



September 7, 2023

**TO:** LOCSO Board of Directors

**FROM:** Ron Munds, General Manager

**SUBJECT: Agenda Item 11G – 09/07/2023 Board Meeting  
Standard of Cover Study Contract Award**

**STAFF RECOMMENDATION**

**President**

Charles L. Cesena

**Vice President**

Marshall E. Ochylski

**Directors**

Matthew D. Fourcroy  
Troy C. Gatchell  
Christine M. Womack

**General Manager**

Ron Munds

**District Accountant**

Robert Stilts, CPA

**Unit Chief**

John Owens

**Battalion Chief**

Paul Provence

This item will be approved along with the Consent Calendar unless it is pulled by a Director for separate consideration. If so, Staff recommends that the Board adopt the following motion:

***Motion: I move that the Board approve a contract with Citygate & Associates for an amount not to exceed \$42,598 for Standard of Cover Study and authorize the General Manager to execute the agreement.***

**Discussion**

At the May ESAC meeting, the committee reviewed the RFP for a Standard of Cover Study (SOC). The SOC study will provide an analysis to formulate recommendations for the appropriate staffing and deployment of firefighting and emergency medical service resources consistent with state and national best practices. The SOC will also include analysis and recommendations for the future improvement of services to the community.

The Board approved the release of the RFP at their July Board meeting. Staff received several inquiries from consulting firms interested in submitting proposals but only received one from Citygate & Associates LLC (attached) by the August 14<sup>th</sup> due date. Citygate is a reputable firm and has the experience required to provide the services requested in the RFP. The work plan includes the following elements, using Commission on Fire Accreditation International Standards of Coverage process, for the community risk assessment/Standards of Coverage:

- Extensive review of all background information regarding the demographics of Los Osos
- Review of Existing Deployment
- Community Outcome Expectations
- Community Risk Assessment
- Critical Task Study
- Distribution Study
- Concentration Study
- Reliability and Historical Response Effectiveness Study
- Overall Deployment Evaluation

Based on the proposal content and costs, staff recommends that the Board approve the staff recommendation of contracting with Citygate on this project.

**Attachment**

Citygate & Associates Proposal

**Mailing Address:**

P.O. Box 6064  
Los Osos, CA 93412

**Offices:**

2122 9<sup>th</sup> Street, Suite 110  
Los Osos, CA 93402

**Phone:** 805/528-9370

**FAX:** 805/528-9377

[www.losososcsd.org](http://www.losososcsd.org)



**CITYGATE**  
FIRE & EMS

# PROPOSAL TO CONDUCT A STANDARDS OF COVERAGE ASSESSMENT

## LOS OSOS COMMUNITY SERVICES DISTRICT

**AUGUST 10, 2023**



**CITYGATE**  
FIRE & EMS

[WWW.CITYGATEASSOCIATES.COM](http://WWW.CITYGATEASSOCIATES.COM)

600 COOLIDGE DRIVE, SUITE 150    PHONE: (916) 458-5100  
FOLSOM, CA 95630                      FAX: (916) 983-2090





600 COOLIDGE DRIVE, SUITE 150 ▪ FOLSOM, CA 95630 ▪ PH (916) 458-5100 ▪ FX (916) 983-2090

August 10, 2023

Mr. Ron Munds, General Manager  
Los Osos Community Services District  
2122 9<sup>th</sup> Street, Suite 110  
Los Osos, CA 93402  
[rmunds@losososcsd.org](mailto:rmunds@losososcsd.org)

**RE: PROPOSAL TO CONDUCT A STANDARDS OF COVERAGE ASSESSMENT FOR THE LOS OSOS COMMUNITY SERVICES DISTRICT**

Dear Ron Munds:

Citygate Associates, LLC (Citygate) is pleased to present our proposal to conduct a modified Standards of Coverage Assessment / Fire Services Master Plan for the Los Osos Community Services District (District). Citygate understands that the District desires a study to evaluate and formulate recommendations for appropriate staffing and deployment of firefighting and emergency medical service resources consistent with state and national best practices and generally conforming with recommendations of the Center for Public Safety Excellence (CPSE). The study is also intended to (1) include analysis and recommendations for the future improvement of services to the community, and (2) incorporate relevant data analysis and benchmarking to national standards as well as Department-established performance goals.

This proposal explains why Citygate is the most experienced fire service consultancy in the US and uniquely eager and capable to serve the Los Osos community. Our qualifications to perform this assessment are exceptional. Citygate has an extensive background in fire and emergency services consulting—specifically in fire department deployment, standards of coverage and risk assessment, staffing, and strategic/master planning. Over the last 20 years, Chief Gary and his team of subject matter specialists have performed well over 400 fire service studies for agencies of all sizes throughout the United States, including in California, Oregon, Washington, Arizona, New Mexico, Utah, Idaho, Minnesota, Iowa, Kansas, Texas, Oklahoma, Ohio, and New York. Our deployment studies have served over 27 million residents. In other words, Citygate has broad experience engaging the service delivery challenges across numerous fact patterns and regulatory environments.

## CITYGATE ASSOCIATES' KEY STRENGTHS

---

As a former CAO for the County of San Diego 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).)

These are not isolated comments by one client; rather, they are a common theme. Time after time, our clients say at the end of public presentations, “This was the best report/study on fire services we have ever received, and now we finally understand the issues and choices.” 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.

The District is not only hiring a consulting firm but also a carefully selected team of professional individuals who have the qualifications and diversity of experience matching the District’s unique needs for *all* elements of this study. Our team members are the practice specialists in their fields.

A Standards of Coverage Assessment (SOC), or deployment analysis, is the multi-step process used to determine fire station locations and crew/apparatus staffing to meet the unique needs of a community. **Chief Stewart Gary**, our Public Safety Principal, literally wrote the book on SOC studies. He was the lead author on the second through fourth editions of the Standards of Response Coverage manual published by the Commission on Fire Accreditation International (CFAI) and has consulted on over 400 fire services projects over the last 20 years.

Citygate remains on the leading edge of analysis tools and is the Standards of Coverage thought-process leader. We are the first consultancy in the nation to utilize traffic congestion data to model fire apparatus travel time impacts in rush hour traffic. Citygate also has extensive experience deeply analyzing staffing programs and facility locations and designing phased, common-sense enhancements for communities of all sizes throughout California.

Why is this experience critical? The District is seeking assistance from an external specialist that knows how to uncover tough issues and work them to successful closure. Citygate has a proven track record of knowing the approaches needed and, just as importantly, how to effectively communicate the results to *all* project stakeholders for an actionable outcome.

Citygate is also an independent company—not co-owned or under the control of any professional or standards-setting organization in fire services or government management. We believe this makes Citygate increasingly unique and, as such, allows us to provide the most neutral best practices advice available to fit the local needs of the Los Osos community.

## GENERAL PROJECT APPROACH

---

Based on Citygate's extensive experience, we are submitting the following Work Plan, which we believe can provide a better fit for the District's needs at a lower cost. While requesting a full Standards of Cover and Community Risk Assessment plan is best practice for many and larger agencies, we believe such a scope is well beyond the near-term needs of the District. We do not believe the District should spend funds on research material that will sit on a shelf and not practically impact or change the District's policy choices at all.

Citygate can and will conduct a thorough review and analysis of services, staffing, apparatus, and fire station location for the District. Our work will include analysis to determine whether the District's fire service contract is properly designed for deployment to meet community risks and desired emergency outcomes. In delivering a report that will help create a template for future decision making, Citygate's study will examine the effectiveness of inter-jurisdictional response to evaluate the benefits of the emergency services provided by the District and its partners.

Citygate's study will be performed in accordance with the methodology outlined in *Standards of Response Coverage* (fifth and sixth editions) as published by the Commission on Fire Accreditation International (CFAI). Our study will also incorporate guidelines and best practices in the field of deployment and risk analysis from the National Fire Protection Association (NFPA), the Insurance Services Office (ISO), the CFAI, relevant federal and state laws and regulations, and other recognized industry best practices.

In addition to our customary techniques of reviewing agency data and documentation and conducting stakeholder listening interviews, Citygate will utilize StatsFD™ to analyze service demand and incident performance, with results plotted on graphs and charts, as well as superimposed over Google Earth images using 3D tools.

## KEY STUDY FEATURES

---

Upon review of the District's Request for Proposal (RFP), we believe a more modified scope of services would better serve the District for this study, and thus propose a modest Fire Services Master Plan Study to include the following key elements.

- ◆ Review of background information, including:
  - District and service area population and demographics.
  - Residential, commercial, industrial, and institutional property uses within the service area.
  - Policies, agreements, and Department operating guidelines that impact Department staffing practices.

- Mutual and automatic aid agreements.
- Call volumes, statistics, and trends.
- Facilities, equipment, and operational practices.
- Review of response performance, including by time of day and day of week.
- ◆ Review and identification of current services and service level, response times, ISO rating, staffing, facilities, major equipment, and other applicable factors.
- ◆ Identification of challenges facing the District relative to the provision of fire and emergency medical services.
- ◆ Identification of desired base services and service levels to mitigate community risks and meet community expectations.
- ◆ Identification and evaluation of viable pathways to sustain the desired base service level over the next 3–5 years.

---

## GENERAL PROJECT WORK PLAN

---

Citygate’s detailed Work Plan to conduct the requested scope of work is presented in this section. We will review the proposed Work Plan and schedule with District leadership prior to initiating any work and, subject to any mutually agreed upon changes, we will finalize the Work Plan and the accompanying project schedule.

The core methodology used by Citygate in the scope of its fire services master planning work will be that of the Standards of Coverage systems approach to fire department deployment as published by the CFAI. This is a systems-based approach using local risk and demographics to determine the level of protection best fitting the needs of the communities served.

### Project Methodology

As needed, Citygate will incorporate parts of the eight components of the CFAI Standards of Coverage process for the community risk assessment / Standards of Coverage (CRA/SOC) element of this study as follows.

