

**ROSS VALLEY FIRE DEPARTMENT
STAFF REPORT**

For the meeting of: November 14, 2018

To: Board of Directors
From: Jason Weber, Fire Chief
Subject: Professional Services Agreement – Standards of Cover

Recommendation:

With multiple decisions the Board will face over the next 5 years including; facility evaluation, Community Wildland Fire Protection Planning, policy and procedure adoption, equipment replacement, staffing deployment and hiring and contract negotiations, staff is recommending updating our Standards of Cover completed in 2005 to include the Town of Ross, current and future mutual aid and automatic aid agreements and help inform policy decisions and overall strategic planning.

Background:

In 2005 the Ross Valley Fire Department conducted a Standards of Cover assessment. Over the last 13 years a great deal has changed organizationally as well as in the communities served by RVFD. These changes include the addition of the Town of Ross into the JPA, reduction in volunteer firefighter force, increased wildland fire risk, improved mutual aid agreements and systems as well as the shared services agreement with Marin County Fire Department. In order to provide staff and the Board with the best data to allow for policy decisions, an updated Standards of Cover will provide a foundational assessment of the RVFD.

Discussion:

The core methodology used in the proposed deployment analysis work will be that of the Standards of Coverage systems approach to fire department deployment as published by the Commission Fire Accreditation International (CFAI). This is a systems-based approach using local risk and demographics to determine the level of protection best fitting the Department's needs. Doing a multifaceted assessment provides the agency an in-depth review of the quantity of fire stations, effectiveness of their locations, types of apparatus, quantity of staffing and usefulness of mutual aid in meeting a community's risks to be protected. Using a completed SOC helps the governing board to make well-grounded policy decisions about the level of fire services investment for their community.

AGENDA ITEM # 4
Date 11/14/18

The project will include the following elements of the Standards of Coverage process:

Standards of Coverage Process Elements

SOC Element		Description
1	Existing Deployment Policies	A review of current agency deployment policies.
2	Community Outcome Expectations	A review of the community's expectations relative to the agency's response to emergencies.
3	Community Risk Assessment	A review of the assets at risk within the community.
4	Critical Task Study	A review of the essential tasks that must be performed and the personnel required to deliver a stated outcome for an Effective Response Force (ERF).
5	Distribution Study	A review of the spacing of initial response (first-due) resources, typically engines, to control routine emergencies.
6	Concentration Study	A review of the spacing of fire stations so that larger or more complex emergencies receive sufficient resources in a timely manner (Effective Response Force).
7	Reliability and Historical Response Effectiveness Studies	Using recent prior response statistics, determining the percentage of conformance to established response performance goals the existing deployment system delivers.
8	Overall Evaluation	Proposing Standards of Coverage statements by risk type as appropriate.

Source: CFAI *Community Risk Assessment: Standards of Cover*, 6th edition

Fiscal Impact:

Staff is recommending the use of Citygate Associates LLC to complete this study. The total cost of services is not to exceed \$47,454 with a cost not to exceed \$25,000 from RVFD and the balance will be covered by the Town of Ross. Staff is also recommending Citygate as they have completed recent studies in Marin County are familiar with the geography, demographics and are currently being retained by neighboring jurisdictions providing an economy of scale.

Funds are available within the adopted FY2018-19 budget.



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

November 8, 2018

Jason Weber, Fire Chief
Ross Valley Fire Department
777 San Anselmo Avenue
San Anselmo, CA 94960

RE: PROPOSAL TO PREPARE A STANDARDS OF COVERAGE ASSESSMENT FOR THE ROSS VALLEY FIRE DEPARTMENT

Dear Chief Weber:

In response to your request, Citygate Associates, LLC (Citygate) is pleased to present its proposal to prepare a Standards of Coverage Assessment for the Ross Valley Fire Department (Department).

PROJECT APPROACH

We propose to prepare a Standards of Coverage (SOC) assessment based on nationally recognized guidelines and best practices, federal and state mandates, and relevant local and regional operating procedures. An SOC assessment is intended to assist governing bodies in establishing requirements relative to the organization and deployment of fire suppression operations, emergency medical operations, and special operations for their fire department.

Citygate's Standards of Coverage and community risk assessment studies are performed in accordance with the methodology outlined in *Community Risk Assessment: Standards of Cover* (6th ed.) as published by the Commission of Fire Accreditation International (CFAI). Our studies 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. Chief Gary and his team of subject matter specialists have performed over 300 fire service studies over the last 15 years; their deployment studies within California alone have served over 14.5 million residents. That is 39 percent of California's population. As a result, Chief Gary's Project Team is the most prolific in California, if not the Western U.S.

Citygate's proposed Work Plan consists of three tasks over a five-month project schedule. We will conduct the SOC assessment pursuant to our Work Plan for a total cost not to exceed \$47,454.

THE STANDARDS OF COVERAGE PROCESS

The core methodology used by Citygate in the scope of its deployment analysis work will be that of the Standards of Coverage 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 Department's needs. Conducting a multifaceted assessment provides the agency an in-depth review of the quantity of fire stations, effectiveness of their locations, types of apparatus, quantity of staffing, and usefulness of mutual aid in meeting a community's risks to be protected. Using a completed SOC helps the governing board to make well-grounded policy decisions about the level of fire services investment for its community.

The project will include the following elements of the Standards of Coverage process:

Standards of Coverage Process Elements

SOC Element		Description
1	Existing Deployment Policies	A review of current agency deployment policies.
2	Community Outcome Expectations	A review of the community's expectations relative to the agency's response to emergencies.
3	Community Risk Assessment	A review of the assets at risk within the community.
4	Critical Task Study	A review of the essential tasks that must be performed and the personnel required to deliver a stated outcome for an Effective Response Force (ERF).
5	Distribution Study	A review of the spacing of initial response (first-due) resources, typically engines, to control routine emergencies.
6	Concentration Study	A review of the spacing of fire stations so that larger or more complex emergencies receive sufficient resources in a timely manner (Effective Response Force).
7	Reliability and Historical Response Effectiveness Studies	Using recent prior response statistics, determining the percentage of conformance to established response performance goals the existing deployment system delivers.
8	Overall Evaluation	Proposing Standards of Coverage statements by risk type as appropriate.

Source: CFAI *Community Risk Assessment: Standards of Cover*, 6th edition

Changes in deployment to enhance overall Department deployment effectiveness will be identified. One of the strengths of the Citygate team is that we are able to develop specific, implementable recommendations tailored to the local situation. We will specifically identify what

is working well, where improvements can be made, and what new resources, if any, would be needed to implement the recommendations.

PROJECT WORK PLAN

Our proposed Work Plan consists of three tasks, as follows.

