



**RANCHO SANTA FE FIRE PROTECTION DISTRICT  
BOARD OF DIRECTORS MEETING  
AGENDA**

Rancho Santa Fe FPD  
Board Room – 18027 Calle Ambiente  
Rancho Santa Fe, California 92067

July 3, 2012  
**SPECIAL MEETING 1:00 PM**  
(in lieu of regular meeting)

**RULES FOR ADDRESSING BOARD OF DIRECTORS**

Members of the audience who wish to address the Board of Directors are requested to complete a form near the entrance of the meeting room and submit it to the Board Clerk.

Any person may address the Board on any item of Board business or Board concern. The Board cannot take action on any matter presented during Public Comment, but can refer it to the Administrative Officer for review and possible discussion at a future meeting. As permitted by State Law, the Board may take action on matters of an urgent nature or which require immediate attention. The maximum time allotted for each presentation is FIVE (5) MINUTES.

**Pledge of Allegiance**

**1. Roll Call**

**2. Public Comment**

All items listed on the Consent Calendar is considered routine and will be enacted by one motion without discussion unless Board Members, Staff or the public requests removal of an item for separate discussion and action. The Board of Directors has the option of considering items removed from the Consent Calendar immediately or under Unfinished Business.

**3. Consent Calendar**

**a. Board of Directors Minutes**

- i) Board of Directors minutes of June 13, 2012

ACTION REQUESTED: **Approve**

**b. Receive and File**

- i) Monthly/Quarterly Reports – ACTION REQUESTED: **Information**

(1) List of Demands

Check 22972 thru 23053 for the period June 1 – 30, 2012 totaling: \$ 263,598.43

Payroll for the period June 1 – 30, 2012 \$ 425,100.54

TOTAL DISTRIBUTION \$ 688,698.97

- (2) Activity Reports – *Due to the timing of the meeting – activity reports will be available at the August meeting*

#### **4. Oral Report**

- a. Fire Chief – Michel
  - i) Cooperative efforts
  - ii) Fire Districts vs. CalFire
  - iii) District Activities
- b. Operations – Deputy Chief Ward
- c. Training – Battalion Chief Davidson
- d. Fire Prevention – Deputy Fire Marshal
- e. Administrative Manager – Rannals
- f. Board of Directors
  - i) North County Dispatch JPA – Update
  - ii) County Service Area – 17 – Update
  - iii) Comments

#### **5. Old Business**

- a. None

#### **6. New Business**

- a. Budget Authorization – To retain the services of CityGate, a professional consultant to evaluate the feasibility of the district responding to the RFP (request for proposal) to provide ambulance service to CSA-17. – [Staff Report 12-13](#)

#### **7. Adjournment**

RANCHO SANTA FE FIRE PROTECTION DISTRICT  
Board of Directors Special Meeting – Agenda  
Wednesday, July 3, 2012 1:00 pm PDT

**CERTIFICATION OF POSTING**

I certify that on June 29, 2012 a copy of the foregoing agenda was posted on the District's website and near the regular meeting place of the Board of Directors of Rancho Santa Fe Fire Protection District, said time being at least 72 hours in advance of the meeting of the Board of Directors (Government Code Section 54954.2)

Executed at Rancho Santa Fe, California on June 29, 2012

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Karlana Rannals  
Board Clerk



**RANCHO SANTA FE FIRE PROTECTION DISTRICT  
REGULAR MEETING BOARD OF DIRECTORS  
MINUTES – June 13, 2012**

President Ashcraft called to order the regular session of the Rancho Santa Fe Fire Protection District Board of Directors at 1:00 pm.

*Pledge of Allegiance*

Battalion Chief Chris Galindo the assembly in the *Pledge of Allegiance*.

1. Roll Call

Directors Present: Ashcraft, Hickerson, Hillgren, Malin, Tanner

Directors Absent: None

Staff Present: Tony Michel, Fire Chief; Darrin Ward, Deputy Chief; Dismas Abelman, Deputy Chief; Fred Cox, Battalion Chief; Bret Davidson, Battalion Chief; Chris Galindo, Battalion Chief; Deputy Fire Marshal; and Karlana Rannals, Board Clerk

President Ashcraft informed the Board of a request to amend the agenda to include the following topics for discussion and/or action:

NEW AGENDA ITEM: New Business 7 (d) and renumber 7(d) to 7(e)

d. July 2012 Meeting Date

To discuss and/or reschedule the July 2012 Board of Directors meeting date

ACTION REQUESTED: **Reschedule**

MOTION BY DIRECTOR HILLGREN, SECOND BY DIRECTOR MALIN, CARRIED 5 AYES; 0 NOES; 0 ABSENT to amend the agenda as requested.

2. Special Presentation

a. Chief Michel and Chief Davidson welcomed all in attendance. Chief Davidson summarized the District's promotional process and the role and responsibility that the new engineer will assume. Chief Michel congratulated the district employee member on their selection and achievements. A Fire District badge was presented to the following members of the District:

i) Joe Carter, Engineer

3. Public Comment

No one requested to speak to the board.