1. **Existing Deployment** – Citygate’s Project Team will understand and describe the history, formation, authority, and general description of the Department and distinct community it serves; the services provided; and its existing deployment model and performance measures.
2. **Community Outcome Expectations** – Citygate will review the Cities’ current expectations for fire, EMS, and special hazard responses and will quantify outcome

expectations resulting from our stakeholder interviews, as well as common expectations in urban/suburban communities.

3. **Community Risk Assessment** – Citygate will conduct a high-level community risk assessment, to include a description of the values at risk to be protected, the hazards likely to impact the community served as they relate to services provided by the District.
4. **Critical Task Study** – Citygate will review the essential tasks that must be performed, and the number of personnel required to deliver a stated outcome for an Effective Response Force (ERF).
5. **Distribution Study** – Citygate will evaluate 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.
6. **Concentration Study** – Citygate will also evaluate the spacing of existing fire stations to provide an appropriate and timely ERF for larger or more complex emergencies.
7. **Reliability and Historical Response Effectiveness Studies** – Using recent response data and our StatsFD™ software tool, Citygate will evaluate historical system performance and the percentage of conformance to established response performance and recognized best-performance goals that the Department’s current deployment system delivers. StatsFD will also display the locations, volume, and response times in Google Earth maps for visualization in addition to charts and graphs.
8. **Overall Deployment Evaluation** – Citygate’s Project Team will provide an overall evaluation of the District’s existing deployment relative to conformance with current performance metrics and recommended best practices for the service area’s values at risk, including what is working well, where improvements are needed, and what new resources, if any, would be needed to implement the recommendations. Recommendations will consider the cost and the District’s ability to implement them. We will also provide updated recommended response performance goals as needed.

---

## PROJECT TEAM QUALIFICATIONS

---

### Citygate Project Team

The qualifications of the Project Team are critical, as it is the expertise and capabilities of the consultants involved in the project that will ultimately determine the project's outcome. Citygate has carefully assembled the team members to provide the knowledge, depth, judgment, and sensitivity required to perform this study.

- ◆ Citygate consultants adhere to the *Code of Ethics* provided in **Appendix A**.
- ◆ A description of Citygate's extensive *Qualifications and References* can be found in **Appendix B**.
- ◆ Full *Project Team Resumes* for each consultant are presented in **Appendix C**.

Primary members of our Project Team include the following experienced consultants.

#### **Chief Stewart Gary, MPA, Public Safety Principal, Project Director**



Chief Gary is the Public Safety Principal for Citygate Associates and is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For 14 years, he was a lead instructor, program content developer, and consultant for the Standards of 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 Coverage process.

Over the last 20 years, Chief Gary has performed over 400 organizational and deployment studies throughout the country. He directed every fire services project described in **Appendix B**, including Citygate's many projects in California.

#### **Chief Samuel Mazza, CFC, CFO, EFO, Senior Fire Services Specialist, Project Manager**



Chief Mazza is a Senior Fire and Emergency Services Specialist with over 40 years of fire service experience. He is the retired Fire Chief of the City of Monterey, California, where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Prior to his service with Monterey, Chief Mazza spent over 30 years with CAL FIRE in numerous assignments spanning state, county, and fire and special district services.

Chief Mazza has extensive collaborative and command experience, including appointment as the Incident Commander on a statewide Incident Management Team, and he continues to serve as a member of the Monterey County Emergency Operations Center staff. He



is also a California state Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer, and National Fire Academy instructor. Chief Mazza has led many deployment and master planning projects.

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



Mr. DeRoos has 30 years of experience as a consultant to local government, preceded by five 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, Davis, and he 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 that the project is conducted smoothly and efficiently within the schedule and budget allocated, and that project deliverables meet the highest quality standards.*

**Sub-Consultants**

**Michael Fay (Animated Data), Statistical Specialist**



Mr. Fay has assisted Citygate with deployment studies for over 20 years. He has over 30 years of experience 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 NFIRS 5 datasets, StatsFD™ quickly performs diagnostic analyses of fire department operations.

*Mr. Fay will perform detailed statistical analysis of prior incident data, particularly response times, from fire dispatch CAD and fire NFIRS/EMS incident report systems.*

**DETAILED PROJECT WORK PLAN**

Following is our detailed project Work Plan comprised of three tasks incorporating all scope of work elements discussed with you on July 20, 2023.

**Task 1: Initiate and Manage Project**

**1.1 Develop a Detailed Work Plan Schedule for the Project**

- ◆ Citygate will develop a detailed Work Plan schedule for the project. This will assist both the Citygate Project Team and District staff to monitor project progress.

## **1.2 Request and Review Department Data and Documentation**

- ◆ At the start of the project, Citygate will develop and submit a request for data/documentation relevant to this project, including the County General Plan; growth forecasts; any appropriate prior studies; District/Fire Department documentation, including (as available) dispatch and incident data, fleet inventory, staffing, facilities, and response policies; and other relevant information.
- ◆ Citygate will also review available hazard- and risk-related information, travel time performance measure(s), and historical calls-for-service data from Department data systems.
- ◆ Citygate will utilize Dropbox (an online file sharing service) to make it convenient for District staff to provide requested data/documentation.
- ◆ After receiving the requested documentation, Citygate will review it prior to conducting the start-up meeting and stakeholder interviews in the following subtasks. Citygate has found that reviewing this information prior to interviews improves the effectiveness and value of the interviews since it results in more specific questions and more definitive information.

## **1.3 Meet with Department Representatives to Initiate the Project**

- ◆ In collaboration with the District, Citygate will review and finalize a detailed project Work Plan, the schedule, activities, deliverables, roles and responsibilities, and project benchmarks.
- ◆ A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. In Citygate's 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.
- ◆ To better understand the issues at stake in this project, Citygate, as appropriate or as requested, will meet with:
  - Elected or appointed community officials, including the District Board of Directors and District staff.
  - Fire Chief
  - Fire Department personnel
  - Community stakeholders as identified by the District.

## **1.4 Ongoing Project Management**

- ◆ Citygate will provide monthly written status reports, along with an invoice, which describe work performed in the prior month, work scheduled in the upcoming month, and any study issues or project and budget issues.

- ◆ In addition, if a serious issue is encountered at any point in the project, Citygate will immediately call and/or email the District's Project Manager to work on an effective, timely resolution.

## Meetings and Deliverables

There is one video conference meeting anticipated for this task to initiate the project, and several videoconferences for stakeholder meetings. Citygate will also deliver the final project schedule and data/documentation request in writing.

## Task 2: Fire Services Master Plan Analysis

### 2.1 General Summary of the Community and Constituents Served by the District/Department

The Citygate team will review, understand, and describe the District's service area, to include:

- ◆ Service area population and demographics.
- ◆ History, formation, and general description of the District and its fire services.
- ◆ Governance and lines of authority.
- ◆ Organizational design.
- ◆ Operating budget, funding, fees, taxation, and financial resources.
- ◆ Description of the current services and service delivery infrastructure.

### 2.2 Analysis and Summary of the Services Provided by the Department

The Citygate team will analyze and summarize the fire and emergency medical services provided by the District. This will include:

- ◆ Review and evaluation of calls for service demographics from a historical perspective.
- ◆ Review and evaluation of operational staffing levels and distribution of resources.
- ◆ Review of District/Department performance goals, objectives, and measures.

### 2.3 Outcome Expectations

Citygate will describe existing outcome expectations, if any, and how they were determined. We will also describe the time constraints associated with saving critical EMS patients and rescuing

trapped occupants from building fires, as well as common outcome expectations in urban/suburban communities.

## 2.4 Community Risk Assessment

Citygate will conduct an analysis of community risks, including:

- ◆ Identification and description of values at risk to be protected within the District's service area.
- ◆ Identification, description, and analysis of natural and human-caused fire and non-fire hazards with potential to adversely impact the service area relative to services provided by the Department.

## 2.5 Review of Historical Fire Service System Performance

Citygate will use the StatsFD™ incident statistics analysis tool to study the effectiveness of the existing station location to understand the existing deployment system performance and test proposed service measures by risk types in different zones for first-due, all-risk units.

- ◆ ***Distribution Analysis***

Citygate will review the effectiveness of the existing station location to evaluate the deployment system's performance by risk types in different zones for first-due, all-risk units.

- ◆ ***Concentration Analysis***

Using prior incident statistics of coverage, Citygate will conduct an analysis of the Department's capability to achieve an Effective Response Force (ERF) within best practice response times to resolve more serious/complex emergencies.

- ◆ ***Reliability Study***

Citygate will utilize StatsFD™ software to provide a comprehensive statistical analysis of:

- Current response workload of each staffed fire company, including crew unit-hour utilization.
- Concurrent service demand and operational impacts.
- Historical response performance components.
- Mutual and automatic aid provided and received.
- Review of actual or estimated failure rates of individual companies.

◆ **Capacity Study**

Citygate's analysis will include a study of the maximum emergency service capability of Department resources including automatic-aid / mutual-aid resources.

## **2.6 Performance Objectives and Measures**

Citygate's assessment will provide the District with fire and EMS response performance goals, including those for the first-due and ERF, specific to the nature and type of risks identified, from which it can adjust, if needed, the fire services deployment system.

## **2.7 Overall Deployment Evaluation and Recommendations**

Citygate will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can viably deliver the desired levels of service over the next 3–5 years as identified in the previous task. Citygate's overall deployment analysis summary will include:

- ◆ A description of the current deployment system.
- ◆ A summary assessment of the current deployment system's ability to protect the assets at risk within the District's service area, including the location of the fire station, quantity and types of apparatus, operational staffing levels, specialized technical capabilities, and first-due and ERF performance.
- ◆ Recommendations, as needed, of revised performance objectives by risk type, including measures and compliance methodologies in alignment with recognized industry best practices, community expectations, and current and prospective future District resources.
- ◆ Identification of areas that are underserved, inefficient, or over-covered.
- ◆ Recommendations as needed for staffing enhancements, if any.
- ◆ Recommended deployment or operational changes as appropriate to provide the desired base fire and EMS services.

## **Meetings and Deliverables**

Citygate anticipates the potential for multiple follow-up videoconference meetings with staff, as needed.

