Includes:**

- ◆ In 2002, Mr. Gary led a seminar that taught the Standards of Response Cover (SOC) methodology to members of the Clark County Fire Department.
- ◆ In 2005 and into 2006, Mr. Gary coached, assisted and initially drafted the Clark County Fire Department Rural SOC documents. He advised County GIS on how to prepare the necessary mapping and response statistics analysis. He then coached the project manager on collecting risk assessment information on each rural area, which he then wove into an integrated draft set of risk statements and proposed response policies for each rural area.

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- ◆ In 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Response Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9-0 vote.
  - ◆ In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless ten-company department for which he served as Chief. The LPFD represents one of the few successful city-to-city fire mergers in California. The LPFD consisted of 128 total personnel with an operating budget for FY 00/01 of \$18M. Service was provided from eight stations and a training facility, and two additional stations were under construction.
  - ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the *Standards of Cover* system for fire service deployment. He re-worked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
  - ◆ In 1994, Mr. Gary effectively led the Fire Department's adding of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully re-voted after Proposition 218) to help pay for this increased service. In 1995, Mr. Gary assisted the City Council and the firefighters union in reaching a new understanding on staffing, and a fifth Fire Company was added to better serve the Northwest area of Livermore.
  - ◆ During his tenure in Carlsbad, he successfully master planned and opened two additional fire stations and developed the necessary agreements between the development community and the City Council.
  - ◆ Mr. Gary has developed fire apparatus replacement plans; procured fire apparatus; supervised the development of community disaster preparedness and public education programs; facilitated permit streamlining programs in the Fire Prevention and Building Departments; improved diversity in the Livermore fire department by hiring the first three female firefighters in the City; supervised the Livermore City Building Department including plan check and inspection services for two years; master planned future growth in the North Livermore area for an additional 30,000 people in a "new town" area.
  - ◆ Mr. Gary facilitated a successful regional dispatch consolidation between Poway and the City of San Diego Fire Department. He developed and implemented fire department computer records systems for Carlsbad and Livermore.

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- ◆ Mr. Gary has been a speaker on the proper design of information systems at several seminars for Fire Chiefs, the California League of Cities and the Fortune 100. He has authored articles on technology and deployment for national fire service publications.
  - ◆ Mr. Gary is experienced as an educator in teaching firefighting, paramedicine and citizen CPR programs. As a community college instructor, he taught management and fire prevention. He has been an instructor for State Fire Training and the San Diego Paramedic program.

#### **Instructor and Lecturer:**

- ◆ Instructor and lecturer on Fire Service Deployment for the Commission on Fire Accreditation Standards of Cover Methodology. Over the last five years, Mr. Gary has presented one-day workshops across the U.S. and Canada to fire chiefs. Presentations have included:
  - The International Association of Fire Chiefs Convention;
  - U.S. Navy Fire Chiefs in Norfolk, Virginia;
  - U.S. Air Force Fire Chiefs at the USAF Academy, Colorado Springs, Colorado;
  - Seattle area Fire Chiefs;
  - Vancouver British Columbia Fire Chiefs Association;
  - The Michigan/Indiana Fire Chiefs Association School at Notre Dame University;
  - The California Fire training Officers annual workshop.
- ◆ Developed and taught the 40-hour course in fire deployment methods for the California Fire Academy for seven years. Over 250 fire officers have been trained in this course.

#### **Presentations:**

- ◆ “Mapping the Future of Fire.” First ever fire service technology conference, October 2000, Dallas, Texas. Outlined fire service needs, especially for GIS mapping and mobile data technologies in the fire service.

#### **Publications:**

- ◆ Edited, partially wrote and co-developed the 2<sup>nd</sup>, 3<sup>rd</sup> & 4<sup>th</sup> Editions of the Commission on Fire Accreditation Standards of Response Cover Manual.
- ◆ Fire Chief Magazine article. February 2001, “System of Cover.” Using the Accreditation Commission’s Standards of Response Cover systems approach for deployment.
- ◆ Fire Chief Magazine article. December 2000, “Data to Go.” Designing and implementing wireless data technologies for the fire service.