4. Consent Calendar

MOTION BY DIRECTOR HICKERSON, SECOND BY DIRECTOR MALIN, CARRIED 5 AYES; 0 NOES; 0 ABSENT; 0 ABSTAIN to approve the Consent Calendar as submitted.

a. *Board of Directors Minutes*

MOTION BY DIRECTOR HICKERSON, SECOND BY DIRECTOR MALIN, CARRIED 5 AYES; 0 NOES; 0 ABSENT; 0 ABSTAIN to approve the following:

Board of Directors minutes of May 9, 2012

b. *Receive and File*

MOTION BY DIRECTOR HICKERSON, SECOND BY DIRECTOR MALIN, CARRIED 5 AYES; 0 NOES; 0 ABSENT; 0 ABSTAIN to and file:

i) Monthly/Quarterly Reports

(1) List of Demands

Check 22862 thru 22971 for the period May 1 – 31, 2012 totaling:	\$ 756,398.73
Payroll for the period May 1 – 31, 2012	<u>\$ 409,666.54</u>
	\$1,166,065.27

(2) Activity Reports – May 2012

- Fire Prevention
- Operations
- Training
- Fairbanks Ranch Station Replacement

(3) District Articles

(4) Correspondence - letters/cards were received from the following members of the public:

- None

5. Oral Report

a. *Rancho Santa Fe Firefighters Association*

- i) Antique Engine: FF/PM Trevor Krueger - presented a PowerPoint presentation to the board members on the history of the antique fire engine donated to the association. The donor wishes to remain anonymous. A volunteer department located in Paramus, New Jersey originally owned the engine. It also has many of the original tools on the engine. Through the volunteer efforts of off-duty firefighting personnel, they are working to restore the engine and the tools by year-end. The association estimates it will cost approximately \$40,000 to restore it. The Rancho Santa Fe Foundation has assisted the firefighter association in creating an account that allows for donations received being tax deductible. He requested the board spread the word on their efforts. They believe this will be a great asset to the numerous community events throughout the district.

b. *Fire Chief – Michel*

- i) Cooperative Efforts: he reports that the leadership group met about the opportunity to submit a bid for the CSA-17 contract. He announced that the cooperative efforts agencies have no interest in preparing a bid to provide ambulance transport. If the fire district was interested, a special meeting may need to be scheduled to discuss the time necessary to respond to the RFP and the merits of adding transport services to the district responsibility.

A second meeting was held with a representative from Encinitas and Solana Beach to discuss different organizational models for fire service management, with a long-term goal of achieving one chief. He made it clear that Rancho Santa Fe is comfortable with the current structure. All agencies are experiencing organizational obstacles, such as differences in human resource processes. Until those differences are eliminated, retaining the services of only one fire chief will not fix the obstacles.

- ii) Fire Districts vs. CalFire: Chief Michel presented a PowerPoint presentation, which provided an overview of why the San Miguel Consolidated Fire Protection District chose to outsource firefighting services and begin negotiations with CalFire (the only respondent to the RFP) for providing the services. The loss of property tax revenue, approximately 20%, combined with the reduction of expenses (personnel and operational), reduction of staffing and delivery of services, inability to

achieve labor concessions, did not shore up the 1.6 million shortfall expected in the FY 13 year. The leadership had no other options.

He also offered by comparison what Rancho Santa Fe Fire District has done to ensure financial solvency. The district has no long-term debt, which includes no side fund to CalPERS; sought alternative funding sources, such as lease revenue; adjusted staffing where appropriate that resulted from vacancies; and has positive labor/management relationships.

Staff responded to questions from the board. The board conveyed their appreciation to the chief and staff for the presentation, which they found educational and insightful.

iii) District Activities

- (1) Spaghetti Dinner – 4S Ranch: he reported that the dinner was a tremendous success. The firefighters association estimated that during the event 430 people were fed. The crowd was enthusiastic and impress with the live demonstrations
- (2) Proposition B: distributed an article regarding the successful election results for Proposition B in both San Diego and San Jose. This was provided for information only.

*Ten-minute recess*

c. *Operations – Chief Ward*

- i) Chief Ward reported 202 calls for service the previous month. He summarized the following significant calls that District personnel responded to:
  - Car fire, which sustained \$5,000 property damage
  - Structure fire that sustained substantial property damage. There were people inside the home upon arrival however there were no injuries. The cause of origin is undetermined but they discovered that the smoke detectors were disabled.
- ii) Distributed a monthly weather outlook for June.

d. *Training – Battalion Chief Davidson*

- i) Chief Davidson summarized the following training activity for all personnel:
  - (1) County Wildland Drill – Approximately 30 departments participated at the drill hosted by Barona.
  - (2) Conducted Engineer's exam with all four agencies. There were 14 candidates and 12 were successful in the process.
  - (3) Zone-wide high-rise drill at Camp Pendleton

e. *Fire Prevention – Deputy Fire Marshal*

Deputy Fire Marshal Renee Hill summarized the staff activity:

- (1) New construction: decrease in new construction
- (2) Weed abatement: annual weed abatement letters continue to be mailed. A temporary employee (Bill Lutz) has been hired to assist the program. There were no forced abatements this month.
- (3) Fuel modification has been completed at RSF2 & RSF4.
- (4) Reassessment of staff duties in fire prevention have started. The goal is to have cross training in field inspections.

Chief Galindo reported that he has met with HOAs regarding the eucalyptus trees. All parties are looking for alternatives to reforestation rather than removing the dying trees.

f. *Administrative Manager – Rannals*

- i) Health Insurance Open Enrollment – six meetings were held informing the employees of adding Kaiser as an option for health insurance. Employees are enthusiastic and interested in switching, to not only save money, but also seek professional services closer to home.

g. *Board of Directors*

- i) North County Dispatch JPA – Update: Ashcraft reported on the meeting held May 24, 2012. The authority has obtained several regional grants totaling in excess of \$800k. The board approved the FY13 budget (\$3.271 million) that included a reduction in the cost per call.
- ii) County Service Area – 17 – Update: Hickerson – there was no report.
- iii) Comments

Malin:

- Took the opportunity to watch the operations at the fire on May 31<sup>st</sup>. He conveyed a great sense of pride as to the professionalism demonstrated by district employees.