## **Task 3: Prepare and Deliver Report**

### **3.1 Prepare and Conduct a Preliminary Findings Briefing**

- ◆ Upon completion of Task 2, Citygate will conduct a videoconference briefing of the SOC, staffing, operations, and fire station findings for District/Department staff to include a discussion of any anomalies in the data and the resolution of any remaining issues.
- ◆ Pursuant to input received from the District and Department, Citygate will make any data-driven changes and then refinements, if needed, will be incorporated into the Draft Report.

### **3.2 Prepare and Submit Draft Report with Exhibits**

The entire Citygate team will prepare a Draft Report, including appropriate statistical and geographic mapping exhibits. This Draft Report will include:

- ◆ An Executive Summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
- ◆ Detailed narrative analysis of each report component structured in easy-to-read sections, accompanied by explanatory support to encourage understanding by both staff and civilian readers.
- ◆ Clearly designated recommendations highlighted for easy reference.
- ◆ Supportive charts, graphs, and diagrams, where appropriate.
- ◆ Supportive maps, as necessary.
- ◆ Appendices, exhibits, and attachments, as necessary.

Upon completion of the Draft Report, an electronic version in Microsoft Word will be sent to the District's project representative for comments using the "track changes" and "insert comments" tools in Word.

### **3.3 Review Draft Report with District/Department Staff**

Citygate's normal practice is to review the Draft Report with management personnel to ensure that the factual basis for the recommendations is correct and to allow time for a thorough review. In addition, Citygate takes 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.

Citygate will facilitate a videoconference review of the Draft Report with District/Department staff as identified by the District.

### **3.4 Prepare and Deliver 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 the review was conducted, what issues were identified, why the recommendations were made, and how implementation should be accomplished.

- ◆ Based on results of the review process, Citygate will prepare and submit an Executive Summary and comprehensive Final Report, including appropriate statistical, mapping, and other exhibits as needed.

The final work product will include:

- ◆ A summary of how the approach and analyses were conducted.
- ◆ A summary of the District's current deployment model and response performance, including any opportunities for improvement and change.
- ◆ Identification of service delivery expectations.
- ◆ An analysis of the values to be protected within the service area, along with identification and evaluation of potential hazards and overall risk.
- ◆ An analysis of the efficiency of the current deployment scheme of firefighting resources within the District's service area.
- ◆ An analysis of the District's ability to meet its fire and EMS first responder deployment needs and expectations.
- ◆ Recommendations for deployment of existing resources, including probable growth, within the service area to optimize service delivery.
- ◆ Recommendations for deployment of new resources, changes to fire station location, or changes to staffing, if any, to meet current and near-term future service delivery needs.
- ◆ Provision of supporting data and rationale for all recommendations.
- ◆ Provision of supporting statistics and other visual data to fully illustrate the current situation and recommendations.

### **3.5 Final Report Presentation**

Citygate will present key elements of the Final Report using Microsoft PowerPoint to an audience as determined by the District's project representative. The presentation shall include the following:

- ◆ A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations.

- ◆ Supportive audio-visual presentation.
- ◆ Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate.
- ◆ Opportunity for questions and answers, as needed.
- ◆ All presentation materials, files, graphics, and written materials will be provided to the Department at the conclusion of the presentation(s).

**Meetings and Deliverables**

One videoconference meeting is anticipated for this task to conduct the preliminary findings briefing. Deliverables for the preliminary findings briefing include a document in PowerPoint format.

Citygate will conduct one videoconference meeting to review the Draft Report with District/Department staff. There will also be one videoconference presentation (or optional on-site meeting) for this task to present key elements of the Final Report.

Deliverables for this task include the comprehensive Draft and Final Report, including statistical and mapping exhibits, and a Microsoft PowerPoint presentation of key elements of the Final Report to an audience as determined by the Department’s project representative.

**PROPOSED PROJECT SCHEDULE**

Citygate is prepared to initiate this study upon execution of a contract for services. Based on our experience with similar studies, we expect this study to take approximately 5–6 months to complete as summarized in the following chart.

**Proposed Project Schedule**

Task		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
1	Initiate and Manage Study	█	█				
2	Fire Services Master Plan Analysis						
3	Prepare and Deliver Report				█	█	█

█ Issue Document Request	█ Start-Up Meeting / Stakeholder Listening	█ Preliminary Findings Briefing
█ Submit and Review Draft Report	█ Submit Final Report	█ Final Report Presentation

**STUDY COMPONENTS WITH WHICH THE DISTRICT MUST ASSIST**

District and Department staff have the best capability to collect much of the required data that can assist the Citygate study. Therefore, Citygate asks the District to assist with:



- ◆ Providing data and documents describing the organization, services, budgets, expenses and performance measures, and other information as requested by Citygate, as available.
- ◆ Identifying a single point of contact for this project.

**PROJECT COST**

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 as follows.

Project Team Consulting Fees	Administration (7.5% of Hourly Fees)	Reimbursable Expenses	Total Cost
\$39,390	\$2,954	\$254	<b>\$42,598</b>

This cost proposal reflects our best effort to be responsive to the District’s needs for this study at a reasonable cost. If our proposed scope of work and/or costs are not in alignment with District needs or expectations, we are open to discussing modification of our proposed scope of work and associated costs.

This price quote is effective for three months and includes one (1) draft report review cycle as described in Task 3 of our Project Work Plan to be completed by Citygate and the District within 30 calendar days of delivery of the Draft Report. Additional draft cycles or processing delays requested by the District would be billed in addition to the contracted amount at our time and materials rates. The Draft Report will be considered final if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

**Standard Hourly Billing Rates**

Classification	Rate	Consultant
Citygate President	\$260 per hour	David DeRoos
Public Safety Principal / Project Director	\$260 per hour	Stewart Gary
Senior Fire Services Specialist / Project Manager	\$250 per hour	Samuel Mazza
Statistical Specialist	\$195 per hour	Michael Fay
Report Project Administrator	\$140 per hour	Various
Administrative Support	\$100 per hour	Various

## Billing Schedule

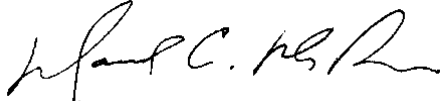
We will invoice monthly for time, reimbursable expenses incurred at actual costs (travel), plus a five percent (7.5%) administration charge in lieu of individual charges for copies, phone, etc. Our invoices are payable within thirty (30) days. Citygate's billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter. Our practice is to send both our monthly status report and invoice electronically. If we are selected for this project, we will request the email for the appropriate recipients of the electronic documents. Hard copies of these documents will be provided only upon request. We prefer to receive payment through ACH Transfer, if available.

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.

\* \* \*

As President of the firm, I am authorized to execute a binding contract on behalf of Citygate. For questions concerning this proposal, please contact Stewart Gary, Citygate's Public Safety Principal, at (916) 458-5100, extension 305 or via email at [sgary@citygateassociates.com](mailto:sgary@citygateassociates.com). Please also send emails to [admin@citygateassociates.com](mailto:admin@citygateassociates.com) to ensure a prompt response.

Sincerely,



David C. DeRoos, MPA, CMC  
President

cc: Stewart Gary  
Samuel Mazza

---

**APPENDIX A**

**CODE OF ETHICS**

---

# 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.*

---

**APPENDIX B**

**QUALIFICATIONS AND REFERENCES**

---

## QUALIFICATIONS AND REFERENCES

### CITYGATE RELEVANT EXPERIENCE

---

Citygate has performed fire services studies for districts, cities, counties, and towns of all sizes throughout the country. The following reflects a selection of Citygate's fire services engagements and clients relevant to this project.

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

Citygate completed a Standards of Coverage deployment analysis and departmental performance assessment of the Santa Barbara County Fire Department. The study identified both the current service level and level of 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. The study was well received by the Department, County Chief Executive, and the Board of Supervisors, who, after receiving the study, adopted a revised funding plan for the dependent fire district.

*Contact: Ray Navarro, Fire Chief*

*Landline Phone: (805) 566 2450*

*Address: 1140 Eugenia Place, Ste A, Carpinteria, Ca 93013*

*Email: [r.navarro@csfd.net](mailto:r.navarro@csfd.net)*

#### **City of Santa Monica, CA – Fire Department Community Risk Assessment / Standards of Coverage Analysis; Fire Department Strategic Plan**

Citygate completed a comprehensive community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department to ensure quality improvement and the highest level of service through accreditation, credentialing, and education.

In addition, Citygate is currently assisting the City of Santa Monica Fire Department with the completion of a Strategic Plan. Citygate's project team will develop goals, priorities, and objectives for consideration by the Department, and will further generate a strategic implementation plan to include timelines, critical tasks, and establishing areas of responsibility for the Department.

*Contact: Tom Clemo, Deputy Fire Chief*

*Phone: (310) 458-8666*

*Email: [tom.clemo@smgov.net](mailto:tom.clemo@smgov.net)*

#### **Orange County Fire Authority, CA – Service Level Assessment of the Emergency Command Center**

As part of a Master Services Agreement with the Orange County Fire Authority (OCFA), wherein Citygate was recently retained to provide seven as-needed organizational service level assessments of operations for OCFA's major cost centers, Citygate performed a service level assessment of the OCFA Emergency Command Center. This assessment ascertained the efficiency and effectiveness of the activities of the ECC and ensured compliance with policies/procedures, best practices, and

---

regulatory agencies. The other six assessments part of the Master Services Agreement were for the Executive Leadership Team and Human Resources functions, the Emergency Medical Services Department, Field Deployment services, the Fleet Services Division, Business Services functions, and the Community Risk Reduction Department.

**Contact:** *Brian Fennessy, Fire Chief*

**Phone:** (714) 559-2700

**Email:** [brianfennessy@ocfa.org](mailto:brianfennessy@ocfa.org)

#### **City of Los Angeles, CA – Standards of Coverage Analysis**

Citygate is currently conducting the first-ever independent Standards of Coverage evaluation of the Los Angeles Fire Department’s fire and emergency medical services deployment system, including the current system’s capacity to evolve over time as a very diverse metropolitan area. This analysis will determine if the current fire station locations and crew/apparatus staffing are sufficient to meet the unique needs of the Department’s service area. A comprehensive community risk assessment will also be included as part of the overall analysis.