Ms. Bybee has 11 years of experience in Emergency Management and Disaster Response, with particular emphasis in medical and public health. For 9 years Anne was a Medical Disaster Specialist with the California Emergency Medical Services Authority; for the past 2½ years she has been an Emergency Planning Analyst for the California Department of Public Health. In these roles Anne has acted as an instructor, course designer, course coordinator and exercise coordinator for numerous ICS-based classes and field exercises.

In addition to her responsibilities at the state-level, Anne participates on a federal Incident Response Coordination Team that oversees the operational and logistical aspects of medical teams within the National Disaster Medical System (NDMS). Anne was deployed to the WTC (2001), Hurricane Charley (2004), Hurricane Katrina (2005) and the Joplin Tornado (2011). While her main roles on this team have been in the Operations Section of the ICS-based team, she also has experience in both Planning and Admin/Finance.

Ms. Bybee maintains a California paramedic license and acted as Programs Director for a private-post secondary paramedic training institute prior to joining state service in June of 2000.

Ms. Bybee has a Bachelor of Arts degree with a Spanish major and History minor from Saint Mary's College, Moraga, CA. She also holds a valid California Paramedic license and completed her paramedic training at the Northern California Training Institute (NCTI).

**Relevant Experience Includes:**

- ◆ Currently serving as EMS-Public Health Specialist for an ambulance system issues review and analysis of options for the County of Monterey EMS Agency. Citygate reviewed documents and assessed systems as necessary to substantiate issues identified, then worked separately and jointly with system partners to forge improved relations and operational agreements.
- ◆ Served as EMS & Health/Medical Specialist for Healthcare Preparedness Partnership Training, Education and Exercise Analysis for Monterey County. Citygate conducted an audit of current emergency plans and training schedules, and conducted a Gap Analysis and Closure to identify short and long-term vulnerabilities that may prevent a rapid, definitive, and effective response to an emergency in Monterey County. The plan is scalable and modifiable, with recommendations for training sources.
- ◆ Currently on the roster to instruct courses in the discipline of Public Health for Citygate's training services for the Bay Area Urban Area Security Initiative and Alameda County.
- ◆ Served as Public Health Specialist for assessment and planning services regarding a Bay Area multi-discipline Incident Management Team Concept for the Bay Area UASI.
- ◆ Developed and taught an ICS-based course for a Mission Support Team that would oversee and support all medical/health resources deployed to major disasters in California.

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- ◆ Developed and coordinated an annual week-long field exercise blending civilian and military medical disaster responders. Acted as ICS-based team Director during the actual events.
  - ◆ Developed and conducted training to local health departments throughout California on organophosphate poisoning and a Mass Casualty Incident (MCI) response.
  - ◆ Developed and conducted training to local health departments throughout California on cyanide poisoning and antidote treatment options/protocols.
  - ◆ Deployed to national disasters as part of the NDMS Incident Response Coordination Team (IRCT) as Operations Section Chief, Operations Group Supervisor, Planning Specialist and Admin/Finance Specialist.

**Course Development Experience:**

- ◆ California Mission Support Team (MST) Training Program for the California Emergency Medical Services Authority, 2005
- ◆ Ambulance Strike Team (AST) Leader Training Program for the California Emergency Medical Services Authority, 2003
- ◆ Organophosphate Poisoning and MCI Event Response Training Program for the California Department of Public Health, 2009.

Mr. Stanley E. Feathers has served as City Manager, Assistant City Manager, Finance Director, Budget Manager, and has served extended duty as interim Community Development Director. He has over 25 years of management experience in both city and county government. His executive experience includes virtually all aspects of local government with much of it focused on “hands-on” analysis, policy development and implementation of initiatives. He has experience in a diverse array of public policy areas and issues. Through his wide ranging experience he has developed approaches to resolving complex problems by emphasizing simple but elegant solutions. This is critical to long-term success in an increasing complex governmental environment limited by the availability of resources. This approach focuses on sound empirical analysis, collaboration, and teamwork. His experience includes governmental finance, budget, business systems, human resources, labor relations, contract management, planning and community development, public safety, information and business technology, risk management, legislative advocacy, public works, major capital projects, and a wide variety of other areas.