6. Old Business

- a. *None*

7. New Business

a. *Lease Agreement*

Chief Michel summarized the staff report provided. He reported that the lease agreement is a one-year lease agreement with three one-year options. The rent is in the sum of \$1,896 per month (\$2.05 square foot), and upon renewal, the rent shall be increased, if any, by the Consumer Price Index for all Urban Consumers, for the region of Los Angeles-Riverside-Orange County. He noted that the agreement was reviewed and has the concurrence of the District's legal counsel.

MOTION BY DIRECTOR HILLGREN, SECOND BY DIRECTOR HICKERSON, CARRIED 5 AYES; 0 NOES; 0 ABSENT; 0 ABSTAIN to approve the lease agreement as submitted and authorize the fire chief to execute the document.

b. *Fixed Charge Special Assessment for Weed Abatement*

Chief Galindo summarized the staff report provided. He reported that this year, the majority of property owners who received notices willingly complied within the time allowed. This year, the district has three parcels that were non-compliant property owner(s) and to date have not reimbursed the district for the forced abatement fees.

The district's recourse to recover funds is to place a special assessment on the property tax bill. He requested that the board approve and authorize the administrative staff to deliver the *Weed Abatement Special Assessment* list of non-compliant parcels to the County of San Diego on or before the County's deadline of August 10, 2012 that include the following parcels:

Parcel No. 265-470-07;  
Parcel No. 265-072-12; and  
Parcel No. 264-110-30.

MOTION BY DIRECTOR HILLGREN, SECOND BY DIRECTOR TANNER, CARRIED 5 AYES; 0 NOES; 0 ABSENT; 0 ABSTAIN to approve and authorize the administrative staff to deliver the *Weed Abatement Special Assessment* list of non-compliant parcels to the County of San Diego on or before the County's deadline of August 10, 2012.

c. *Budget Authorization*

Chief Abelman summarized the staff report provided. The authorization is for the installation of radios, lights and command module to complete the battalion chiefs' to be placed in service. He requested the board accept the \$24,832.84 bid from Johnson Equipment to complete the work.

MOTION BY DIRECTOR TANNER, SECOND BY DIRECTOR HILLGREN, CARRIED 5 AYES; 0 NOES; 0 ABSENT; 0 ABSTAIN to accept the bid from Johnson Equipment for \$24,832.84 to complete the battalion chief's vehicle.

d. *July 2012 Meeting Date*

Director Tanner requested that board members discuss the July meeting date due to another commitment. After discussion and review of the calendar, they agreed to reschedule the July 11, 2012 regular meeting to July 3, 2012. The regular meeting time remains at 1pm.

MOTION BY DIRECTOR HICKERSON, SECOND BY DIRECTOR HILLGREN and CARRIED 5 AYES; 0 NOES; 0 ABSENT; 0 ABSTAIN to move the July 2012 as agreed.

e. *Preliminary Budget FY13*

Chief Michel presented a PowerPoint presentation on the Preliminary Budget for FY13. He summarized the changes proposed within each category. He requested an overall Operating Budget of \$11,082 (in thousands) and noted that staff projects the general fund revenue at \$11,735 (in thousands). He summarized the expenditure changes between the proposed budget and FY12.

He also presented the Capital expenditures proposed, which is funded through the general fund. He noted that there aren't any planned expenditures for the fire mitigation fund. Capital expenditures (equipment, facility, and vehicles) are estimated to be \$620 (in thousands). The capital expenditures planned are a replacement engine and staff vehicle. Staff responded to questions from the board. The board requested that staff present a detailed depreciation schedule and with planned schedule for replacement of the fleet. Staff responded that there is a plan to present to the board a revised capital replacement plan within the next ninety days.

MOTION BY DIRECTOR HICKERSON, SECOND BY DIRECTOR HILLGREN, to approve the Preliminary Budget for FY13 as presented on the following vote:

AYES:	Ashcraft, Hickerson, Hillgren, Malin, Tanner
NOES:	None
ABSENT:	None
ABSTAIN:	None

President Ashcraft announced that the District will schedule a public hearing for adopting the Final Budget on September 19, 2012, and he further requested that the Secretary notify the public of the hearing according to all applicable codes.



8. Adjournment

Meeting adjourned at 4:35 pm.

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Karlana Rannals  
Secretary

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James H Ashcraft  
President