**Contact:** *David A. Perez, Battalion Chief*

**Phone:** (213) 978-3845

**Email:** [david.perez@lacity.org](mailto:david.perez@lacity.org)

#### **City of San Luis Obispo, CA – Fire Department Deployment Study and Master Plan**

Citygate completed a fire department planning study, which included a Standards of Coverage planning analysis to examine the levels of fire department services by occupancy type and land use classifications. The study included assessing fire services to California Polytechnic State University, San Luis Obispo. The study also included fire station and staffing infrastructure triggers for additional resources and an analysis of headquarters and prevention systems, as well as order of magnitude costs and possible financing strategies.

#### **Carpinteria-Summerland Fire Protection District, CA – Standards of Coverage Study with an Enhanced Risk Assessment Component**

Citygate completed a comprehensive Standards of Coverage study for the Carpinteria-Summerland Fire Protection District. In addition to the traditional SOC, this study included an enhanced risk assessment.

#### **Montecito Fire Protection District, CA – Standards of Coverage and Risk Assessment Study**

Citygate completed a Standards of Coverage and risk assessment study for the Montecito Fire Protection District. This study featured a fire deployment analysis, a comprehensive community risk assessment and gap analysis that included an extensive wildland fire hazard analysis, a review of headquarters staff and operations, and an online community survey. The risk assessment was commissioned to evaluate community risk vulnerability as a strategic planning tool and to address those vulnerabilities as feasible in an effort to mitigate future disasters. This comprehensive assessment included natural and human-caused hazards with potential to affect the Montecito community, with an analysis of the community’s vulnerability for each identified hazard. In addition, Citygate was asked to evaluate current hazard mitigation efforts and propose additional suitable risk mitigation measures for District consideration.

---

**City of San Luis Obispo, CA – Update to Standards of Coverage Plan**

Citygate completed a review of projected growth in the City of San Luis Obispo’s current General Plan and an assessment of fire service funding sources as part of a Standards of Coverage update. Citygate assessed the addition of a fifth fire station, or redistribution of the existing four stations, to serve new development in planned growth areas of the City.

**Monterey County 9-1-1 Emergency Communications JPA – Comprehensive Fiscal Feasibility Analysis and Facilitation of the Development of a Joint Powers Authority Governance Agreement**

Citygate was selected to develop a comprehensive 10-year cost feasibility analysis comparing the current Monterey County 9-1-1 Emergency Communications Dispatch Services model to the proposed Joint Powers Authority (JPA) model, facilitate development of a JPA governance and cost-share structure among the prospective JPA partners, and draft the complete JPA agreement for stakeholder discussion. The City of Salinas served as the contracting agency.

**Napa County, CA – (CAL FIRE) Fire Master Plan and Standards of Coverage Study**

Citygate completed a Master Plan, including a Standards of Coverage planning analysis (fire station and crew deployment), along with an implementation study of non-response (administrative) services for the Napa County Fire Department. A special component of this project included an assessment of volunteer fire service organization, and the fiscal costs associated with the proposed Master Plan recommendations were also assessed.

**Cy-Fair, TX – Fire Master Plan, Community Risk Assessment, Standard of Cover, and Compliance Audit for the Cy-Fair Fire Department**

Citygate is currently developing a Fire Master Plan for the Cy-Fair community of northwest Houston. This engagement—based on Harris County Emergency Services District #9’s unique Fire and EMS fact pattern and varied risks—will include a community risk assessment, a standard of cover study, and a compliance audit. The Master Plan will also include development of a strategic plan to ensure goals are actionable and categorized by priority over the long term.

**Groveland Community Services District, CA – Update of the Fire Master Plan to Include Potential Development Outside the District**

Citygate completed a Fire Master Plan update for the Groveland Community Service District, to include potential development outside the District. This update included an evaluation of impacts of planned new developments outside the current District boundaries.

**City of Orange, CA – Headquarters and Support Functions Review and Strategic Plan**

Citygate completed a headquarters and support functions review and strategic plan as an addendum to our 2014 Standards of Coverage plan contract for the City of Orange. The project included three steps that involved the participation and direction of the Department’s senior staff. The final work product was a strategic plan to provide guidance for the Fire Department for the next five or more years.

**Alameda County Fire Department, CA – Strategic Business Plan**

Citygate recently completed the development of a strategic business plan for the Alameda County Fire Department. The design of this plan will be to guide the efforts of the Department over the next 10 years. This strategic plan will entailed the preparation of an environmental scan that



---

identified key internal and external factors with potential to significantly impact the Department or the services it provides over the next decade, as well as, in conjunction with the Department's Strategic Planning Committee, the refining of vision, mission, and values statements and the development of goals, strategies, and objectives to achieve the desired future state of the Department.

**City of Carlsbad, CA – Update of the Standards of Coverage Assessment, Management Staffing Assessment, and Strategic Plan**

Citygate updated the City's deployment model, as well as completed a management staffing assessment and assisted the Fire Department's effort to prepare a Strategic Plan. Citygate's study addressed all facets of fire and non-fire operations, including, but not limited to, fire suppression, emergency medical, paramedic ambulance transport, technical and heavy rescue, fire prevention, and public education to a predominately suburban community approaching build-out, but with some remaining rural and agrarian areas.

**City of Corona, CA – Fire Department Strategic Plan / Standards of Coverage Study**

Citygate completed a Fire Department Strategic Plan and Standards of Coverage study for the City of Corona, California, which included all facets of fire and non-fire operations, fire prevention, fire response, fire administration, emergency medical services, fire investigation, fire training, disaster preparedness, hazardous materials, administrative support positions, information systems, capital facilities and apparatus, fire department fees, emergency preparedness, regional issues, and fire public education.

**City of San Jose, CA – Fire Department Organizational Review**

Citygate conducted a large organizational review of the San Jose Fire Department. This review evaluated the delivery of Fire Department services, technological improvements as they relate to Department response time performance, and increases in Department efficiencies in operations. To accomplish this, Citygate conducted a detailed community risk assessment; a Standards of Coverage (SOC) review; an evaluation of the Department's organizational climate and structure, including an online employee survey; an EMS Program review; a review of the Communications Center; and an assessment of fiscal impacts, phasing, and possible next steps of changes recommended by Citygate. The SOC review included an analysis of the impact of traffic congestion on response times.

**Los Angeles County, CA – Emergency Medical Services Organizational and Operational Review and Strategic Plan**

Citygate completed an expansive review of the organizational and operational components of the EMS program at the Los Angeles County Fire Department. A comprehensive strategic plan was also developed to guide the next three to six years of improvement in the Department's EMS programs and allied support structures. This study and strategic plan addressed deployment, use of resources, best practices in pre-hospital medicine, organizational and personnel practices, and the use of information technology.

Despite challenges faced, the Department is managing and implementing the delivery of successful programs and changes recommended in Citygate's reports. Among those achievements, the Department hired a permanent Medical Director, improved relations with the EMS agency, implemented electronic patient care records, revamped the quality improvement program,

---

completed back-logged EMS report scanning, and became the first Fire Department to go live with the implementation of the Safety Intelligence Risk Management Software tool.

**Orange County Fire Authority, CA – Organizational Service Level Reviews**

As part of a Master Services Agreement, Citygate was recently retained to provide seven as-needed organizational service level assessments of operations for Orange County Fire Authority’s major cost centers. Each service level assessment evaluated, at a forensic, data-driven level, the operational performance of the cost center, not just compared to national and Citygate team best practices but also to the needs of the Orange County Fire Authority, its employees, and its agency customers. To date, Citygate was retained to provide seven such assessments, including for the Emergency Command Center, the Executive Leadership Team and Human Resources functions, the Emergency Medical Services Department, Field Deployment services, the Fleet Services Division, Business Services functions, and the Community Risk Reduction Department.

**Santa Cruz Regional 9-1-1, CA – Feasibility Study for Interested Monterey County Public Safety Agencies to Be Serviced by Santa Cruz Regional 9-1-1**

Citygate completed a feasibility study for interested Monterey County Public Safety Agencies to be serviced by Santa Cruz Regional 9-1-1. The scope of the project includes: identifying Monterey County public safety agencies interested in transferring their 9-1-1 and dispatch services from the Monterey County Emergency Communications Department to Santa Cruz Regional 9-1-1; determining the ability of Santa Cruz Regional 9-1-1 to accommodate the additional loading and services to those agencies within its current facility; identifying the one-time costs associated with said service change; identifying any operational differences between the two dispatch centers; and assisting with equipment and facility configuration to accommodate said service change.

**Cosumnes Community Services District, CA – Standards of Coverage and Headquarters Staffing Needs Study and Strategic Plan**

Citygate completed a Standards of Coverage study, management/administrative assessment, and Strategic Plan for the Cosumnes Community Services District Fire Department. This study included all facets of an extensive Standards of Coverage and headquarters services review and an in-depth facilitation of the applied strategic planning method.

**City of San Luis Obispo, CA – Police/Fire Dispatch Merger Analysis**

Citygate assisted the City of San Luis Obispo, California, and its partners to study the opportunities and constraints in merging some of the County’s police and fire dispatch centers into one shared center located at the San Luis Obispo Police Department dispatch center.

**Lakeside Fire Protection District – Master Plan Analysis for the Heartland Communications Facility Authority**

Citygate assessed the future plans, options, and strategies to provide fire and emergency medical services despite the Heartland Communications Facility Authority JPA’s new capital improvement needs. Citygate advised the HCFA regarding the opportunities for the agency related to future facilities, infrastructure, and systems.

**Heartland Communications Facility Authority, CA – Dispatch Shared Services Analysis**

Citygate completed an analysis to assess the feasibility of shared dispatch services between the Heartland Communications Facility Authority and the San Diego County Fire Authority to identify

---

alternatives to the status as autonomous agencies providing 9-1-1 and communications services to their members and contract agencies while preserving and/or improving performance, in addition to containing or reducing costs.