Task 1: Current and Projected Future Fire and Emergency Medical Service Needs

Subtasks

1.1 Request and Review Relevant Project Data and Documentation

- ◆ At the start of the project, we will develop and submit a list of requested data and documentation relevant to this project, including the County General Plan; growth forecasts; any appropriate prior studies; and Fire Department documentation, including (as available) dispatch data, fleet inventory, facility information, current personnel, equipment, and other relevant information.
- ◆ Citygate will additionally request Fire Department and other available GIS data layers, travel time performance measure(s), and historical calls-for-service data from Department data systems.

1.2 Meet with Department Representatives to Initiate Project

- ◆ In collaboration with Department leadership, Citygate will review and finalize a detailed Work Plan, project schedule, schedule of activities, project deliverables, roles and responsibilities, and project benchmarks. These tools will assist both the consultants and Department staff to monitor the progress of the project.
- ◆ A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. In our experience, this early effort to clearly define expectations, roles, and lines of communications results in a better focus on substantive issues as the engagement progresses.
- ◆ To enhance our understanding of the issues at stake in this project, we will hold teleconference calls with, as appropriate and/or as requested:
 - Fire Department leadership and other key staff
 - Employee labor group leadership
 - Elected or appointed community officials
 - Resident associations or groups, as appropriate

- Other project stakeholders, as requested or appropriate.

1.3 Ongoing Project Management

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

Meetings and Deliverables

Citygate will hold teleconference calls during this task to initiate the project, establish relationships, and conduct stakeholder interviews.

Citygate will provide the final project schedule and the data/document request questionnaire.

Task Duration

The project management component will be continuous through the entire five-month project.

Task 2: Standards of Coverage Assessment

Subtasks

2.1 Describe the Community Served and Existing Deployment System and Standards

The Citygate team will understand and describe the Department's current deployment model, including:

- ◆ The general description, formation, and history of the Department
- ◆ The service area population and demographics
- ◆ Geographic response zones
- ◆ Operational staffing levels
- ◆ Current or draft performance goals, objectives, and measures
- ◆ Mutual and automatic aid agreements.

2.2 Identify and Describe Community Outcome Expectations

Citygate will review the Department's existing community expectations and performance goals, as well as identify and describe any differential expectations relative to fire protection services and response performance as a result of the stakeholder interviews.

2.3 Conduct a Community Risk Assessment

Citygate will conduct a comprehensive analysis of community risks, including:

- ◆ Identification of risk assessment planning zones in collaboration with Department leadership
- ◆ Identification of the values at risk within the Department's service area
- ◆ Identification of the natural and human-caused hazards with potential to adversely impact the Department's service area
- ◆ Determination of probability of occurrence for each identified hazard by sub-zone
- ◆ Identification and evaluation of appropriate impact severity factors for each identified hazard
- ◆ Determination of overall likely impact severity by hazard for each planning zone.

2.4 Perform Critical Task Time Studies

We will assist the Department in conducting critical task time studies for typical emergency incident types. As an alternative, Citygate can use aggregate critical crew task times from other client agencies similar to the Department.

2.5 Perform Distribution Study

Citygate will use ESRI GIS software to map 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. We will also use, as available, County Fire GIS layers to portray coverage and risk issues.

2.6 Perform Concentration Study

We will conduct a comprehensive analysis of the Department's capability to achieve an Effective Response Force (ERF) to resolve more serious or complex situations.

2.7 Assess Reliability and Historical Response Effectiveness

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

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

2.8 Perform Overall Evaluation

- ◆ We will provide an overall deployment analysis summary with recommended performance objectives by risk type, including measures and compliance methodologies that best align with recognized industry best practices, community expectations, and current and prospective future Department resources.
- ◆ We will identify areas that are underserved, inefficient, or over-covered.
- ◆ We will identify viable service delivery alternatives that consider the geographic and financial resource limitations of the Department, if any.
- ◆ We will identify current deployment, areas for improvement, and comparative analysis to industry best practices.

Meetings and Deliverables

No on-site meetings are anticipated for this task. The findings and recommendations from this task will be incorporated into the Preliminary Findings Briefing and Draft and Final Reports in Task 3.

Task Duration

This task will take approximately six to eight weeks to complete.

Task 3: Preliminary Findings Briefing, Draft Report, and Final Report

Subtasks

3.1 Prepare and Conduct a Preliminary Findings Briefing

- ◆ Upon completion of Tasks 1 and 2, Citygate will prepare and conduct an on-site briefing of our preliminary findings and recommendations for the Department's project team. During this briefing, we will discuss any anomalies in the data and resolve any remaining issues.
- ◆ Pursuant to any input received from the Department's project team, we will make any data-driven changes and then refinements, if needed, will be incorporated into our Draft Report.

3.2 Prepare a Comprehensive Draft Report with Exhibits

- ◆ The entire Citygate Project Team will prepare a comprehensive Draft Report, including appropriate statistical and geographic mapping exhibits.

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

3.3 Review Draft Report with Department's Project Team

- ◆ Our normal practice is to review Draft Reports with management personnel via teleconference to ensure that the factual basis for our recommendations is correct and to allow time for a thorough review. In addition, we take time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.
- ◆ We will schedule and conduct a teleconference review of the Draft Report, answer any questions, and agree on the elements for the Final Report.

3.4 Prepare and Submit Final Report

- ◆ The process of Final Report preparation is an important one. Implicit in this process is the need for a sound understanding of how our review was conducted, what issues were identified, why our recommendations were made, and how implementation should be accomplished.
- ◆ Based on results of the review process in Task 3.3, we will prepare and submit an Executive Summary and comprehensive Final Report to include appropriate statistical and mapping exhibits.

3.5 Prepare and Deliver a Summary Presentation of the Final Report

Citygate will present the key elements of the Final Report to the Ross Valley Fire Board of Directors using Microsoft PowerPoint and one Ross Town Council meeting.

Meetings and Deliverables

There will be two on-site meetings for this task as follows:

- ◆ One *partial-day* briefing to present our preliminary deployment analysis and risk findings to the Ross Valley Fire Board of Directors.
- ◆ One *partial-day* meeting to present the Final Report to the Ross Town Council.

Deliverables for this task include a comprehensive written Draft Report; Final Report, including statistical and mapping exhibits; and Microsoft PowerPoint presentations of the Final Report to the Ross Valley Fire Project Team, Board of Directors, and Ross Town Council.

Task Duration

This task will take approximately six to eight weeks to complete.

PROJECT SCHEDULE

Citygate anticipates that the duration of this project will be five months and is available to start the project immediately upon execution of a contract for services. The following table shows a summary of the proposed project schedule.