<b>Check #</b>	<b>Amount</b>	<b>Vendor</b>	<b>Purpose</b>
22972	\$27.96	4S Ranch Gasoline & Carwash LP	Car Wash
22973	\$39.33	Aair Purification Systems	Building Service/Repair
22974	\$133.65	AT&T	Telephone
22975	\$278.81	AT&T Calnet 2	Telephone
22976	\$300.00	BLD Consulting	Program Upgrade/Software Enhancement
22977	\$136.00	Board of Equalization	Homeland Security Grant - 2009
22978	\$5,058.00	Charles Z Fedak & Company	Prepaid Expense - Contract Audit
22979	\$2,805.30	Complete Office of California Inc	Office Supplies
22980	\$2,375.50	County of SD/RCS	800 MHz Network Admin Fees
22981	\$278.66	Engineered Mechanical Services Inc	Building repair/Maintenance
22982	\$550.00	FDAC	Association Dues
22983	\$83.65	MyBackgroundcheck.com	Background Investigation - Employment
22984	\$26.94	North County EVS Inc	Apparatus Parts & Supplies
22985	\$524.10	Olivenhain Municipal Water District	Water
22986	\$1,851.80	Parkhouse Tire, Inc.	Tires & Tubes
22987	\$2,786.42	Rush Press Inc	Sprinkler Maint Community Grant/Outside Printing & Binding
22989	\$1,183.12	Santa Fe Irrigation District	Water RSF3
22990	\$62.64	Savmart Pharmaceutical Service	CSA-17 - Supplies
22991	\$378.11	Staples Advantage	Office Supplies
22992	\$860.21	Star Embroidery	Safety Clothing
22993	\$11,823.80	Steigerwald-Dougherty Inc	FBR #3 Replacement
22995	\$434.83	TelePacific Communications	Telephone
22996	\$47.00	Terminix International	Building Monthly Service Contract
22997	\$5,006.83	The SoCo Group Inc	Gasoline & Diesel Fuel
22998	\$24.00	U P S	Shipping Service
22999	\$11,880.77	U S Bank Corporate Payment System	Cal-Card./IMPAC program
23000	\$98.24	United Imaging	Office Supplies
23001	\$1,040.06	Waste Management Inc	Trash Disposal
23002	\$5,500.00	WinTech Computer Services	Consulting Services
23003	\$1,500.00	Arnold A Lewin	CERT Program
23004	\$391.60	AT&T Datacomm Inc	Telephone
23005	\$252.00	Bennett, Luke D.	Suppression - Local Conf/Seminars Reimbursement
23007	\$32.98	FedEx	Shipping Service

Check #	Amount	Vendor	Purpose
23008	\$4,000.00	FireStats	GIS Services
23009	\$1,800.65	Fitch Law Firm Inc	Legal Services
23010	\$725.50	Hearts & Hoses	CSA-17 - Supplies
23011	\$383.03	Home Depot, Inc	Station Maintenance
23012	\$8,224.52	Johnson Equipment Co	2012 Ford Expedition XL SSV 4x4/Repair
23013	\$543.60	Leading Locksmith Co	FBR #3 Replacement
23015	\$8.07	Napa Auto Parts Inc	Apparatus Parts & Supplies
23016	\$1,364.97	North County EVS Inc	Apparatus Repair/Scheduled Maintenance
23017	\$45.50	Olson's Hand Car Wash Inc	Car Wash
23018	\$1,851.80	Parkhouse Tire, Inc.	Tires & Tubes
23019	\$6,891.62	San Diego Gas & Electric	Elec/Gas/Propane
23020	\$152.00	Shore, Stuart W.	Suppression - Local Conf/Seminars Reimbursement
23022	\$1,910.51	The SoCo Group Inc	Gasoline & Diesel Fuel
23023	\$12.00	U P S	Shipping Service
23024	\$218.00	U S Postal Service	Post Office Box Rental
23025	\$1,200.00	Arthur Hsieh	Suppression - Local Conf/Seminars
23026	\$324.93	AT&T Calnet 2	Telephone
23027	\$3,510.00	AT&T Datacomm Inc	Telephone
23029	\$355.00	Chapin, Nicholas	School Education/Training Reimbursement
23030	\$5,479.20	Dell Marketing	Computer/Printer Replacement
23031	\$230.56	North County EVS Inc	Apparatus Scheduled Maintenance
23032	\$470.38	Olivenhain Municipal Water District	Outside Printing & Binding
23033	\$700.00	Santa Fe Irrigation District	JPA (parking spaces)
23034	\$550.00	SDCTOA	School Education/Training
23035	\$34.27	Staples Advantage	Office Supplies
23037	\$4,651.44	The SoCo Group Inc	Gasoline & Diesel Fuel
23038	\$262.00	Turnout Maintenance Company LLC	Safety Clothing
23039	\$12.00	U P S	Shipping Service
23040	\$20.97	4S Ranch Gasoline & Carwash LP	Car Wash
23041	\$245.00	A to Z Plumbing Inc	Building Service/Repair
23042	\$141.24	AT&T	Telephone
23045	\$1,159.24	Direct Energy Business - Dallas	Elec/Gas/Propane
23046	\$519.18	EDD	Unemployment Insurance

Check #	Amount	Vendor	Purpose
23047	\$24,632.84	Johnson Equipment Co	2012 Ford Expedition XL SSV 4x4
23048	\$11.95	MyBackgroundcheck.com	Background Investigation - Employment
23049	\$121,134.59	PERS	PERS (Employer Paid)
23050	\$195.00	Terminix International	Building Monthly Service Contract
23051	\$713.08	The SoCo Group Inc	Gasoline & Diesel Fuel
23052	\$2,630.15	Uniforms Plus	Alterations
23053	\$1,155.58	Verizon Wireless	MDT Broadband + ATN Line/Telephone - Cellular
Various	\$7,355.75	Various	Medical Reimbursement
<b>Sub-total</b>	<b><u>\$263,598.43</u></b>		
15-Jun-12	\$246,794.05	Rancho Santa Fe Fire PD	Payroll
30-Jun-12	\$178,306.49	Rancho Santa Fe Fire PD	Payroll
<b>Sub-total</b>	<b><u>\$425,100.54</u></b>		
<b>Grand Total</b>	<b><u><u>\$688,698.97</u></u></b>		

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# STAFF REPORT

NO. 12-13

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**TO:** BOARD OF DIRECTORS  
**FROM:** TONY MICHEL, FIRE CHIEF  
**SUBJECT:** BUDGET AUTHORIZATION  
**DATE:** JUNE 29, 2012