**City of Surprise, AZ – Fire Master Plan and Standards of Coverage Study**

The City of Surprise retained Citygate to conduct a Master Planning project along with a Standards of Coverage planning analysis for the Fire Department. The planning effort needed to have a long-term strategic focus while designing short- and mid-term strategies to phase services as economic growth occurred. Citygate’s recommendations followed best practices, with solutions designed to enhance the Fire Department’s capabilities in the near term of one to three years while building a firm foundation upon which the Department can grow over the longer term.

**Monterey County, CA – Update of the Monterey County EMS Communications Plan**

Citygate reviewed the Monterey County Emergency Medical Services System Communications Plan to integrate the upcoming radio system improvements. In addition, Citygate advised the EMS agency and hospitals regarding best-fit equipment needed to update capabilities. The project also considered all regional policies and state-mandated Incident Command System regulations.

**City of Angels, CA – Strategic Planning and Facilitation Assistance**

Citygate provided strategic planning and facilitation assistance for the City of Angels, California, as a follow-up to Citygate’s previous two studies for the City: the 2018 organizational review and budget stabilization study and the 2020 financial action plan in response to COVID-19. For this project, Citygate interviewed key staff, City Councilmembers, and community members to gauge current operational efficiency, identify goals and priorities, and identify general and operational issues/priorities to assist in the development of Council priorities. Citygate also reviewed the City’s current fiscal condition at a high level to identify present opportunities and challenges.

**Beverly Hills Fire Department, CA – Performance Audit and Strategic Plan**

Citygate conducted a general organizational Fire/EMS analysis of the City of Beverly Hills Fire Department and developed a strategic plan. The goal of the study was to assess the current emergency response services/operations of the Department, identify gaps in operations and resources, develop recommendations to maximize current Department operations and resources, and identify best practices that may be applicable for the City. The study results were warmly accepted by the Department, City Manager, and Council, who used the study for revised budget discussions.

**City of Tacoma, WA – Standards of Coverage and Community Risk Assessment**

Citygate conducted a standards of coverage analysis and community risk assessment for the Fire Department in the City of Tacoma, Washington. This analysis informed key administrative decisions regarding the current and future deployment of emergency response resources to mitigate emergencies, the efficiency of the current fire station locations and the potential addition of future fire stations based on call volume trends, and updating the hazard risk profile for the community to reflect emerging threats and the impacts of population growth.

---

## City of Dixon and Dixon Fire Protection District, CA – *Standards of Coverage Deployment Study and Master Plan*

Citygate completed a Standards of Coverage deployment study and Master Plan for the City of Dixon and the Dixon Fire Protection District. This project included facilitation of community focus groups to determine community needs and expectations; outreach and focus group meetings with Fire Department staff related to training, equipment, and staffing; and the development of a written, long-range plan for the City of Dixon and the Dixon Fire Protection District.

---

### CITYGATE CLIENT SUMMARY

---

In addition to the related studies described previously, the following is a list of public safety studies that Citygate has completed.

#### *Master/Strategic Plans*

- ◆ Alameda County, CA
- ◆ City of Anacortes, WA
- ◆ City of Andover, KS
- ◆ Aptos/La Selva Fire Protection District, CA
- ◆ City of Atwater, CA
- ◆ City of Belmont, CA
- ◆ City of Beverly Hills, CA
- ◆ Butte County, CA
- ◆ City of Carlsbad, CA
- ◆ Clark County Fire Protection District No. 6, WA
- ◆ City of Corona, CA
- ◆ Cosumes Community Services District, CA
- ◆ City of Dixon, CA
- ◆ City of DuPont, WA
- ◆ East Contra Costa County Fire Protection District, CA
- ◆ City of East Jefferson, WA
- ◆ El Dorado Hills Fire District, CA
- ◆ Fresno County, CA
- ◆ Groveland Community Services District, CA
- ◆ Lakeside Fire Protection District, CA
- ◆ City of Lancaster, TX
- ◆ Los Angeles Area Fire Chiefs Association, CA
- ◆ Los Angeles County, CA
- ◆ Madera County, CA
- ◆ City of Mont Belvieu, TX
- ◆ Monterey County, CA
- ◆ Mountain House Community Services District, CA
- ◆ City of Mukilteo, WA
- ◆ City of Napa, CA
- ◆ Napa County, CA
- ◆ City of Newark, CA
- ◆ City of Oakdale / Oakdale Rural Fire Protection District, CA
- ◆ City of Oceanside, CA
- ◆ City of Orange, CA
- ◆ City of Peoria, AZ
- ◆ Presidio Trust, CA
- ◆ Port of Long Beach, CA
- ◆ Port of Los Angeles, CA
- ◆ Rock Creek Rural Fire Protection District, ID
- ◆ Salida Fire Protection District, CA
- ◆ Salton Community Services District, CA
- ◆ City of San Luis Obispo, CA
- ◆ Santa Barbara County, CA
- ◆ City of Santa Monica, CA
- ◆ City of Soledad, CA
- ◆ City of Surprise, AZ
- ◆ City of Taylor, TX
- ◆ Travis County Emergency Services District #6, TX
- ◆ City of Turlock, CA
- ◆ Town of Windsor, CA
- ◆ University of California, Davis
- ◆ University of California, Merced
- ◆ City of Yucaipa, CA

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

- ◆ City of Alameda, CA
- ◆ Alameda County, CA
- ◆ Alameda County Fire Department, CA
- ◆ City of Manhattan Beach, CA
- ◆ Marin County, CA
- ◆ Menlo Park FPD, CA
- ◆ City of San Marcos, CA
- ◆ City of San Mateo, CA
- ◆ San Mateo County, CA

- ◆ City of Bakersfield, CA
- ◆ City of Berkeley, CA
- ◆ City of Bloomington, MN
- ◆ City of Brea, CA
- ◆ City of Brentwood, CA
- ◆ City of Calexico, CA
- ◆ City of Carlsbad, CA
- ◆ Carpinteria-Summerland FPD, CA
- ◆ Central FPD of Santa Cruz County, CA
- ◆ Chino Valley Fire District, CA
- ◆ City of Cleveland, OH
- ◆ Coastside FPD, CA
- ◆ City of Costa Mesa, CA
- ◆ Cosumnes CSD, CA
- ◆ City of Eagan, MN
- ◆ East Contra Costa County FPD, CA
- ◆ El Dorado Hills Fire District, CA
- ◆ City of Emeryville, CA
- ◆ City of Enid, OK
- ◆ City of Eureka, CA
- ◆ City of Fairfield, CA
- ◆ City of Folsom, CA
- ◆ City of Fort Worth, TX
- ◆ City of Fremont, CA
- ◆ City of Georgetown, TX
- ◆ City of Hastings, MN
- ◆ City of Huntington Beach, CA
- ◆ City of Inver Grove Heights, MN
- ◆ Kings County, CA
- ◆ Lakeside FPD, CA
- ◆ City of Lakeville, MN
- ◆ City of Los Angeles, CA
- ◆ Los Angeles County EMS, CA
- ◆ City of Merced, CA
- ◆ City of Milpitas, CA
- ◆ City of Minneapolis, MN
- ◆ City of Minnetonka, MN
- ◆ Missouri City, TX
- ◆ Montecito FPD, CA
- ◆ City of Monterey, CA
- ◆ City of Monterey Park, CA
- ◆ City of Morgan Hill and Partners, CA
- ◆ City of Mountain View, CA
- ◆ National City, CA
- ◆ North County FPD, CA
- ◆ North Lake Tahoe FPD, NV
- ◆ Novato Fire Protection District, CA
- ◆ City of Oakland, CA
- ◆ City of Ogden, UT
- ◆ City of Orange, CA
- ◆ Orange County Fire Authority, CA
- ◆ City of Orem, UT
- ◆ City of Palm Springs, CA
- ◆ City of Pasadena, CA
- ◆ City of Pearland, TX
- ◆ City of Portland, OR
- ◆ City of Redlands, CA
- ◆ Redwood City, CA
- ◆ City of Roseville, CA
- ◆ Ross Valley Fire Department, CA
- ◆ City of Sacramento, CA
- ◆ Sacramento Metropolitan Fire District, CA
- ◆ City of San Bernardino, CA
- ◆ City of San Diego, CA
- ◆ City of San Jose, CA
- ◆ City of San Luis Obispo, CA
- ◆ San Ramon Valley FPD, CA
- ◆ Santa Barbara County, CA
- ◆ City of Santa Clara, CA
- ◆ Santa Clara County, CA
- ◆ City of Santa Monica, CA
- ◆ City of Seaside, CA
- ◆ Snohomish County Fire District 1, WA
- ◆ Snohomish County Fire District 4, WA
- ◆ Solano County LAFCO, CA
- ◆ South County Fire Authority, CA
- ◆ Southern Marin FPD, CA
- ◆ South Placer FPD, CA
- ◆ City of South San Francisco, CA
- ◆ South San Mateo County, CA
- ◆ South Santa Clara FPD, CA
- ◆ Stanislaus Consolidated FPD, CA
- ◆ City of Stockton, CA
- ◆ Suisun City, CA
- ◆ City of Sunnyvale, CA
- ◆ City of Tacoma, WA
- ◆ Templeton CSD, CA
- ◆ Travis County ESD No. 6, TX
- ◆ City of Valdez, AK
- ◆ City of Vacaville, CA
- ◆ City of Vallejo, CA
- ◆ Valley Center FPD, CA
- ◆ City of Vancouver, WA
- ◆ Ventura County FPD, CA
- ◆ City of Victorville, CA
- ◆ City of Vista, CA
- ◆ City of Woodland, CA
- ◆ Yuba City, CA