Project Schedule

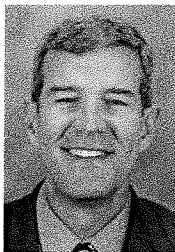
Task		Month 1	Month 2	Month 3	Month 4	Month 5
1	Current/Future Fire & EMS Needs					
2	SOC Deployment Analysis					
3	Preliminary Findings Briefing, Draft and Final Report				○	○

○ On-site meeting

CITYGATE PROJECT TEAM

Citygate’s Project Team for this engagement includes the following experienced senior Citygate consultants:

Chief Stewart W. Gary, MPA, Public Safety Principal and Project Manager



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. In 1996, he successfully designed and led the implementation of the Livermore-Pleasanton fire department consolidation, which won a California League of Cities Helen Putnam Award. For 14 years, he was the lead instructor and program content developer 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.

Chief Gary will serve as the Project Manager for this engagement and will manage all of the technical work and written work products related to this study.

Chief Samuel L. Mazza, CFC, CFO, EFO, Senior Fire Services Specialist



Chief Mazza is a Senior Fire Services Specialist with over 40 years of fire service experience. He is the retired Monterey City Fire Chief, 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 special district services. He has extensive collaborative and command experience, including appointment as the

Incident Commander of a statewide Type-1 Incident Command Team. Chief Mazza is a California state Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer, and National Fire Academy instructor.

Chief Mazza will assist Chief Gary with the technical analytical elements of this project, including the community risk assessment.

Chief Robert Meyer, CFO, EFO, GIS Specialist



Chief Meyer has over 20 years of public fire protection experience. He recently retired as Fire Chief for the City of SeaTac, Washington, where he was responsible for leading a Fire Department of 53 employees serving a diverse community with a daily population of 96,000 out of three fully staffed fire stations providing fire, emergency medical, and technical rescue services. Prior to joining the SeaTac Fire Department in 2000, he served as the Division Chief for the Santa Maria Fire Department; Senior Code Enforcement Officer for the City of West Hollywood; and Battalion Chief for the San Clemente Fire Department. Chief Meyer is a Certified Emergency Manager, Certified Chief Fire Officer, and Peer Assessor/Team Leader for Commission on Fire Accreditation International.

Chief Meyer will assist with the GIS elements of this project.

David C. DeRoos, MPA, CMC, Citygate President



Mr. DeRoos has 30 years' 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's degree in public administration from the University of Southern California. Prior to becoming a Principal in Citygate in 1991, he was a Senior Manager in the local government consulting division of Ernst & Young.

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

Michael D. Fay, Statistical Specialist



Mr. Fay has assisted Citygate with deployment studies for over 10 years. He has over 30 years' experience and has served as a firefighter, EMS director, educator, consultant and publisher. As President of Animated Data, Inc., he is the designer and publisher of StatsFD, formerly NFIRS 5 Alive. Using standard NFIRS 5 datasets, StatsFD quickly performs diagnostic analysis of fire department operations.

Michael Fay will provide statistical analysis of incident response times and staffing.

PROJECT FEES

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 proposed Work Plan, Scope of Work, and Schedule as presented in the following table. Any additional work outside the scope of services described in this proposal, as mutually agreed to in writing as a change order, will be billed at the hourly rate of the respective consultant(s), including any reimbursable expenses plus a five percent administrative fee.

Project Cost Summary

Consulting Fees of Project Team	Reimbursable Expenses	Administration (5% of Hourly Fees)	Total Citygate Project Amount
\$44,360	\$876	\$2,218	\$47,454

This cost proposal reflects our best effort to be responsive to the Ross Valley Fire Department's needs for this project, as we understand them, at a reasonable cost. If our proposed scope of work and/or cost is not in alignment with the Department's needs or expectations, we are open to discussing modifications to our proposed scope of work and associated costs.

We also will be conducting a similar study for the County of Marin Fire Department this winter. If we can generate economies of scale in acquiring incident data and in the geographic modeling of station coverages, we will pass onto both agencies a proportional share of the cost savings.

The price quoted is effective for 90 days from the date of receipt of this proposal and includes one (1) draft review cycle as described in our Work Plan to be completed by Citygate and the Department within 30 calendar days. Additional Draft Report cycles or processing delays requested by the Department would be billed in addition to the contracted amount at our time and materials rates. The Draft Report will be considered to be the Final Report if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

Standard Hourly Billing Rates

Classification	Rate	Consultant
Citygate President	\$225 per hour	David DeRoos
Public Safety Principal / Project Manager	\$250 per hour	Stewart Gary
Senior Fire Services Specialist	\$210 per hour	Samuel Mazza
GIS Specialist	\$195 per hour	Robert Meyer
Statistical Specialist	\$195 per hour	Michael Fay
Report Project Administrator	\$125 per hour	Chad Jackson
Administrative Support	\$95 per hour	Various

Billing Schedule

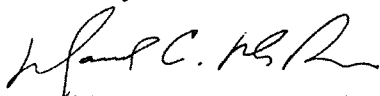
We will bill monthly for time, reimbursable expenses incurred at actual costs (travel), plus a five percent (5%) administration charge in lieu of individual charges for copies, phone, etc. Our invoices are payable within thirty (30) days. Citygate's billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter. Our practice is to send both our monthly status report and invoice electronically. Once 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 by direct deposit, 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.

* * *

Citygate's team of specialists would be honored to be of service to the Ross Valley Fire Department for this study. As President of the firm, I am authorized to execute a binding contract on behalf of Citygate Associates, LLC. Please feel free to contact me at our headquarters office, located in Folsom, California, at (916) 458-5100, extension 101, or via email at dderoos@citygateassociates.com if you wish further information.

Sincerely,



David C. DeRoos, MPA, CMC
President

cc: Project Team

Attachments: 1—Project Team Resumes
2—Citygate Qualifications and References



ATTACHMENT 1

PROJECT TEAM RESUMES



Mr. Gary was, until his retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 43rd year in the Fire Service, Mr. Gary began as a volunteer and worked his way up through the ranks, including his service as a Paramedic for five years.

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

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

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

Current Consulting Experience Includes:

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed, or directed over 300 consulting projects. Some of the highlights and recent projects include:

- ◆ Served as Project Director and Standards of Coverage Specialist for an emergency medical services resources deployment analysis for Southern Marin Emergency Medical Paramedic Services.
- ◆ Served as Project Director and Standards of Coverage Specialist for a fire and emergency medical services deployment analysis for Southern Marin, California.
- ◆ Served as Public Safety Principal and Project Director for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.
- ◆ Served as Public Safety Principal and Project Director to conduct a Standards of Coverage update for the San Diego Fire-Rescue Department.
- ◆ Served as Public Safety Principal for Citygate's Standards of Coverage study for the City of San Diego, CA.