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The following budget action is requested for approval:

Description	FY 12 Budget	Funding Request	Funding Source	Action Requested
Professional Consulting Services by Citygate Associates, LLC	\$0	Not to exceed \$12,264	GF	Approve and authorize expenditure
<p>JUSTIFICATION for Funding Request –</p> <p>This proposal will provide an operational and fiscal feasibility review of the Fire District’s work on structuring an ambulance service proposal for County Service Area (CSA) 17. This review will be to determine if the information previously provided to the board is valid. This professional service proposal is based on a negotiated hourly rate, not to exceed \$12,264. This expenditure was not identified in the preliminary budget; however, the actual expenditure for this project will be included to the final budget.</p>				



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

June 25, 2012

Tony Michel, Fire Chief  
Rancho Santa Fe Fire Protection District  
18027 Calle Ambiente  
P.O. Box 410  
Rancho Santa Fe, CA 92067

**RE: PROPOSAL TO CONDUCT AN ASSESSMENT OF THE DISTRICT'S CONTEMPLATED PLAN  
TO PROVIDE AMBULANCE SERVICE TO CSA 17**

Dear Chief Michel:

Citygate Associates, LLC is pleased to present our proposal to provide an operational and fiscal feasibility review of the District's staff work to date on structuring an ambulance service proposal for County Service Area (CSA) 17. This letter provides the requested Work Plan elements along with an overview of our firm's extensive fire services consulting experience.

Citygate believes that our qualifications to perform your study, based on our extensive background in fire and emergency services consulting and its associated costing and financial analysis/strategies, are exceptional. Within the past two years alone, Citygate has executed all five of the largest fire service deployment studies we know of including the Counties of San Diego (57 agencies) and El Dorado (14 agencies), as well as the Cities of San Diego and Oakland along with the Sacramento Metropolitan Fire District.

We enjoy the complex, challenging "Gordian Knot" projects where other firms might steer clear. Citygate also has an outstanding track record with our clients. When Citygate commits to a client, we commit to that client's success, not just in the short term. We have served some of the largest fire agencies in the Western US repeatedly.

***MEETING THE FIRE SERVICES NEEDS OF THE DISTRICT***

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CSA 17 provides paramedic ambulance service via contract to the communities of Del Mar, Del Mar Heights, Solana Beach, Encinitas, Rancho Santa Fe Fire Protection District and portions of Elfin Forest. Citygate will review the work documents produced to date and also perform the following:

- ◆ Review the operational details to ensure the proposed plan includes all of the needed annual and capital budget elements;
- ◆ Analyze the fiscal impact of the program and verify the program's annual and re-occurring capital costs;
- ◆ Discuss any recommendations for changes with the District staff via conference call;
- ◆ Present our analysis to the District as a staff-level report with the necessary fiscal table exhibits.

This Scope of Work does not include any on-site meetings. All initial research and listening work, as well as reviewing the Final Report, will be done via teleconference. If during the project the District changes its desired direction for a report, we can accommodate an on-site briefing at our hourly rates listed below, plus direct travel expenses.

#### ***CITYGATE ASSOCIATES KEY STRENGTHS***

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To conduct this Work Plan, Citygate will assign both our fire and general government principals whom have hands-on experience with this type of service assessment, not only as agency executives but also as consultants:

- ◆ Citygate's Fire Practice Principal and Project Director, *Stewart Gary*, was the lead author on the 2<sup>nd</sup> through 4<sup>th</sup> Editions manual for Standards of Response Cover systems approach to deployment for the Commission on Fire Accreditation International. Chief Gary is the retired Fire Chief of the Livermore-Pleasanton Fire Department, whose successful consolidation he led. Over the last eleven years, he has performed consolidation, organizational audit, and deployment studies on over 140 departments.
- ◆ Citygate's General Government Principal, *Dr. Dwane N. Milnes*, has extensive experience in municipal management having served as City Manager or Assistant City Manager for 24 years. He retired as the City Manager of Stockton, CA where he supervised large agency fire and police services. He has facilitated contracts for fire service for a number of agencies, including the City of Stockton and the Mountain House Community Services District. As a Citygate consultant, he has worked with Chief Gary on many fire consolidation studies.

Resumes for both consultants are attached to this proposal (Attachment 1), as well as a description of related projects and references (Attachment 2).

## PROPOSAL COSTS

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

Consulting Fees of Project Team	Reimbursable Expenses	Administration (5% of Hourly Fees)	Total Citygate Project Amount
\$11,680	\$0	\$584	<b><u>\$12,264</u></b>

The price quoted above is effective for 45 days from the date of receipt for this proposal and includes one (1) draft review cycle of the staff-level report that Citygate will submit to the District. The review cycle is to be completed by Citygate and the District within 30 calendar days. 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 final staff-level report will be provided to the District in electronic PDF format.

Citygate’s hourly rates to be charged are below:

Classification	Rate	Consultant
Citygate President	\$210 per hour	David DeRoos
Fire Practice Principal and Project Director	\$212 per hour	Stewart Gary
General Government Principal	\$250 per hour	Dwane Milnes
Administrative Support	\$ 80 per hour	Various

## Billing Schedule

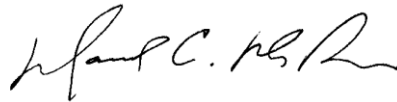
Our policy is to bill monthly for professional fees. Our charges are based on actual time spent by our consultants at their established billing rates, plus a five percent (5%) administration charge in lieu of individual charges for copies, phone, etc. We also bill for travel expenses (at cost) incurred in the prior month’s work. 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.