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

- ◆ City of Arcata, CA – Fire Services Feasibility Analysis
- ◆ Cities of Brea and Fullerton, CA – Feasibility Analysis for Providing Multi-City Fire Services under JPA Jurisdiction
- ◆ Cities of Burlingame, Millbrae, and San Bruno and Town of Hillsborough, CA – Fire Services Merger Technical Implementation
- ◆ City of Covina, CA – Contract-for-Service Analysis
- ◆ Cities of Eagan and Burnsville, MN – Fire Services Merger
- ◆ Presidio Trust and National Park Service (CA) – Fire Services Reorganization
- ◆ City of Ridgecrest, CA – Evaluation of Fire Services Options and Fire Services Contract Assistance
- ◆ San Bernardino County, CA – Peer Review of the Emergency Ground Ambulance and Interfacility Transport Services Procurement Documents and Process Study
- ◆ San Bernardino County, CA – EMS Ambulance System Joint Venture Design Options Study

- ◆ El Dorado LAFCO (CA) – Countywide Fire and Emergency Services Study
- ◆ City of Emeryville, CA – Assessment of Fire Service Provision Options
- ◆ City of Eureka and Humboldt No. 1 FPD, CA – Consolidation or Contract Fire Services Feasibility Analysis
- ◆ City of Greenfield and the Greenfield Fire Protection District, CA – Fire Services Reorganization Study
- ◆ Heartland Communications Facility Authority, CA – Second Phase Merger Feasibility Study
- ◆ City of Hermosa Beach, CA – Analysis of Contract for Fire Services Proposal
- ◆ Cities of Hesperia, Adelanto, and Victorville and Town of Apple Valley, CA – Public Safety JPA Feasibility Study
- ◆ Kern County Participating Cities, CA – Fire Services Review
- ◆ Lawrence Livermore National Security (CA) – Fire Consulting Services
- ◆ City of Lodi, CA – Contract for Services Feasibility Analysis
- ◆ Cities of Manhattan Beach and Hermosa Beach, CA – Operational Assessment
- ◆ Cities of Monterey, Pacific Grove, and Carmel, CA – High-Level Consolidation Feasibility Analysis
- ◆ Cities of Newark and Union City, CA – Consolidation or ALCO Contract for Services Study
- ◆ Cities of Orange, Fullerton, and Anaheim, CA – Consolidation Feasibility Analysis
- ◆ Cities of Patterson and Newman, and West Stanislaus County FPD, CA – Joint Fire Protection Study
- ◆ City of Pinole, CA – Regional Fire Service Delivery Study
- ◆ Cities of Pismo Beach, Arroyo Grande, and Grover Beach and Oceano CSD, CA – High-Level Consolidation Feasibility Analysis
- ◆ Placer County, CA – Fire Service Consolidation Implementation Plan
- ◆ City of San Diego Fire-Rescue Department, CA – Ambulance Contract Analysis and System Re-Bid Design
- ◆ San Diego County Office of Emergency Services (CA) – Countywide Deployment and Fiscal Study for Regional Fire, Rescue, and Emergency Medical Services (57 Total Fire Agencies)
- ◆ City of San Luis Obispo, CA – Police/Fire Dispatch Merger Analysis
- ◆ Cities of San Mateo, Foster City, and Belmont, CA – JPA Workshop
- ◆ City of Santa Rosa and Rincon FPD, CA – Fire Consolidation Analysis
- ◆ City of Sausalito and Southern Marin FPD, CA – Fire Consolidation Implementation Analysis
- ◆ Seaside and Marina Fire Services, CA – Consolidation Implementation Assistance
- ◆ 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, CA – Fire Services Reorganization Study
- ◆ City of South Lake Tahoe, CA – Fire Department Consolidation Feasibility Analysis
- ◆ South Santa Clara County Area Fire Departments, CA – Reorganization Feasibility Study
- ◆ City of Taft, CA – Evaluation of Fire Services Options and Fire Services Contract Assistance
- ◆ City of Tehachapi, CA – Evaluation of Fire Services Options and Fire Services Contract Assistance
- ◆ UC Davis and Cities of Davis, West Sacramento, and Woodland, CA – Consolidation Feasibility Analysis
- ◆ UC Santa Cruz and City of Santa Cruz, CA – Consolidation Feasibility Analysis
- ◆ City of Ukiah and Ukiah Valley Fire District, CA – Feasibility of Establishing a “District Overlay”
- ◆ City of Victorville, CA – Fire Services Options Review
- ◆ Yuba City, CA – Fire Services Organizational Review
- ◆ Yuba County Valley Floor Agencies, CA – Fire Services Merger Study

### *General Studies*

- ◆ Alameda County Health Care Services Agency (CA) – EMS System Consultation Services
- ◆ Alameda County, CA – Union City Fire Station Closure Analysis
- ◆ Alameda County, CA – Incident Management Teams
- ◆ City of Albany, NY – Management Audit
- ◆ City of Alpine Springs, CA – Services Cost Sharing
- ◆ City of Atascadero, CA – Project Impact and Mitigation Assessment
- ◆ Bay Area UASI (CA) – Incident Management Training
- ◆ Orange County Fire Authority – Service Level Assessment of the Emergency Medical Services Department
- ◆ Orange County Fire Authority – Service Level Assessment of the Executive Leadership Team and Human Resources Functions
- ◆ Orange County Fire Authority – Service Level Assessment of the Fleet Services Division
- ◆ City of Paso Robles, CA – Fire Services Review and City Council Workshop
- ◆ City of Patterson, CA – Advance Planning
- ◆ PG&E – Mitigation

- ◆ Cities of Brea and Fullerton, CA – Fire Resource and Ambulance Plan
- ◆ City of Brentwood, CA – Service Costs and Options
- ◆ City of Calistoga, CA – Fire Safety Review
- ◆ Camas-Washougal, WA – Capital Facilities Plan
- ◆ Chabot-Las Positas Community College District, CA – Fire Services and EMS Training Facility Review
- ◆ City of Chula Vista, CA – Analysis of Overtime Use; Fiscal and Operational Policy Assistance for ALS Plan
- ◆ City of Cloverdale, CA – Impact Fees
- ◆ Contra Costa County, CA – Financial Review
- ◆ City of Copperopolis, CA – Fire Prevention
- ◆ City of Corona, CA – Fire Prevention
- ◆ City of Costa Mesa, CA – Potential Fire Station #6 Closure Impact Evaluation
- ◆ City of Davis, CA – Operations / Management
- ◆ Donnelly Rural Fire Protection District, ID – Mitigation
- ◆ East Contra Costa Fire Protection District, CA – Mapping Analysis
- ◆ City of El Dorado Hills, CA – Peer Review
- ◆ City of Encinitas, CA – Fire Station Review
- ◆ EMSA – Training Program Development
- ◆ City of Fairfield, CA – Review of the Fire Station Needs for the Fairfield Train Station Specific Plan
- ◆ City of Fremont, CA – Response Statistics; Comprehensive Multi-Discipline Type 3 IMT Training Program
- ◆ City of Glendale, AZ – Public Safety Audit
- ◆ City of Goodyear, AZ – Fire Department Management Audit
- ◆ Hamilton City Fire Protection District, CA – Preliminary Diagnostic Assessment
- ◆ City of Hemet, CA – Costing and Peer Review for Fire Service Alternatives
  
- ◆ City of Hermosa Beach, CA – Analysis of Los Angeles County Fire District’s Contract for Fire Services Proposals
- ◆ City of Hesperia, CA – Cost Estimate for Hesperia-Provided Fire Services
- ◆ Kelseyville Fire Protection District, CA – Executive Search
- ◆ Kings County, CA – Fire Department Station Location Services
- ◆ Kings County, CA – High-Speed Rail Project Impact Analysis
- ◆ Kitsap Public Health District, WA – Emergency Response Plan Review Services
- ◆ City of Loma Linda, CA – Cost of Services
- ◆ City of Long Beach, CA – Public Safety Risk Assessment for the Queen Mary Vessel
  
- ◆ City of Piedmont, CA – Emergency Operations Center Training
- ◆ Placer County, CA – Fire Services and Revenue Assessment
- ◆ PlumpJack Squaw Valley Inn, CA – Emergency Preparedness and Evacuation Plan Review
- ◆ City of Portland, OR – Public Information Officer Training
- ◆ Port of Corpus Christi, TX – Fire Services Staffing Analysis
- ◆ Port of Long Beach, CA – Mitigation
- ◆ Port of Long Beach, CA – Update of Port Multi-Hazard Firefighting Study
- ◆ Port of Los Angeles, CA – Performance Audit
- ◆ Port of Oakland/City of Oakland – Domain Awareness Center Staffing Plan Development
- ◆ City of Poway, CA – Overtime Audit
- ◆ Rancho Cucamonga Fire District, CA – Fire Services Feasibility Review
- ◆ Rancho Santa Fe Fire Protection District, CA – EMS Operational and Fiscal Feasibility Review
- ◆ City of Roseville, CA – EMS Transport
- ◆ City of Sacramento, CA – Fire Prevention Best Practices
- ◆ Sacramento Metropolitan Airport, CA – Aircraft Rescue and Firefighting Study
- ◆ Sacramento Regional Fire/EMS Communications Center, CA – EMS Data Assessment
- ◆ City of Salinas, CA – Comprehensive Fiscal Feasibility Analysis and Facilitation of the Development of a JPA Governance Agreement
- ◆ Salton CSD, CA – Fire Services Impacts Review
- ◆ City of San Bernardino, CA – Evaluation of City Fire Service Proposals
- ◆ City of San Diego Fire-Rescue Department, CA – Emergency Command and Data Center Staffing Study
- ◆ City of San Diego Fire-Rescue Department, CA – Fire Communications Center and Lifeguard Dispatch Review
- ◆ City and County of San Francisco, CA – Incident Management Training
- ◆ City of San Jose, CA – Fire Department Organizational Review
- ◆ San Mateo County, CA – Countywide Fire Service Deployment Measurement System
- ◆ City of Santa Barbara, CA (Airport) – Aircraft Rescue and Firefighting Study
- ◆ Santa Barbara County, CA – EMS Consultation Services
- ◆ City of Santa Clara, CA – Fire Protection Assessment
- ◆ Santa Clara County, CA – Incident Management Training
- ◆ Santa Cruz County, CA – Incident Management Training