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- ◆ Served as Public Safety Principal for the development of a deployment analysis to determine fire station and fire crew coverage in the existing City of Vacaville, CA and possible annexation areas.
 - ◆ Served as Public Safety Principal for a Standards of Coverage update for the Menlo Park Fire Protection District.
 - ◆ Served as Public Safety Principal for a Fire Staffing Plan Update for the City of Vallejo. Previous Deployment and Fiscal information from a past study was used to help the City of Vallejo labor relations and fiscal teams to model the impact of various re-deployment strategies for the City's fire services.
 - ◆ Served as Public Safety Principal for a successfully completed deployment study for South San Mateo County.
 - ◆ Served as Public Safety Principal for an analysis of the impact of reducing an engine from the San Mateo County's service at one fire station.
 - ◆ Served as Public Safety Principal for a Comprehensive Standards of Cover and Headquarters Staffing Adequacy Review for the City of Santa Clara, CA.
 - ◆ Served as Public Safety Principal for a Standards of Cover Deployment Analysis for the Fire District of South Santa Clara, CA.
 - ◆ Serving as Public Safety Principal for an independent review of Stanford University's contract with the City of Palo Alto to provide fire protection services to the University.
 - ◆ Served as Public Safety Principal for a Fire Station Relocation Assessment for the City of South San Francisco.
 - ◆ Served as Public Safety Principal for a Provision of Station Deployment Coverage GIS Maps Study for the City of South San Francisco.
 - ◆ Served as Public Safety Principal and Project Director for a fire services Master Plan update for the City of San Luis Obispo, CA.
 - ◆ Served as Public Safety Principal for a Standards of Coverage deployment analysis and fire Master Plan for the City of San Luis Obispo, CA.
 - ◆ Served as Public Safety Principal for an extensive Emergency Medical Services Organizational and Operational Review of the Los Angeles County Fire Department.
 - ◆ Served as Public Safety Principal for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate, and cost-effective coverage.
 - ◆ Served as Public Safety Principal for Citygate's Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in the County region. Citygate outlined a process designed to establish a blueprint for improving San Diego County's regional fire protection and emergency medical system.
 - ◆ Served as Public Safety Principal for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.

- ◆ Served as Public Safety Principal for a Strategic Plan and Standards of Response Coverage Study for the City of Beverly Hills Fire Department.
- ◆ Served as Public Safety Principal for a Fire Department Strategic Plan and Standards of Cover Study for the City of Corona, to include all facets of fire and non-fire operations.
- ◆ Served as Public Safety Principal for a Performance Audit for the University of California, Davis to produce a campus-specific Standards of Response Cover Plan, a forward-looking Applied Strategic Plan and a Pre-Accreditation Review of key UCD Fire operating elements documentation.
- ◆ Served as Public Safety Principal for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
- ◆ Served as Public Safety Principal for a project for the City of Oakland to conduct a comprehensive multi-hazard, all-risk fire service deployment study to analyze the City's fire services emergency response systems. Citygate also made recommendations for improvement of adding traditional resources and alternative and adaptive deployment models.

Other non-Citygate Relevant Experience Includes:

- ◆ In 2002, Mr. Gary led a seminar that taught the Standards of Response Cover (SOC) methodology to members of the Clark County Fire Department.
- ◆ In 2005 and into 2006, Mr. Gary coached, assisted and initially drafted the Clark County Fire Department Rural SOC documents. He advised County GIS on how to prepare the necessary mapping and response statistics analysis. He then coached the project manager on collecting risk assessment information on each rural area, which he then wove into an integrated draft set of risk statements and proposed response policies for each rural area.
- ◆ In 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Response Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9-0 vote.
- ◆ In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless ten-company department for which he served as Chief. The LPPD represents one of the few successful city-to-city fire mergers in California. The LPPD consisted of 128 total personnel with an operating budget for FY 00/01 of \$18M. Service was provided from eight stations and a training facility, and two additional stations were under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the Standards of Cover system for fire service deployment. He re-worked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this

deployment methodology for the International Fire Chiefs across the United States and Canada.

- ◆ In 1994, Mr. Gary effectively led the Fire Department's adding of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully re-voted after Proposition 218) to help pay for this increased service. In 1995, Mr. Gary assisted the City Council and the firefighters union in reaching a new understanding on staffing, and a fifth Fire Company was added to better serve the Northwest area of Livermore.
- ◆ During his tenure in Carlsbad, he successfully master planned and opened two additional fire stations and developed the necessary agreements between the development community and the City Council.
- ◆ Mr. Gary has developed fire apparatus replacement plans; procured fire apparatus; supervised the development of community disaster preparedness and public education programs; facilitated permit streamlining programs in the Fire Prevention and Building Departments; improved diversity in the Livermore fire department by hiring the first three female firefighters in the City; supervised the Livermore City Building Department including plan check and inspection services for two years; master planned future growth in the North Livermore area for an additional 30,000 people in a "new town" area.
- ◆ Mr. Gary facilitated a successful regional dispatch consolidation between Poway and the City of San Diego Fire Department. He developed and implemented fire department computer records systems for Carlsbad and Livermore.
- ◆ Mr. Gary has been a speaker on the proper design of information systems at several seminars for Fire Chiefs, the California League of Cities and the Fortune 100. He has authored articles on technology and deployment for national fire service publications.
- ◆ Mr. Gary is experienced as an educator in teaching firefighting, paramedicine and citizen CPR programs. As a community college instructor, he taught management and fire prevention. He has been an instructor for State Fire Training and the San Diego Paramedic program.

Instructor and Lecturer:

- ◆ Instructor and lecturer on Fire Service Deployment for the Commission on Fire Accreditation Standards of Cover Methodology. Over the last five years, Mr. Gary has presented one-day workshops across the U.S. and Canada to fire chiefs. Presentations have included:
 - The International Association of Fire Chiefs Convention;
 - U.S. Navy Fire Chiefs in Norfolk, Virginia;
 - U.S. Air Force Fire Chiefs at the USAF Academy, Colorado Springs, Colorado;

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- Seattle area Fire Chiefs;
 - Vancouver British Columbia Fire Chiefs Association;
 - The Michigan/Indiana Fire Chiefs Association School at Notre Dame University;
 - The California Fire training Officers annual workshop.
- ◆ Developed and taught the 40-hour course in fire deployment methods for the California Fire Academy for seven years. Over 250 fire officers have been trained in this course.

Publications:

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

Mr. 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 Command Team and continues to serve as a member of the Monterey City and Monterey County Emergency Operations Center staffs. Mr. Mazza holds a Bachelor's degree from California State University Fresno, an Associate in Fire Science degree from Fresno City College, and is a graduate of the Executive Fire Officer Program.

Mr. 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 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.