\* \* \*



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 (916) 458-5100, extension 101 or via e-mail at [dderoos@citygateassociates.com](mailto:dderoos@citygateassociates.com) if you wish further information.

Sincerely,



David C. DeRoos, MPA, CMC  
President

cc: Stewart Gary  
Dwane Milnes

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

The District can sign below indicating acceptance of Citygate's proposal and terms, or chose to issue a Purchase Order, or draw up a consultant contract.

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Name	Signature
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Title	Date
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## **ATTACHMENT 1**

# **PROJECT TEAM RESUMES**

Mr. Gary was, until his retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 42<sup>nd</sup> year in the Fire Service, Mr. Gary began as a volunteer and worked his way up through the ranks, including his service as a Paramedic for five years.

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

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

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

**Memberships Held Include:**

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

**Current Consulting Experience Includes:**

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed or directed over 140 consulting projects. Some of the highlights and recent projects are:

- ◆ Served as Project Director and SOC Specialist 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 Project Director and SOC Specialist for a project for the City of Oakland to conduct a comprehensive multi-hazard, all risk fire service deployment study to analyze the City's fire services emergency response systems and make recommendations for improvement of adding traditional resources and alternative and adaptive deployment models.

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- ◆ Served as Project Director and SOC Specialist for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost effective coverage.
  - ◆ Served as Project Director and SOC Specialist for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
  - ◆ Served as Project Director for Citygate's Standards of Response Coverage study for the City of San Diego, CA.
  - ◆ Served as Project Director to conduct an evaluation of the Fire Services Delivery System for the City of Emeryville, CA. Also performed follow-on assistance in assessing fire service provision options and a review of a proposal from Alameda County for the provision of fire services.
  - ◆ Served as Project Manager and SOC Specialist for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.
  - ◆ Served as Project Director to conduct a strategic planning process for the Los Angeles County Fire Chiefs Association to provide a framework for regionalizing training across all 31 fire departments in the area.
  - ◆ Served as the Methodology Support Director for a fire/EMS service analysis and comprehensive ambulance transportation study for the City of Roseville, CA.
  - ◆ Served as Project Manager for a high-level review of existing firefighting and multi-hazard risk analysis data, response capabilities and future needs in the Port of Long Beach operational area for City of Long Beach Fire Department managed Port assets, including locations of ground base fire stations and waterborne fireboats.
  - ◆ Served as Project Manager for a Fire Services study for the Los Angeles County Fire Department, in cooperation with the City of Santa Clarita. The study assessed the adequacy and number of present and future station locations, as well as the adequacy of revenue to support the current and planned operations.
  - ◆ Served as Project Director and SOC Specialist for a Standards of Response Cover Planning analysis for the City's of Pasadena's Fire Department. This study included a review of the adequacy of the existing deployment system from the current fire station locations, and based on that analysis and the need to rebuild some of the fire stations, analyzed different fire station location scenarios.

**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

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

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

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

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

#### **Presentations:**

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

#### **Publications:**

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

Mr. Milnes is the General Government Principal with Citygate Associates. Mr. Milnes has extensive experience in municipal management having served as City Manager or Assistant City Manager for 24 years. He retired as the City Manager of Stockton, CA where he supervised an ISO Class 1 Fire Department. He earned a doctorate in Public Administration from the University of Southern California. His particular expertise is budgeting, fiscal analysis and intergovernmental relations. Mr. Milnes is a member of the International City Management Association and the American Society for Public Administration.

**Relevant Experience Includes:**

- ◆ Served as Fiscal and Governance Specialist for Citygate's Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in the County region. Citygate implemented a phased process designed to establish a blueprint for improving San Diego County's regional fire protection and emergency medical system.
- ◆ Served as Fiscal and Governance Analyst for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.
- ◆ Served as Project Director for a Fire Services study for the Los Angeles County Fire Department, in cooperation with the City of Santa Clarita. The study assessed the adequacy and number of present and future station locations, as well as the adequacy of revenue to support the current and planned operations.
- ◆ Served as Fiscal and Governance Specialist for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost effective coverage.
- ◆ Served as Fiscal Specialist and Special Advisor to conduct an evaluation of the Fire Services Delivery System for the City of Emeryville, CA. Also performed follow-on assistance in assessing fire service provision options and a review of a proposal from Alameda County for the provision of fire services.
- ◆ Served as Project Manager for a project where Citygate performed two separate analyses for the City of Chula Vista Fire Department: an analysis of Fire Department overtime use and an analysis of the financial aspects of the Advanced Life Support Program within the City of Chula Vista Fire Department.
- ◆ Retired as City Manager of Stockton, CA, a full service charter city including redevelopment, economic development, housing, parks and recreation, fire, police, sewer, water, and development cooperation with inland seaport and airport. The City has 1,800 employees and a city and redevelopment budget of \$213 million. In this capacity, he was responsible for long range planning, daily operations, and regional/project work for all city and redevelopment operations.
- ◆ As City Manager of Stockton, CA, and Redevelopment Agency Executive Director, directed the successful redevelopment strategy to revitalize a blighted and crime plagued central downtown area, formulating and implementing catalyst projects using a variety of local, state and federal funding sources to assist in both



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public and private projects. Expanded the redevelopment areas and negotiated a joint City/County redevelopment project area and zoning/public services for an industrial development around the county airport.