- ◆ Los Angeles County, CA – Hyperion Plant Emergency Sewage Release After-Action Review
- ◆ Los Angeles County, CA – After-Action Review of Woolsey Fire Incident
- ◆ Los Angeles County, CA – Fire Services Impact Review
- ◆ Madera County, CA – Fire Station Siting Analysis
- ◆ City of Manhattan Beach – Evaluation of Site Options for Fire Station 2
- ◆ Maui County, HI – Performance and Fiscal Audit of the Department of Fire and Public Safety
- ◆ Menlo Park Fire Protection District – Site Assessments for Fire Stations 3, 4, and 5
- ◆ City of Millbrae, CA – Fire and Police Service Impacts for Millbrae Station Area Plan
- ◆ City of Mill Valley, CA – Fire and Emergency Medical Services Study
- ◆ City of Milpitas, CA – Fire Services Planning Assistance
- ◆ Monterey County, CA – EMS Agency Ambulance Systems Issues Review and Analysis
- ◆ Monterey County, CA – EMS Communications Plan
- ◆ Monterey County, CA – Office of Emergency Services Tabletop Exercise for Elkhorn Slough
- ◆ City of Napa, CA – Mitigation
- ◆ Newark-Union City, CA – Fire Services Alternatives
- ◆ City of North Lake Tahoe, CA – Management Team Workshop
- ◆ Northstar Resort, CA – Fire Impacts and Growth Review
- ◆ Orange County Fire Authority – Service Level Assessment of the Emergency Command Center
- ◆ Town of Scotia Company, LLC – Board Training Workshop
- ◆ Cities of Seaside and Marina, CA – Fire Station Location Study
- ◆ Snohomish County Fire District 1, WA – Peak Hour Ambulance Use Study
- ◆ Solano County, CA – Advice and Consultation Services
- ◆ Sonoma LAFCO (CA) – Municipal Services Review
- ◆ Southern Marin Emergency Medical Paramedic Services, CA – EMS Resources Deployment Analysis
- ◆ Southern Marin Fire Protection District, CA – Ad Hoc Consulting Services
- ◆ South Monterey County Fire Protection District, CA – Needs Assessment
- ◆ City of South San Francisco, CA – Provision of Station Deployment Coverage GIS Maps
- ◆ Squaw Valley Resort, CA – Assessment of Project Impacts
- ◆ Stanford University – Fire Services System Review Consulting Services
- ◆ Tracy Rural Fire Protection District, CA – Fire Analysis
- ◆ City of West Sacramento, CA – Impact Fees Study
- ◆ Wheatland Fire Authority, CA – Operational Feasibility Review
- ◆ City of Woodland, CA – Fire Station Location Peer Review
- ◆ Yolo LAFCO (CA) – Combined MSR/SOI Study
- ◆ City of Yorba Linda, CA – Emergency Operations Center Training
- ◆ Yuba County, CA – Comprehensive Services Delivery and Staffing Review



---

**APPENDIX C**

**CITYGATE PROJECT TEAM RESUMES**

Until his retirement, Mr. Gary was the Fire Chief of the Livermore–Pleasanton Fire Department. Now in his 47th 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, California, 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 10-company department, from which he retired as Chief. This successful consolidation was awarded the esteemed Helen Putnam Award for Excellence 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 degree in fire science from Miramar Community College in San Diego and 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 of the California League of Cities, Fire Chiefs Department and Chairperson of the 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. Mr. Gary served on the Livermore School District Board and served as an elected official on the City of Livermore City Council.

### **Relevant Experience:**

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed, or directed over 400 consulting projects. Some of the highlights and recent projects include:

- ◆ Served as Project Manager for a high-level assessment of the feasibility of fire agency consolidation for the Cities of Monterey, Pacific Grove, and Carmel, California.
- ◆ Served as Public Safety Principal and Project Director for an operational enhancements study for the County of Santa Barbara Fire Department, an update to the fire service deployment and departmental performance audit study Citygate previously performed for the Department.
- ◆ Currently serving as Public Safety Principal and Project Director for the first-ever independent Standards of Coverage evaluation of the Los Angeles Fire Department's fire and emergency medical services deployment system.
- ◆ Served as Public Safety Principal for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
- ◆ Served as Public Safety Principal and Project Director for a regional fire services Standards of Coverage analysis and a capacity constraint analysis for the Ventura County Fire Protection District.

- 
- ◆ Served as Public Safety Principal and Project Director to conduct a fire services Standards of Coverage analysis for the Alameda County Fire Department.
  - ◆ Served as Public Safety Principal and Project Manager to conduct a public safety risk and operational needs assessment of the Queen Mary as presently configured in Long Beach Harbor.
  - ◆ Served as Fire and Emergency Services Principal and Project Director to provide EMS ambulance system consultation services for the Alameda County Health Care Services Agency.
  - ◆ Served as Public Safety Principal / OCFA Project Manager for a service level assessment of the Orange County Fire Authority's Field Deployment services utilizing the Standards of Coverage methodology. This was one of seven as-needed organizational service level assessments of operations for Orange County Fire Authority as part of a Master Services Agreement.
  - ◆ Served as Public Safety Principal / OCFA Project Manager for a service level assessment of the Orange County Fire Authority's Emergency Medical Services Department to ensure the Department and its staffing and support tools can provide the needed patient care quality oversight in light of a recent reorganization.
  - ◆ Served as Public Safety Principal and Project Director for an extensive emergency medical services organizational and operational review of the Los Angeles County Fire Department. This study also included an EMS Strategic Plan.
  - ◆ Served as Public Safety Principal to develop a strategic business plan for the Alameda County Fire Department to guide the efforts of the Department over the next 10 years.
  - ◆ Recently served as Public Safety Services Principal and Project Manager for a fire and EMS staffing and operations study of the fire department for the City of Fort Worth, Texas.
  - ◆ Recently served as Public Safety Principal / Project Manager for a service delivery and staffing study for Portland Fire and Rescue in the City of Portland, Oregon.
  - ◆ Served as Public Safety Principal and Project Director for a Standards of Coverage update for the San Diego Fire-Rescue Department.
  - ◆ Served as Project Director and Public Safety Principal to conduct an ambulance services oversight analysis for the City of San Diego Fire-Rescue Department, as well as helping to co-design a Request for Proposal to successfully re-bid the system.
  - ◆ Served as Public Safety Principal and Project Manager to conduct a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the Los Angeles County Office of Emergency Management. Also, currently serving as Public Safety Principal and Lead Project Director to assist with the development, implementation, and monitoring of an After-Action Plan for Los Angeles County that addresses all of the recommendations from Citygate's After Action Review of the Woolsey Fire.

---

## Relevant Non-Citygate Experience:

- ◆ In 2002, Mr. Gary led a seminar that taught the Standards of Coverage (SOC) methodology to members of the Clark County Fire Department.
- ◆ In 2005 and into 2006, Mr. Gary coached and assisted the Clark County Fire Department with the initial draft of their 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.
- ◆ 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 SOC 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 10-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 fiscal year 2000/2001 of \$18 million. Service was provided from eight stations and a training facility, with two additional stations under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the SOC system for fire service deployment. He reworked 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 Livermore Fire Department’s addition 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 revoted 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; and 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.
- ◆ 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 SOC methodology. Over the last five years, Mr. Gary has presented one-day workshops across the US and Canada to fire chiefs. Presentations have included:
  - The International Association of Fire Chiefs Convention
  - US Navy Fire Chiefs in Norfolk, Virginia
  - US Air Force Fire Chiefs at the USAF Academy in Colorado Springs, Colorado
  - Seattle-area Fire Chiefs
  - Fire Chiefs Association of British Columbia in Vancouver
  - 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 second, third, and fourth editions of the *Commission on Fire Accreditation Standards of Response Cover Manual*.
- ◆ “System of Cover: Using the Accreditation Commission’s SOC systems approach for deployment,” *Fire Chief*, February 2001.

- 
- ◆ “Data to Go: Designing and implementing wireless data technologies for the fire service,” *Fire Chief*, December 2000.

**Memberships:**

- ◆ International Association of Fire Chiefs – Fairfax, Virginia
- ◆ California Fire Chiefs Association – Rio Linda, California
- ◆ National Fire Protection Association – Quincy, Massachusetts

Chief Mazza retired as the Fire Chief for the City of Monterey, California, where he engineered and facilitated the consolidation of the Monterey and Pacific Grove fire departments in 2008. His fire service career spans 38 years with city, county, special district, and state fire agencies and includes administration, operations, air operations, training, dispatch, disaster planning and management, fire prevention, and law enforcement experience. He served as the Incident Commander on a statewide Incident Management Team and continues to serve as a member of the Monterey County Emergency Operations Center staff. Chief Mazza holds a bachelor's degree from California State University, Fresno, and an associate degree in Fire Science from Fresno City College, and he is a graduate of the Executive Fire Officer Program.

Chief Mazza has extensive collaborative experience, having served elected and appointed positions in numerous professional organizations and on regional committees and initiatives. He has served as the Fire and Rescue Coordinator and chaired the California Incident Command Certification System Peer Review Committee for the California Emergency Management Agency Monterey County Operational Area, and he also served on the Monterey County Operational Area Grant Approval Authority for the California Department of Homeland Security. He has served as President of the Monterey County Fire Chiefs Association and represented county fire agencies on committees providing governance and policy oversight of the Monterey County voice and data emergency communications and dispatch systems. He obtained grant funding and facilitated implementation of a mobile data communications system for Monterey County fire agencies in 2010 and initiated and led the continuing effort to develop a regional shared governance fire agency for the Monterey Peninsula.