Memberships Held Include:

- ◆ International Association of Fire Chiefs, Fairfax, VA
- ◆ California Fire Chiefs Association, Rio Linda, CA

Consulting Experience Includes:

Since joining Citygate, a selection of Mr. Mazza's consulting experience is listed below.

- ◆ 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.
- ◆ Served as Senior Fire Services Specialist and Risk Assessment Specialist to perform a comprehensive Standards of Cover and headquarters staffing adequacy review for the City of Santa Clara Fire Department.
- ◆ Served as Senior Fire and Emergency Services Specialist to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
- ◆ Currently serving as Project Manager and Fire Services Specialist to conduct a fire services reorganization study for the City of Greenfield and the Greenfield Fire Protection District.
- ◆ Served as Senior Fire Services Specialist to conduct 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 Fire Services Specialist for a Standards of Coverage Study and Enhanced Risk Assessment for the Carpinteria-Summerland Fire Protection District.

- ◆ Served as Fire Service Specialist to conduct a fire services alternatives study for the Cities of Newark and Union City.
- ◆ Served as Senior Fire Service Associate for Montecito Fire Protection District to provide a Standards of Coverage and Risk Assessment Study.
- ◆ Served as Senior Fire Services Associate to perform a Standards of Cover study to include a review of fire-department-based ambulance deployment options for the City of Sacramento Fire Department.
- ◆ Served as Senior Fire and Emergency Services Specialist to conduct a Standards of Response Cover Update for the San Diego Fire-Rescue Department.
- ◆ Served as Senior Fire and Emergency Services Specialist to conduct a Regional Fire Services Standards of Cover Analysis and a Capacity Constraint Analysis for the Ventura County Fire Protection District.
- ◆ Served as Senior Fire Service Associate for a Standards of Cover update and risk assessment for the Menlo Park Fire Protection District.
- ◆ Served as Senior Fire Services Specialist and Project Manager for a Standards of Coverage and Staffing Study for the County of Kings.
- ◆ Served as Project Manager and Fire Services Specialist to conduct a Yolo County Fire Protection Districts combined MSR/SOI study for the Yolo Local Agency Formation Commission.
- ◆ Served as the Senior Fire Services Specialist, Project Manager for a Tabletop Exercise for the Monterey County Office of Emergency Services.
- ◆ Served as Fire Services Specialist for a Fire Services Threat Assessment for the University of California, Merced.
- ◆ Served as Fire Services Specialist for a performance audit for the University of California, Davis to produce a campus-specific Standards of Response Cover Plan, a forward-looking Applied Strategic Plan and a Pre-Accreditation Review of key UCD Fire operating elements documentation.
- ◆ Served as Project Manager and Fire Services Specialist for a Fire Services Study for the Templeton Community Services District Fire Department to identify gaps in operations and resources; develop recommendations to maximize fire department operations and resources and identify best practices.

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

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- ◆ Coordinated annual Proposition 172 allocation for Monterey County fire agencies with the Monterey County Administrative Office
 - ◆ Board of Directors – Fire Agency Insurance Risk Authority
 - ◆ 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 multi-agency engine and truck company performance standards.

Chief Meyer has over twenty years of public fire protection experience. He recently retired as Fire Chief for the City of SeaTac, Washington, where he was responsible for leading a Fire Department of 53 employees serving a diverse community with a daily population of 96,000 out of three fully staffed fire stations providing fire, EMS, and technical rescue services. Prior to joining the SeaTac Fire Department in 2000, he served as the Division Chief for the Santa Maria Fire Department; Senior Code Enforcement Officer for the City of West Hollywood; and Battalion Chief for the San Clemente Fire Department. Chief Meyer is a Certified Emergency Manager, Certified Chief Fire Officer, and Peer Assessor/Team Leader for the Commission on Fire Accreditation International.

Current Consulting Experience Includes:

Since joining Citygate, some of Mr. Meyer's projects include:

- ◆ Served as Fire Services Specialist to conduct a Fire Department Standards of Cover Staffing Utilization Study for the City of Pearland, TX.
- ◆ Served as Fire Services Specialist for a Fire and Emergency medical Services Deployment Analysis for Southern Marin Fire District.
- ◆ Served as Fire Services Specialist to perform a Fire and Rescue Operations and Staffing Study for the City of Rio Rancho, NM.
- ◆ Served as Fire Services Specialist for a Comprehensive Management Audit of the Goodyear, AZ Fire Department to evaluate: (1) effectiveness and management processes of the leadership team; (2) design and direction of the organization; and (3) organizational climate.
- ◆ Served as Fire Services Specialist to perform a comprehensive public safety deployment and performance review of the Police and Fire Departments for the City of Glendale, AZ.
- ◆ Served as Standards of Coverage Specialist to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
- ◆ Served as Fire Services Specialist for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.
- ◆ Served as Fire Services Specialist for an update of the City of Pasadena's Standards of Response Coverage plan.
- ◆ Served as Fire Services Specialist to Provide an Emergency Medical Services Review for the County of Los Angeles Fire Department.
- ◆ Served as Senior Fire Services Specialist to Provide an Operational Assessment of the Cooperative Fire Department Response Plan between the Cities of Manhattan Beach and Hermosa Beach.
- ◆ Served as Fire Services Specialist for a Comprehensive Fire Department Evaluation and Analysis for the City of Mukilteo, WA.

- ◆ Served as Fire Services Specialist for a Fire Protection and EMS Master Plan for the City of Anacortes, WA Fire Department.
- ◆ Served as Fire Services Specialist to provide a comprehensive master plan for fire prevention services for the City of Corona Fire Department.
- ◆ Served as Senior Fire Services Associate to perform a Standards of Cover study to include a review of fire-department-based ambulance deployment options for the City of Sacramento Fire Department.
- ◆ Served as Accreditation Specialist to develop a fire services strategic plan and pre-accreditation review for University of California, Davis, and City of Davis Fire Departments.

Professional Experience:

January 2010 – Present *Northern Arizona University, Mesa, AZ*
Adjunct Professor

- ◆ Responsible for syllabi development, student evaluations, in-class and on-line instruction, mentoring of students. Currently teaching in Public Agency Management Program, Emergency Services Administration curriculum.

January 2003 – January 2010 *SeaTac Fire Department, SeaTac, WA*
Fire Chief/Emergency Management Director

- ◆ Responsible for leading a Fire Department of 53 employees serving a diverse community with a daily population of 96,000 out of three fully staffed fire stations providing fire, EMS, and technical rescue services. He was the City's Emergency Management Program Director responsible for all planning, training of staff in Emergency operations/preparedness and as the ECC Director during an emergency. Conducted Standards of Cover analysis, risk assessment, deployment modeling, and strategic planning for emergency response. Developed Annual Reports.