- ◆ Served as Executive Director of the San Joaquin Area Flood Control Agency. In this capacity, Mr. Milnes managed the creation of joint powers authority and served as Executive Director of a multi-jurisdiction flood control project to finance, design, permit, and construct a \$70 million program.
- ◆ Directed successful applications for State Enterprise Zone designation for the cities of Stockton, Merced and Yuba City, CA
- ◆ Managed economic development projects including: waterfront open air event center, Children's Museum, historic theater renovation, conversion of State Developmental Center to State College campus, and various industrial and commercial projects and housing rehabilitation.
- ◆ Directed the implementation of a multi-department Safe Stockton program including: implementation of sector policing, school resource officer program (SRO), integration of after-school recreation with SRO and homework programs, sector-based code enforcement, Safe Neighborhood activities to aggressively assist organized neighborhoods, anti-gang task force, truancy and curfew center.
- ◆ Directed creation of Geographic Information System to replace mapping, integrate police crime data for operational planning, and combination of land-based files for more effective interdepartmental coordination and service delivery.
- ◆ Implemented on-going Total Quality Management program using team members from various departments for system analysis and program redesign of many city activities.
- ◆ Broadened city training programs to implement customer service improvements, supervisory and promotional training, and new technology skill upgrade.
- ◆ Served as City Manager and RDA Executive Director of Merced, CA, a full service charter city with 500 employees and a \$57 million budget. Significant accomplishments included: development of a 40-year community growth plan; preparation of a downtown redevelopment land-use plan; gaining approval and subsequent development of an auto mall; originating a program to designate Merced as a "Kids Place" including integrating concern for youth into local policy-making; management of the design and construction of a new City Hall/Civic Center.
- ◆ Served as City Administrator of Yuba City, CA. Significant accomplishments included: development of multi-year capital planning; establishment of interdepartmental task forces for citywide planning; implementation of a regional transit system; implementation of a citywide employee training program to upgrade performance and to improve opportunity for promotion.



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## **ATTACHMENT 2**

# **CITYGATE QUALIFICATIONS AND REFERENCES**

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## **CITYGATE PROJECTS**

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Below is a brief description of Citygate’s previous fire services engagements. We provide a summary listing of project references, a description of our related studies and a list of other related completed fire services engagements. For a more detailed list of Citygate’s Fire Services projects, please visit our website at [www.citygateassociates.com](http://www.citygateassociates.com) and then select “Fire Protection and Emergency Medical Services Consulting”.

## **PROJECT REFERENCES**

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Below, Citygate provides four references for related engagements.

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

Project: Regional Deployment Study for Fire, Rescue, and EMS Services

*Walt Ekard, Chief Administrative Officer*  
(619) 531-5880

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

Project: Fire Services Deployment and Departmental Performance Audit

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

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

Project: Standards of Response Coverage Study

*Jay Goldstone, Chief Operating Officer & CFO*  
(619) 236-7080

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

Fire Department Master Plan and Contract for Services Analysis

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

*Javier Mainar, Fire Chief*  
(619) 533-4300

## **RELATED STUDIES**

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

In 2010, Citygate completed a project to implement a phased process designed to establish a blueprint for improving San Diego County’s regional fire protection and emergency medical system. The study accessed 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 in San Diego County.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**City of Pasadena – Standards of Response Coverage Analysis**

Citygate conducted a Standards of Response Coverage study including nationally recognized response performance goals from which the City could adjust if needed, the quantity, staffing and locations of fire stations. This included consideration of existing or potential automatic and mutual aid agreements.

**Los Angeles Area Fire Chiefs Association – Regional Training Strategic Plan for All 31 Districts in Los Angeles County**

Citygate completed a Strategic Plan to regionalize training for all the fire Districts in Los Angeles County. This strategic plan will provide a framework for training fire District personnel to meet the full range of potential hazards in the region. It is an undertaking that mandates establishing centralized regional training priorities, with input and participation from those developing and delivering critical training to the region's fire District personnel, all while working with limited resources.

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

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

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City of Anaheim Fire Department, City of Fullerton Fire Department, and Orange City Fire Department services and other non-emergency functions among the agencies.

**City of Beverly Hills – General Organizational and Management Analysis and Strategic Plan**

Citygate conducted a general organizational and management analysis of the City of Beverly Hills Fire Department along with strategic planning assistance to jointly develop with the staff an updated Strategic Plan. Included in the work was an assessment of emergency response and headquarters services provided by the Department. The analysis assessed gaps—if any—in operations and resources, and where appropriate, developed recommendations to maximize Fire Department operations and resources. In addition, the analysis identified best practices that may be appropriate for application in Beverly Hills.

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

Citygate conducted a Standards of Response Cover 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.

**Port of Long Beach (CA) – Firefighting Assets Multi-Hazard Risk Assessment Study Professional Services**

Citygate completed a high-level review of existing firefighting and multi-hazard risk analysis data, response capabilities and future needs in the Port of Long Beach operational area for City of Long Beach Fire Department managed Port assets, including locations of ground base fire stations and waterborne fireboats. The Port Commission received the study, complimented it, and asked staff for an implementation plan.

**Los Angeles County Fire Department – Santa Clarita Valley Area Fire Services Review**

Citygate completed a fire services study for the Los Angeles County Fire Department, in cooperation with the City of Santa Clarita, and completed the following objectives:

- ◆ Assess the adequacy of revenue to support the current and planned operations and capital expenditures for stations and equipment in the Valley;
- ◆ Assess the present adequacy of the number and location of fire stations, equipment and personnel in the Valley;
- ◆ Assess the timing and adequacy of the number and location of planned fire stations, equipment and personnel in the Valley.