Mr. Feathers recently retired and has since assisted Central Valley Cities in dealing with financial, budget and organizational issues related to the impact of the housing and economic meltdown. He recently served as interim City Manager for the City of Oakdale, a full-service city in the central valley. Mr. Feathers holds an undergraduate degree in the social sciences with concentrations in economics, political science, and social psychology and a master’s degree in public administration from California State University Stanislaus.

Since joining Citygate, Mr. Feather’s consulting experience includes:

- ◆ Currently serving as Senior Associate and Fiscal Specialist for a project to provide a feasibility study for a public safety Joint Powers Authority for the Cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
- ◆ Currently serving as Senior Associate and Fiscal Specialist for the provision of consulting services regarding fire prevention’s best practices for the City of Sacramento, CA.
- ◆ Currently serving as Project Manager and Lead Fiscal Specialist for the Town of Gilbert, AZ staff and fiscal modeling over a 20-year time horizon.
- ◆ Currently serving as Project Manager and Lead Consultant for the Assessment of the Public Works Department in the City of Albany, CA.

### **Related Experience:**

The following is a detailed listing of Mr. Feathers’ experience in local government over the past 25 years. The range and scope of this experience has included virtually every functional area in which cities are involved:

- ◆ **Intergovernmental Relations** – As City Manager and Assistant City Manager Mr. Feathers has been involved in a significant number of inter-agency endeavors including multi-agency contracts to provide transportation, planning, sanitation services, wastewater services, and fire services. These include working with partner agencies, and local Councils of Governments.
- ◆ **City Management** – Provided executive oversight of all city services and responsibilities. Served as both City Manager and Assistant City Manager. This

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includes all aspects of city management, operations, department head supervision, city council relations, agenda process, media relation, intergovernmental relations, legislative analysis, and strategic planning.

- ◆ **Budget** – Has been involved in the management, analysis, development, and monitoring of governmental budgets throughout his career. His expertise extends to every aspect from strategic long-range planning to day-to-day operations and performance management. His experience includes police, fire, public works, community development, parks and recreation, engineering, enterprise operations such as wastewater, water, airport, golf courses, community center, and major capital projects in all areas of city infrastructure. His experience includes preparation of feasibility studies, indirect and direct cost allocation studies, long-range financial projections and modeling, enterprise and governmental operations cash flow projections, utility rate analysis and projections and a host of varying analytical studies.
- ◆ **Finance** – Has extensive experience including all aspects of governmental finance including preparation of annual financial statements, the annual financial audit, required financial reporting and disclosure, bond issuance and debt issues including analysis of ongoing bond requirements and continuing disclosure necessary to comply with relevant bondholder agreements and covenants. His debt and financing issues experience has mainly centered on capital improvement projects for City infrastructure including public safety facilities, redevelopment projects, wastewater and water enterprise facilities and other governmental facilities. His background includes experience in investment, business process improvement, cash management, banking, investments, financial systems design, upgrade and conversion.
- ◆ **Contract Negotiation and Management** – Served as the lead negotiator in numerous contract negotiations during his career. Many have been both complex and multifaceted negotiations. They include: a \$62 million wastewater plant design build contract; a settlement of a controversial and longstanding dispute over a reimbursement agreement between a benefit district’s land owners, lead developer, and the city which was key to economic development strategies for the city; an intense and ultimately successful negotiation between the city, Firefighters labor association and Cal-Fire to transition city fire services to Cal-Fire and produce significant cost savings for the city; professional service contracts for legal services with city attorneys and special counsels; department heads agreements; interagency agreements for utility (water and wastewater) services; and a variety of other areas with significant implications.
- ◆ **Community Development** – Served as interim Community Development Director on several occasions. His experience includes economic development, general plan updates, specific plans, development agreements, reimbursement agreements, capital facility fee studies, tax sharing agreements, most aspects of current as well as advance planning. He has been involved in economic development activities including successful endeavors with major retailers.
- ◆ **Human Resources** – Served as the City Human Resources Director and has also supervised the Director of Human Resources and Risk Manager. Served as Chief

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labor relations negotiator on many occasions. Successfully negotiated many labor relations contracts. Conducted classifications studies, executive recruitments, updated and modified administrative policies as well as created new directives, updated personnel rules as state of labor laws changed. Conducted reorganizations in virtually every city department over his career including combining or splitting departments to improve the business processes and the value of services as well as outsourcing service to private sector service providers.