November 2000 – January 2003 *SeaTac Fire Department, SeaTac, WA*
Assistant Fire Chief

- ◆ Responsible for assisting the Fire Chief in leading and managing of the 39 sworn members and 7 civilian members, three fire stations with a 4.7-million-dollar budget. Acted as Fire Marshal and community liaison for fire prevention issues. Served as EOC Manager and representative to King County Emergency Management. Served as department's liaison between State Labor and Industries Department. Served as Acting Fire Chief. Developed Standards of Coverage model.

May 1996 – Nov. 2000 *Santa Maria Fire Department, Santa Maria, CA*
Division Chief - Fire Marshal/Emergency Services Coordinator

- ◆ Responsible for all Fire Prevention activities for a diverse community of 80,000 constituents. Directly supervised 5 employees. He conducted training for all members of the Department and City staff in emergency preparedness. Also served as Emergency Services Coordinator and Disaster Preparedness Officer for

the City. Prepared the Emergency Plan and supporting documents. Acted as Duty Chief on a rotating basis responsible for all emergency responses, training and safety.

January 1993 – May 1996

City of West Hollywood, West Hollywood, CA

Senior Code Enforcement Officer

- ◆ Managed Code Enforcement Section of 4 personnel that enforced fire, building, and municipal codes for a diverse community of 40,000. Responded and answered citizen complaints, prepared code revisions and amendments, made presentations to the Community, Commissions and City Council.

December 1989 – Oct. 1992

San Clemente Fire Dept., San Clemente, CA

Battalion Chief/Fire Marshal Emergency Services Coordinator

- ◆ Managed the Fire Prevention section of 5 staff and a budget of \$500,000 for a community of 40,000. Managed the Hazardous Materials Disclosure Program. Managed the Emergency Preparedness Section for the City. Developed the Emergency Plan for the Community. Rotated as “duty officer” for emergency response and managed 30 on-shift personnel. Laid-off due to budget reductions.

Certifications:

- ◆ Certified Emergency Manager® (Previously Held)
- ◆ Certified Chief Fire Officer; Center for Public Safety Excellence
- ◆ Executive Fire Officer, National Fire Academy
- ◆ Peer Assessor/Team Leader for Commission on Fire Accreditation International

Education:

- ◆ Bachelor of Science Degree
 - California State University Long Beach
- ◆ Master of Science Degree Candidate
 - All courses completed towards MS in Emergency Services Administration

Memberships:

- ◆ IAFC Technology Council
- ◆ IAFC Near Miss Program Contractor
- ◆ IAFC Western Division

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

Relevant Experience:

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

Education:

- ◆ BA, University of Massachusetts

Mr. DeRoos is the President of Citygate Associates, LLC and former Deputy Director of the California Redevelopment Association. He earned his undergraduate degree in Political Science/Public Service (Phi Beta Kappa) from the University of California, Davis and holds a Master of Public Administration degree from the University of Southern California. Mr. DeRoos has over five years of operational experience as a local government administrator in land use planning, budgeting, and personnel, and 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 Includes:

- ◆ For all Citygate projects, Mr. DeRoos reviews work products and is responsible for ensuring that each project is conducted smoothly and efficiently within the schedule and budget allocated, and that the project deliverables are in conformance to Citygate's quality standards.
- ◆ Served in an oversight capacity for an emergency medical services resources deployment analysis for Southern Marin Emergency Medical Paramedic Services.
- ◆ Served in an oversight capacity for a fire and emergency medical services deployment analysis for Southern Marin, California.
- ◆ Served in an oversight capacity for a fire department Standards of Coverage staffing utilization study for the City of Pearland, TX.
- ◆ Served in an oversight capacity for the development of a deployment analysis to determine fire station and fire crew coverage in the existing City of Vacaville, CA and possible annexation areas.
- ◆ Served in an oversight capacity for a Standards of Coverage update for the Menlo Park Fire Protection District.
- ◆ Served in an oversight capacity to conduct a Standards of Coverage update for the San Diego Fire-Rescue Department.
- ◆ Served in an oversight capacity for Citygate's Standards of Coverage study for the City of San Diego, CA.
- ◆ Served in an oversight capacity for a Fire Staffing Plan Update for the City of Vallejo. Previous Deployment and Fiscal information from a past study was used to help the City of Vallejo labor relations and fiscal teams to model the impact of various re-deployment strategies for the City's fire services.
- ◆ Served in an oversight capacity for a successfully completed deployment study for South San Mateo County.
- ◆ Served in an oversight capacity for an analysis of the impact of reducing an engine from the San Mateo County's service at one fire station.
- ◆ Served in an oversight capacity for a Comprehensive Standards of Cover and Headquarters Staffing Adequacy Review for the City of Santa Clara, CA.
- ◆ Served in an oversight capacity for a Standards of Cover Deployment Analysis for the Fire District of South Santa Clara, CA.

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- ◆ Serving in an oversight capacity for an independent review of Stanford University's contract with the City of Palo Alto to provide fire protection services to the University.
 - ◆ Served in an oversight capacity for a fire services Master Plan update for the City of San Luis Obispo, CA.
 - ◆ Served in an oversight capacity for a Standards of Coverage deployment analysis and fire Master Plan for the City of San Luis Obispo, CA.
 - ◆ Served in an oversight capacity for a Fire Station Relocation Assessment for the City of South San Francisco.
 - ◆ Served in an oversight capacity for a Provision of Station Deployment Coverage GIS Maps Study for the City of South San Francisco.
 - ◆ Served in an oversight capacity for an extensive Emergency Medical Services Organizational and Operational Review of the Los Angeles County Fire Department.
 - ◆ Served in an oversight capacity for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate, and cost-effective coverage.
 - ◆ Served in an oversight capacity for Citygate's Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in the County region. Citygate outlined a process designed to establish a blueprint for improving San Diego County's regional fire protection and emergency medical system.
 - ◆ Served in an oversight capacity for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.
 - ◆ Served in an oversight capacity for a Strategic Plan and Standards of Response Coverage Study for the City of Beverly Hills Fire Department.
 - ◆ Served in an oversight capacity for a Fire Department Strategic Plan and Standards of Cover Study for the City of Corona, to include all facets of fire and non-fire operations.
 - ◆ Served in an oversight capacity for a Performance Audit for the University of California, Davis to produce a campus-specific Standards of Response Cover Plan, a forward-looking Applied Strategic Plan and a Pre-Accreditation Review of key UCD Fire operating elements documentation.
 - ◆ Served in an oversight capacity for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
 - ◆ Served in an oversight capacity for a project for the City of Oakland to conduct a comprehensive multi-hazard, all-risk fire service deployment study to analyze the City's fire services emergency response systems. Citygate also made recommendations for improvement of adding traditional resources and alternative and adaptive deployment models.