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

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

### **Presidio Trust (CA) – Fire Services Reorganization**

Citygate performed a fire services reorganization and accompanying fiscal analysis for the Presidio Trust. The purpose of the study was to identify the current and future fire and EMS service needs of the Presidio Trust Areas A and B, and other Golden Gate National Recreation Area locations and an assessment of policy choices for delivery of this fire and EMS service. Based on our feasibility analysis the Trust chose to contract for service with the San Francisco Fire Department and the GGNRA chose to contract fire service in the Marin Headlands to the Southern Marin Fire District.

## **CITYGATE CLIENT SUMMARY**

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

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

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|---------------------------|---|
| ◆ City of Alameda, CA     | ◆ City of Redlands, CA                      |
| ◆ City of Bakersfield, CA | ◆ City of Roseville, CA                     |
| ◆ City of Brentwood, CA   | ◆ Sacramento Metropolitan Fire District, CA |
| ◆ City of Cleveland, OH   | ◆ City of San Diego, CA                     |
| ◆ City of Costa Mesa, CA  | ◆ City of San Mateo, CA                     |
| ◆ City of Emeryville, CA  | ◆ San Ramon Valley FPD, CA                  |

- ◆ City of Enid, OK
- ◆ City of Eureka, CA
- ◆ City of Folsom, CA
- ◆ City of Georgetown, TX
- ◆ Marin County, CA
- ◆ Menlo Park FPD, CA
- ◆ City of Minneapolis, MN
- ◆ City of Monterey Park, CA
- ◆ City of National City, CA
- ◆ North County FPD, CA
- ◆ North Lake Tahoe FPD, NV
- ◆ City of Oakland, CA
- ◆ Ogden City, UT
- ◆ City of Palm Springs, CA
- ◆ City of Pasadena, CA

- ◆ Santa Barbara County, CA
- ◆ Santa Clara County, CA
- ◆ City of Seaside, CA
- ◆ Snohomish County Fire District 1, WA
- ◆ South Placer FPD, CA
- ◆ South San Mateo County, CA
- ◆ South Santa Clara FPD, CA
- ◆ City of Stockton, CA
- ◆ City of Suisun City, CA
- ◆ City of Vacaville, CA
- ◆ City of Vallejo, CA
- ◆ City of Vista, CA
- ◆ City of West Sacramento, CA
- ◆ City of Yuba City, CA

### **Master/Strategic Plans**

- ◆ City of Atwater, CA
- ◆ City of Belmont, CA
- ◆ City of Beverly Hills, CA
- ◆ Butte County, CA
- ◆ City of Carlsbad, CA
- ◆ City of Dixon, CA
- ◆ City of DuPont, WA
- ◆ East Contra Costa County FPD (CA)
- ◆ Fresno County, CA
- ◆ Los Angeles County, CA
- ◆ Madera County, CA
- ◆ Mountain House CSD
- ◆ Napa County, CA
- ◆ City of Napa, CA

- ◆ City of Newark, CA
- ◆ City of Oakdale / Oakdale Rural FPD
- ◆ City of Oceanside, CA
- ◆ City of Peoria, AZ
- ◆ Presidio Trust, CA
- ◆ Rock Creek Rural FPD (ID)
- ◆ Salida FPD
- ◆ Salton Community Services District
- ◆ City of San Luis Obispo, CA
- ◆ City of Soledad, CA
- ◆ City of Surprise, AZ
- ◆ Travis County ESD #6 (TX)
- ◆ Town of Windsor, CA

## Consolidations and Contract-for-Service Analyses

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

## General Studies

- ◆ County of Alameda, CA – Incident Management Teams
- ◆ City of Albany, NY – Management Audit
- ◆ Alpine Springs, CA – Services Cost Sharing
- ◆ Bay Area UASI – Incident Management Training
- ◆ City of Brentwood, CA – Service Costs and Options
- ◆ City of Calistoga, CA – Fire Safety Review
- ◆ City of Chula Vista, CA – Analysis of Overtime Use
- ◆ City of Cloverdale, CA – Impact Fees
- ◆ City of Copperopolis, CA – Prevention
- ◆ City of North Lake Tahoe, CA – Management Team Workshop
- ◆ City of Patterson, CA – Advance Planning
- ◆ PG&E – Mitigation
- ◆ City of Piedmont, CA – EOC
- ◆ Placer County – Fire Services and Revenue Assessment
- ◆ Port of Long Beach, CA – Ports
- ◆ Port of Los Angeles – Performance Audit
- ◆ City of Portland, CA – Public Information Officer Training
- ◆ City of Poway, CA – Overtime Audit
- ◆ City of Roseville, CA – EMS Transport



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- ◆ City of Davis, CA – Operations / Management
  - ◆ Donnelly Rural FPD, ID – Mitigation
  - ◆ EMSA – Training Program Development
  - ◆ City of Fairfield, CA - Review of the Fire Station Needs for the Fairfield Train Station Specific Plan
  - ◆ City of Fremont, CA – Response Statistics
  - ◆ Hamilton City Fire Protection District, CA – Preliminary Diagnostic Assessment
  - ◆ Kelseyville FPD, CA – Executive Search
  - ◆ City of Loma Linda, CA – Cost of Services
  - ◆ City of Napa, CA – Mitigation
  - ◆ Rancho Cucamonga Fire District
  - ◆ City of San Francisco – Incident Management Training
  - ◆ Santa Clara County – Incident Management Training
  - ◆ Santa Cruz County – Incident Management Training
  - ◆ Town of Scotia Company, LLC – Board Training Workshop
  - ◆ South Monterey County Fire Protection District – Needs Assessment
  - ◆ City of Yorba Linda, CA – EOC