- ◆ **Information Technology** – Significant involvement with city-wide information technology from management system conversion, development of information technology practices and policies, investigations related to fraud against governmental agencies, and outsourcing of information technology functions.

**Additional Related Experience Includes:**

- ◆ Valley Chapter Chair – California Municipal Finance Officers Association 2008-2009.
- ◆ Past part-time Faculty Member – Golden Gate University, Masters in Business/Public Administration Program.
- ◆ Developed National Association of Counties (NaCo) award winning Integrated Quality Control System.
- ◆ Project coordinator on California State pilot project – on-line computer cross-match system for fraud prevention system.

Michael D. Fay has over 30 years experience and has served as a firefighter, EMS director, educator, consultant and publisher.

**Relevant Experience:**

- ◆ President of Animated Data, Inc., the designer and publisher of StatsFP, formerly *NFIRS 5 Alive*. Using standard StatsFP and raw CAD datasets, *StatsFP* quickly performs diagnostic analysis of fire department operations. Outputs are designed for both live and printed presentations.
- ◆ Director of End2End, Inc., publisher of FirePoint RMS Systems for fire departments. Products of the firm include 40 single-user and multi-user client server modules. (Formerly Advanced Command Systems, Inc. Maynard, MA). Mr. Fay is responsible for RMS product development.
- ◆ Senior Associate of Firepro Inc., a fire consulting firm specializing in fire safe building design, forensic reconstruction, and fire department consulting services. Mr. Fay directed fire scene documentation and reconstruction of dozens of large loss fires and co-authored management studies for several city fire departments.
- ◆ Assistant Superintendent and Program Chair for Management Technology at the National Fire Academy, Federal Emergency Management Agency (FEMA). The mission of the National Fire Academy is to enhance the nation's fire protection services through the development and delivery of specialized programs for fire service managers, trainers and technicians. Mr. Fay directed delivery of management training courses in the Resident Programs Division, and he developed and delivered executive development training courses for chief officers of larger departments. He also established the National Fire Academy's microcomputer laboratory. Mr. Fay authored two college-level courses on the use of computer technology in the fire service and was responsible for the development and delivery of a national teleconference on management applications for fire service computers.
- ◆ Field Coordinator, International Association of Fire Chiefs Apprenticeship Program. The IAFC/IAFF Apprenticeship Program developed personnel resources through the establishment of performance standards and local programs of training. Mr. Fay traveled to fire departments nationally to help resolve obstacles to the implementation of enhanced fire fighter, EMT and paramedic training programs and contributed to the development and adoption of national standards for Firefighters and Emergency Medical Technicians (EMTs).
- ◆ Director, Emergency Medical Services and Firefighter for the Amherst, MA Fire Department, was responsible for EMS operations, supervision of EMS personnel, budget preparation and public information programming. He also served as a line firefighter.

**Education:**

- ◆ BA, University of Massachusetts

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**Additional Interests:**

- ◆ Licensed amateur radio operator for over 40 years
- ◆ Technical background in wireless communication.

Mr. DeRoos is the President of Citygate Associates, LLC and former Deputy Director of the California Redevelopment Association. He earned his undergraduate degree in Political Science/Public Service (Phi Beta Kappa) from the University of California, Davis and holds a Master of Public Administration degree from the University of Southern California. Mr. DeRoos has over five years of operational experience as a local government administrator in land use planning, budgeting, and personnel, and nearly thirty years of consulting experience performing operations and management reviews of local government functions. Prior to joining Citygate in 1991, he was a Senior Manager in the State and Local government consulting division of Ernst & Young.