**Relevant Experience:**

The following is a selection of Chief Mazza's consulting experience since joining Citygate:

- ◆ Currently serving as Senior Fire Service Specialist for a community risk assessment and Standards of Coverage study for the Monterey Fire Department in the City of Monterey, California.
- ◆ Served as Senior Fire Services Specialist to assist the City of San Luis Obispo, California, and its partners to study the opportunities and constraints in merging some of the County's police and fire dispatch centers into one shared center located at the San Luis Obispo Police Department dispatch center.
- ◆ Served as Senior Fire Services Specialist for an operational enhancements study for the Santa Barbara County Fire Department, an update to the fire service deployment and departmental performance audit study Citygate previously performed for the Department.
- ◆ Currently serving as Senior Fire Services Specialist for the first-ever independent Standards of Coverage evaluation of the Los Angeles Fire Department's fire and emergency medical services deployment system.
- ◆ Served as Fire Services Specialist for a Standards of Coverage study and enhanced risk assessment for the Carpinteria-Summerland Fire Protection District.
- ◆ Served as Senior Fire Services Specialist / Project Manager to expand the scope of work specific to the City of Gilroy, California, in parallel with Citygate's Standards

---

of Coverage Assessment for the Cities of Gilroy and Morgan Hill and the South Santa Clara County Fire Protection District.

- ◆ Served as Senior Fire Services Specialist and Project Manager for a Winter Storm Response Plan update for Monterey County and Response Plan development for Santa Cruz County.
- ◆ Served as Senior Fire and Emergency Services Specialist for a fire services Standards of Coverage analysis for the Alameda County Fire Department.
- ◆ Served as Senior Fire Services Specialist for a comprehensive fiscal feasibility analysis and to facilitate the development of a governance and Joint Powers Authority (JPA) agreement for the formation of a 9-1-1 emergency communications JPA for the Monterey County public safety agencies.
- ◆ Served as Senior Fire and Emergency Services Specialist for a Fire Department organizational review for the City of San Jose Fire Department.
- ◆ Served as Senior Fire Services Specialist and Project Manager for a Capital Facilities Master Plan for the Santa Barbara County Fire Department. This in-depth master plan for the Department's buildings included all fire stations, headquarters, logistics, and aviation.
- ◆ Served as Senior Fire Services Specialist and Project Manager for a community risk assessment and Standards of Coverage study for the City of Brea, California, to assist the City and Fire Department in providing a safe, effective, and appropriately sized response force for fires, medical emergencies, and other events requiring a specialized emergency response.
- ◆ Served as Senior Fire Services Specialist / Project Manager to develop a strategic business plan for the Alameda County Fire Department to guide the efforts of the Department over the next 10 years.
- ◆ Served as Senior Fire Services Specialist and Project Manager to conduct a Standards of Coverage study update, community risk assessment, and facility assessment for the City of Huntington Beach Fire Department.
- ◆ Served as Senior Fire Services Specialist for a fire protection assessment study for the City of Santa Clara, California, which evaluated the specific hazards potentially posed by the development of former landfill parcels included in the related Santa Clara development project and provided recommendations for the level of fire protection services and equipment required to mitigate those hazards.
- ◆ Served as Senior Fire Services Specialist and Risk Assessment Specialist to perform a comprehensive Standards of Coverage and headquarters staffing adequacy review for the City of Santa Clara Fire Department.
- ◆ Served as Senior Fire Services Specialist for a fire and EMS needs assessment in the Sweetwater area of San Antonio Valley for the County of Santa Clara, California.



---

### **Relevant Non-Citygate Experience:**

- ◆ Developed curriculum for the National Fire Academy in Emmitsburg, Maryland, including the following courses: Politics for the Local Fire Chief, New Fire Chief series, and Creating Fire Adapted Communities in the Wildland Urban Interface.

### **Significant Programs/Projects:**

- ◆ Coordinated rewrite of the Monterey City Emergency Operations Plan in 2010 in conformance with federal and state all-hazard guidelines.
- ◆ Authored Damage Assessment Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Authored Critical Infrastructure and Key Resources Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Authored Pandemic Influenza Preparedness and Response Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Developed and administered multiple fire service contracts.
- ◆ Coordinated annual Proposition 172 allocation for Monterey County fire agencies with the Monterey County Administrative Office.
- ◆ Served on the Board of Directors for the Fire Agency Insurance Risk Authority.
- ◆ Served on the Monterey County Emergency Medical Services Agency Task Force, evaluating and recommending enhancements to the Monterey County EMS system.
- ◆ Represented Monterey County fire agencies on the Monterey County Emergency Medical System Committee.
- ◆ Coordinated fire agencies' recommendations and comments to the Monterey County General Plan update.
- ◆ Coordinated implementation of the California Incident Command Certification System within the Monterey County Operational Area.
- ◆ Participated in the National Fallen Firefighters Foundation Wildland Fire Symposium to develop initiatives to reduce firefighter line-of-duty-fatalities.
- ◆ Developed and implemented capital facilities and equipment replacement and maintenance plans.
- ◆ Facilitated development and implementation of multiple Strategic Plans.
- ◆ Facilitated implementation of the reorganization of Monterey County Service Area #61 into the South Monterey County Fire Protection District.
- ◆ Coordinated development and implementation of a Fire District Illness and Injury Prevention Plan.
- ◆ Coordinated development and implementation of fire suppression assessment and mitigation fee ordinances.
- ◆ Co-facilitated development and implementation of multiple-agency engine and truck company performance standards.

---

### **Instructor and Lecturer:**

- ◆ Instructor – Executive Analysis of Community Risk Reduction (second-year Executive Fire Officer Program curriculum) – National Fire Academy in Emmitsburg, Maryland
- ◆ Instructor – ICS-100, ICS-200, ICS-300, ICS-400, IS 700a, IS 800b – California State University, Monterey Bay

### **Presentations:**

- ◆ “Strengthening Your Core – Collaborative Service Delivery Systems,” California Association of Joint Powers Authorities conference, September 2009, Lake Tahoe, California. Outlined key issues and solution strategies relating to the consolidation of the Monterey and Pacific Grove fire departments.
- ◆ “Fire Service Challenges and Cooperative Solutions,” California Association of Local Agency Formation Commissions conference, April 2010, Santa Rosa, California. Outlined key issues and solutions relating to the consolidation of the Monterey and Pacific Grove fire departments in 2008 and the current initiative to develop a shared governance fire agency for the Monterey Peninsula region.

### **Publications:**

- ◆ “Identifying Workforce Issues Relative to the Proposed Consolidation of the Monterey, Pacific Grove, and Carmel Fire Departments,” National Fire Academy, (Emmitsburg, Maryland: July 2007).
- ◆ “An Evaluation of Self-Contained Breathing Apparatus Voice Communications Systems,” National Fire Academy, (Emmitsburg, Maryland: June 2008).
- ◆ “Identifying and Mapping Critical Infrastructure and Key Resources for the City of Monterey, California,” National Fire Academy, Emmitsburg, (Maryland: June 2009).
- ◆ “Initial Damage Assessment Criteria and Procedures for the City of Monterey, California,” National Fire Academy, (Emmitsburg, Maryland: April 2010).
- ◆ “EMS Task Force White Paper,” Monterey County Health Department, Emergency Medical Services Agency, May 2001. Included an evaluation and recommendation of enhancements to the Monterey County EMS system.

### **Memberships:**

- ◆ International Association of Fire Chiefs – Fairfax, Virginia
- ◆ California Fire Chiefs Association – Rio Linda, California

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 he holds a master's degree in public administration 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 30 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.

**Relevant Experience:**

- ◆ Served in an oversight capacity to develop a strategic business plan for the Alameda County Fire Department to guide the efforts of the Department over the next 10 years.
- ◆ Served in an oversight capacity for an extensive emergency medical services organizational and operational review of the Los Angeles County Fire Department. This study also included a Strategic Plan.
- ◆ Served in an oversight capacity for an operational enhancements study for the County of Santa Barbara Fire Department, an update to the fire service deployment and departmental performance audit study Citygate previously performed for the Department.
- ◆ Served in an oversight capacity for a service level assessment of the Orange County Fire Authority's Field Deployment services utilizing the Standards of Coverage methodology. This was one of seven as-needed organizational service level assessments of operations for Orange County Fire Authority as part of a Master Services Agreement.
- ◆ Served in an oversight capacity for a service level assessment of the Orange County Fire Authority's Emergency Medical Services Department to ensure the Department and its staffing and support tools can provide the needed patient care quality oversight in light of a recent reorganization.
- ◆ Recently served in an oversight capacity for a fire and EMS staffing and operations study of the fire department for the City of Fort Worth, Texas.
- ◆ Recently served in an oversight capacity for a service delivery and staffing study for Portland Fire and Rescue in the City of Portland, Oregon.
- ◆ Served in an oversight capacity for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
- ◆ Served in an oversight capacity for a Standards of Coverage update for the San Diego Fire-Rescue Department.
- ◆ Served in an oversight capacity to conduct an ambulance services oversight analysis for the City of San Diego Fire-Rescue Department, as well as helping to co-design a Request for Proposal to successfully re-bid the system.

- 
- ◆ Served in an oversight capacity to conduct a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the Los Angeles County Office of Emergency Management. Also, currently serving in an oversight capacity to assist with the development, implementation, and monitoring of an After-Action Plan for Los Angeles County that addresses all of the recommendations from Citygate’s After Action Review of the Woolsey Fire.
  - ◆ Served in an oversight capacity for a regional fire services Standards of Coverage analysis and a capacity constraint analysis for the Ventura County Fire Protection District.
  - ◆ Served in an oversight capacity to conduct a fire services Standards of Coverage analysis for the Alameda County Fire Department.
  - ◆ Served in an oversight capacity to conduct a public safety risk and operational needs assessment of the Queen Mary as presently configured in Long Beach Harbor.
  - ◆ Served in an oversight capacity to provide EMS ambulance system consultation services for the Alameda County Health Care Services Agency.
  - ◆ Recently served in an oversight capacity to provide specialty assistance to San Bernardino County in exploring various options for the development of a joint venture partnership agreement between area fire agencies, the contract ambulance provider, and the County.
  - ◆ 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 strengthen the delivery of fire services, emergency medical services, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and City of Orange Fire Department.

Mr. DeRoos is a member of several professional and civic associations. He has taught for the UC Davis Extension College and for graduate classes in public administration, administrative theory, and labor relations for Golden Gate University and nonprofit and association management for the University of Southern California. He speaks and trains frequently on the topic of leadership, character, and values and has also 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 UC Davis and is a Certified Management Consultant (CMC).