Mr. DeRoos is a member of several professional and civic associations. He has taught for the U.C. Davis Extension College and for graduate classes in Public Administration, Administrative Theory and Labor Relations for Golden Gate University, and Non-Profit and Association Management for the University of Southern California. He 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 U.C. Davis and is a Certified Management Consultant (CMC).

ATTACHMENT 2

**CITYGATE QUALIFICATIONS AND
REFERENCES**

CITYGATE PROJECTS

The following is a brief description of Citygate's public safety consulting experience. We provide a summary list of current projects, project references, a description of several studies, and a list of other completed fire services engagements. For a more comprehensive list of Citygate's Public Safety experience, please visit our website at www.citygateassociates.com/fire.

PROJECT REFERENCES

Citygate here provides references for some of our public safety engagements.

Menlo Park Fire Protection District, CA

Project: Standards of Coverage Update
Harold Schapelhouman, Fire Chief
(650) 688-8426

City of Pearland, TX

*Project: Standards of Coverage and
Staffing Utilization Study*
Vance Riley, Fire Chief
(281) 997-5852

City of San Diego, CA

Project: Standards of Coverage Study
Brian Fennessy, Previously San Diego Fire
Chief, Current Orange County Fire Authority
Fire Chief
(714) 559-2700

Southern Marin Fire Protection District, CA

*Project: Fire and Emergency Medical Services
Standards of Coverage Deployment Analysis*
Chris Tubbs, Fire Chief
(415) 388-8182

RELATED PROJECT DESCRIPTIONS

City of Pearland, TX – *Standards of Coverage and Staffing Utilization Study*

Citygate performed a Standards of Coverage and staffing utilization study for the City of Pearland, TX. The study was conducted to help determine how to best staff and equip the Department to meet its mission in light of rapid and anticipated continued growth. The City desired a performance review of the current delivery of all Fire Department services, as well as recommendations to ensure service delivery meets current best practices. The Final Report was received by the City Council with great support and positivity, as the Council unanimously voted in favor of implementing all Citygate's recommendations.

Menlo Park Fire Protection District, CA – Standards of Coverage Assessment Update

The Menlo Park Fire Protection District retained Citygate to perform a Standards of Coverage assessment for field deployment services. This study included reviewing the adequacy of the existing deployment system from the current fire station locations and generally updating the Standards of Coverage assessment. This review was the first Standards of Coverage assessment to include the impact of traffic congestion on response times.

City of San Diego, CA – Standards of Coverage Update Analysis

Citygate performed a Standards of Coverage update analysis based on our 2010 study for the San Diego Fire-Rescue Department, including a comprehensive assessment of the Department's deployment fact-pattern in light of changes over the prior six years.

Southern Marin Fire Protection District, CA – Fire and Emergency Medical Services Standards of Coverage Deployment Analysis

Citygate conducted a Standards of Coverage analysis for the fire and emergency medical services of the Southern Marin Fire Protection District.

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.

City of Vallejo, CA – Standards of Coverage Deployment Analysis and Staffing/Overtime Study, and Fire Staffing Levels Update Study

Citygate completed a fire study to analyze several areas of fire services in Vallejo, CA. These areas include the overall staffing and deployment of fire services; the service needs of the Hiddenbrooke Development; the impact of fire station or crew reductions, if necessary; the adequacy of the headquarters staffing; any policies or issues inordinately driving up the usage of overtime; and an analysis of the impacts of the current firefighter work schedule being tested.

Citygate used the findings of the deployment and fiscal studies project to complete a fire staffing levels update study for the City of Vallejo to develop redeployment strategies for the City's fire services.

City of San Bernardino, CA – Fire Services Deployment Study

Citygate conducted a fire services deployment study for the City of San Bernardino. This deployment study included a comprehensive data analysis as part of a full Standards of Coverage analysis. Citygate also evaluated and answered three critical questions: (1) If the current fiscal

crisis requires the City to consider closing fire stations to help balance its budget, can any be closed? (2) Should the City continue to provide fire department-based paramedics on firefighting units to support the County-managed private ambulance contract? (3) What are the high-level options for the City to consider for contracting out or merging fire services with another agency?

City of Santa Clara, CA – Comprehensive Standards of Coverage and Headquarters Staffing Adequacy Review

Citygate assisted the City of Santa Clara Fire Department with a comprehensive Standards of Coverage and headquarters staffing adequacy review. The efficacy and efficiency of fire and emergency medical service delivery models was assessed, and a forecast for headquarters staffing and services was developed.

City of San Jose, CA – Fire Department Standards of Coverage and Organizational Review

Citygate performed a large organizational review and Standards of Coverage study of the San Jose Fire Department. This review was to evaluate the current delivery of Fire Department services, technological improvements as they related to Department response time performances, and potential increases in Department efficiencies in operations.

City of Orange, CA – Standards of Coverage Assessment

Citygate performed a Standards of Coverage study for the City of Orange Fire Department. This study included a deployment review and an analysis of staffing, fire incidents, mutual aid, geographic patterns, station location, and station operations. In addition, Citygate provided recommendations regarding deployment options.

Cosumnes Community Services District, CA – Standards of Coverage Study and Strategic Plan

Citygate performed 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 assessment and an in-depth facilitation of the applied strategic planning method.

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

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

bolster day-to-day operations for local agencies, and enhance the delivery of fire and emergency medical services.

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

The Board of Supervisors, on a 5-0 vote, adopted Citygate's recommendations, and the County continues the process of implementing our recommendations.

Stanford University, CA – *Fire Services System Review*

Citygate is providing a fire services system review for Stanford University, which has occurred over many phases and has included preparation of alternative service plans, macro costs, drafting a fire services RFP, and drafting a cost model for the Fire Department. Stanford recently initiated a sixth phase for this project, for which it selected Citygate Associates to assist.

City of Sacramento, CA – *Consultant Services to Conduct a Standards of Coverage Study*

Citygate conducted a Standards of Coverage assessment for the City of Sacramento. Citygate produced an SOC document that is fully compliant with industry best practices in the field of deployment analysis, which the City intends to use to determine the distribution and concentration of the City's firefighting and ambulance resources.

Sacramento Metropolitan Fire District, CA – *Standards of Coverage Study, Services Reduction (Brownout) Study (2009); and New Growth Fire Station Master Plan (2014)*

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

The study exceeded all the District's expectations and was very well received by the elected officials and stakeholders in May 2009. The District adopted and implemented Citygate's brownout service reduction plan. Citygate has been retained by the District to perform numerous additional engagements.

The District also commissioned Citygate to update the District's fire station, apparatus, and crew needs to account for the expected post-recession growth proposals being processed by the Sacramento County Department of Community Development and the City of Rancho Cordova Planning Department.