**Selected Relevant Experience Includes:**

- ◆ For all Citygate projects, Mr. DeRoos reviews work products and is responsible for ensuring that each project is conducted smoothly and efficiently within the schedule and budget allocated, and that the project deliverables are in conformance to Citygate's quality standards.
- ◆ Served in an oversight capacity for a consolidation, merger or contract for services feasibility analysis for the City of Anaheim and its partners in the study. Citygate identified opportunities to expand, and/or to strengthen the delivery of Fire, EMS, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and Orange City Fire Department.
- ◆ Currently serving an oversight capacity for a project to provide a feasibility study for a public safety Joint Powers Authority for the cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
- ◆ Served in an oversight capacity for Citygate's Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in the County region. Citygate will implement a phased process designed to establish a blueprint for improving San Diego County's regional fire protection and emergency medical system.
- ◆ Served in an oversight capacity for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.
- ◆ Served in an oversight capacity for a project for the City of Oakland to conduct a comprehensive multi-hazard, all risk fire service deployment study to analyze the City's fire services emergency response systems and make recommendations for improvement of adding traditional resources and alternative and adaptive deployment models.
- ◆ Served in an oversight capacity for an organizational analysis of the City of Beverly Hills Fire Department.
- ◆ Served in an oversight capacity for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost effective coverage.

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- ◆ Served in an oversight capacity for a police services consolidation or contract for shared services analysis for the cities of Brea, Buena Park, Fullerton, La Habra and Yorba Linda.
  - ◆ Served in an oversight capacity for Citygate’s police department consolidation feasibility assessment for the cities of Burlingame and San Mateo, CA.
  - ◆ Served in an oversight capacity for a fire services merger technical implementation for the cities of Millbrae, Burlingame, San Bruno, and Town of Hillsborough to gain greater economies of scale, avoid fiscal, governance and operational duplication and where needed, improve services. The study investigated full consolidation of the agency fire services with various related governance arrangements to partial contractual sharing along with the most feasible appropriate cost apportionment formulas.
  - ◆ Served in an oversight capacity to conduct an evaluation of the Fire Services Delivery System for the City of Emeryville, CA.
  - ◆ Served in an oversight capacity to conduct an emergency service consolidation/merger support study for the University of California, Davis and the cities of Davis, West Sacramento, and Woodland.
  - ◆ Served in an oversight capacity for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
  - ◆ Served in an oversight capacity for a consolidation, merger or contract fire services feasibility analysis for the City of Sausalito and Southern Marin FPD. Citygate identified opportunities to expand and strengthen their services and other non-emergency functions between the two agencies.
  - ◆ Served in an oversight capacity for an operational review of Roseville Fire Services for the City of Roseville. The review consists of operations, facilities, budget, organizational structure, management, policies, functions and activities of the Fire Department.
  - ◆ Served in an oversight capacity for a feasibility analysis of merging the cities of Newark’s and Union City’s fire services to gain economies of scale and improved services in these challenging economic times. Additionally, Citygate explored other fire service delivery options and worked with the study partners and Alameda County Fire Department (ALCO) to evaluate the possibility of ALCO providing contract fire services to one or both cities.
  - ◆ Served as Project Director for Citygate’s high-level assessment of the feasibility of fire agency consolidation for the cities of Monterey, Pacific Grove, and Carmel.
  - ◆ Served in an oversight capacity for a feasibility study on the merging of City and District Fire Service Operations in order to gain economies of scale, avoid duplication, and improve services for the City of Santa Rosa, the Rincon Valley Fire Protection District and the Roseland Fire Protection District.

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- ◆ Served as Project Director for a high-level assessment of the feasibility to fully or partially consolidate the fire agencies for the cities of Redlands and Loma Linda.
  - ◆ Served as Project Director for the City of Pismo Beach and surrounding communities' consolidation feasibility study. This was an independent review of the current fire department service relationships to determine if a functional or a full consolidation of one or more departments would provide cost stabilization while maintaining effective services.
  - ◆ Served in an oversight capacity for a project where Citygate performed Incident Command System training for the ten Bay Area Counties. The training was targeted to Command and General Staff and Unit Functions for Emergency Operations Centers and Incident Management Teams.

Mr. DeRoos is a member of several professional and civic associations. He has taught for the U.C. Davis Extension College and for graduate classes in Public Administration, Administrative Theory and Labor Relations for Golden Gate University, and Non Profit and Association Management for the University of Southern California. He has been a speaker for the American Planning Association (APA), written for the California APA Newsletter and the California Redevelopment Journal, and has been a speaker on redevelopment, Base Closures, and related issues across the US. Mr. DeRoos holds a certificate in Public Sector Labor Management Relations from U.C. Davis, and is a Certified Management Consultant (CMC).