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

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

City of Stockton, CA – Standards of Coverage Study; Risk Assessment for Port of Stockton; Fire Services Review and SOC Update

Citygate conducted a Standards of Coverage planning analysis for the City of Stockton Fire Department as it pertains to City expansion areas. As such, this study briefly reviewed the adequacy of the existing deployment system to determine how much, if at all, the existing stations can provide coverage to the proposed growth areas.

Citygate then completed a review of the emergency response capabilities of the Stockton Fire Department to the Port of Stockton area to determine the Fire Department's ability to provide the same response time delivery for the first-due fire engine consistent with the goal to the rest of the existing City.

Separately, as a subcontractor, Citygate completed a project to assist with a review of fire services and provide fire services re-deployment scenario advice to meet the current fiscal challenges. This work was based on Citygate's prior deployment studies for Stockton in 2008 and 2009.

El Dorado Local Agency Formation Commission, CA – Countywide Fire and Emergency Services Study

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

CITYGATE CLIENT SUMMARY

In addition to the related studies described above, Citygate presents a list of additional headquarters systems and overall performance audits, SOC/deployment studies, consolidation projects, and general projects that we have completed.

Fire Standards of Coverage/Deployment Studies

- ◆ City of Alameda, CA
- ◆ Alameda County, CA
- ◆ Alameda County Fire Department, CA
- ◆ City of Bakersfield, 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 Georgetown, TX
- ◆ City of Huntington Beach, CA
- ◆ Kings County, CA
- ◆ Lakeside FPD, CA
- ◆ Los Angeles County EMS, CA
- ◆ Manhattan Beach, CA
- ◆ Marin County, CA
- ◆ Menlo Park FPD, CA
- ◆ City of Merced, CA
- ◆ City of Minneapolis, MN
- ◆ Missouri City, TX
- ◆ Montecito FPD, CA
- ◆ City of Monterey Park, CA
- ◆ City of Palm Springs, CA
- ◆ City of Pasadena, CA
- ◆ City of Pearland, TX
- ◆ City of Redlands, CA
- ◆ City of Roseville, 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
- ◆ City of San Marcos, CA
- ◆ City of San Mateo, CA
- ◆ San Mateo County, CA
- ◆ San Ramon Valley FPD, CA
- ◆ Santa Barbara County, CA
- ◆ City of Santa Clara, CA
- ◆ Santa Clara County, CA
- ◆ City of Seaside, CA
- ◆ Snohomish County Fire District 1, WA
- ◆ 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
- ◆ Templeton CSD, CA
- ◆ Travis County ESD No. 6, TX
- ◆ City of Vacaville, CA
- ◆ City of Vallejo, CA
- ◆ Valley Center FPD, CA

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- ◆ National City, CA
 - ◆ North County FPD, CA
 - ◆ North Lake Tahoe FPD, NV
 - ◆ City of Oakland, CA
 - ◆ City of Ogden, UT
 - ◆ City of Orange, CA

- ◆ City of Vancouver, WA
- ◆ Ventura County FPD, CA
- ◆ City of Victorville, CA
- ◆ City of Vista, CA
- ◆ Yuba City, CA

Master/Strategic Plans

- ◆ City of Anacortes, WA
- ◆ City of Andover Fire-Rescue Department, KS
- ◆ Aptos/La Selva FPD, CA
- ◆ City of Atwater, CA
- ◆ City of Belmont, CA
- ◆ City of Beverly Hills, CA
- ◆ Butte County, CA
- ◆ City of Carlsbad, CA
- ◆ Clark County FPD No. 6, WA
- ◆ City of Corona, CA
- ◆ Cosumnes CSD, CA
- ◆ City of Dixon, CA
- ◆ City of DuPont, WA
- ◆ East Contra Costa County FPD, CA
- ◆ El Dorado Hills Fire District, CA
- ◆ Fresno County, CA
- ◆ Lakeside FPD, CA
- ◆ Los Angeles Area Fire Chiefs Association, CA
- ◆ Los Angeles County, CA
- ◆ Madera County, CA
- ◆ Monterey County, CA
- ◆ Mountain House CSD, CA
- ◆ City of Mukilteo, WA
- ◆ City of Napa, CA
- ◆ Napa County, CA
- ◆ City of Newark, CA
- ◆ City of Oakdale / Oakdale Rural FPD, 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 FPD, ID
- ◆ Salida FPD, CA
- ◆ Salton CSD, CA
- ◆ City of San Luis Obispo, CA
- ◆ City of Soledad, CA
- ◆ City of Surprise, AZ
- ◆ Travis County ESD #6, TX
- ◆ Town of Windsor, CA
- ◆ University of California, Davis
- ◆ University of California, Merced
- ◆ City of Yucaipa, CA

Consolidations and Contract-for-Service Analyses

- ◆ City of Arcata, CA – Fire Services Feasibility Analysis
- ◆ Brea/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
- ◆ 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 Fire Protection District, 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
- ◆ Lawrence Livermore National Security – 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
- ◆ Placer County – Fire Service Consolidation Implementation Plan
- ◆ Presidio Trust and National Park Service – Fire Services Reorganization
- ◆ 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)
- ◆ 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
- ◆ 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

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- ◆ 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
 - ◆ 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 – EMS System Consultation Services
- ◆ 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 – Incident Management Training
- ◆ 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
- ◆ 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
- ◆ 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 Paso Robles – Fire Services Review and City Council Workshop
- ◆ City of Patterson, CA – Advance Planning
- ◆ PG&E – Mitigation
- ◆ 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 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 – 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 – Evaluation of City Fire Service Proposals

- ◆ 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 – High-Speed Rail Project Impact Analysis
- ◆ Kitsap Public Health District, WA – Emergency Response Plan Review Services
- ◆ City of Loma Linda, CA – Cost of Services
- ◆ 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 – Fire Audit
- ◆ 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
- ◆ 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
- ◆ 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 Clara County, CA – Incident Management Training
- ◆ Santa Cruz County, CA – Incident Management Training
- ◆ Town of Scotia Company, LLC – Board Training Workshop
- ◆ Snohomish County Fire District 1 – Peak Hour Ambulance Use Study
- ◆ Sonoma LAFCO, CA – Municipal Services Review
- ◆ Southern Marin Emergency Medical Paramedic Services, CA – EMS Resources Deployment Analysis
- ◆ South Monterey County Fire Protection District, CA – Needs Assessment
- ◆ City of South San Francisco, CA – Provision of Station Deployment Coverage GIS Maps
- ◆ Squaw Valley, CA – Assessment of Project Impacts
- ◆ Stanford University, CA – 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

◆ Northstar, CA – Fire Impacts and Growth Review

◆ Yuba County, CA – Comprehensive Services Delivery and Staffing Review