

**WEBER COUNTY
PROFESSIONAL SERVICES AGREEMENT
Paramedic Services Study**

This agreement is made by and between Weber County (County), and Citygate Associates, LLC (Consultant).

- A. Engagement: The County agrees to engage the Consultant to conduct a Paramedic study as described in Exhibit A, attached hereto and, hereinafter referred to as "the Project."
- B. Relationship: The Consultant is an independent contractor and is not to be considered an agent or employee of the County.
- C. Compensation: The County shall pay consultant on an hourly basis in accordance with the standard billing rates shown in Exhibit A, attached hereto, not to exceed seventy-one thousand, eight hundred and ninety-three (\$71,893).
- D. Method of Payment: The County shall pay within 30 days in accordance with Billing Schedule, attached hereto, upon receipt of a written invoice from Consultant detailing services rendered.
- E. Term: The term of this agreement shall commence on _____ and terminate _____.
- F. Termination: This agreement may be terminated; (a) by either party at any time for failure of the other party to comply with the terms and conditions of this Agreement; (b) by either party upon 10 days prior written notice to the other party; or (c) upon mutual written agreement of both parties. In the event of termination, the Consultant shall stop work immediately and shall be entitled to compensation for professional fees and expense reimbursement to the date of termination and for any work necessitated by that termination.
- G. Consultant shall indemnify and hold harmless the County, its officials, officers, employees and agents (collectively "County") from any and all claims, demands, causes of action, costs, expenses, liability, injuries and damages (collectively "Claims") arising out of or resulting from Consultant's performance of, or failure to perform, services under this Agreement, except as described herein. Consultant shall also defend the County against such Claims only if the County (1) provides advance and prompt written notice to the Consultant regarding the Claims for which it is seeking a defense, and (2) meets and confers in good faith with Consultant and/or Consultant's insurance company representative in advance of any election by it to conduct its own defense. The indemnification and defense required by this clause shall not extend to Claims (1) caused by the active negligence, the sole negligence, or the willful misconduct of the County, (2) that exceed the applicable limit(s) of insurance coverage available to the Consultant for the Claims, (3) where the County elects to conduct its own defense and enters into and/or pays a settlement with the claimant(s) without advance notice to the Consultant, (4) where the County elects to conduct its own defense and the attorneys' fees and litigation expenses it incurs are not reasonable and necessary, and/or (5) where the County does not elect to conduct its own defense but incurs separate attorneys' fees and costs for which it seeks payment or reimbursement.
- H. Insurance: Consultant shall maintain prior to the beginning of and for the duration of this Agreement insurance coverage as follows;

Professional liability (errors & omissions) insurance. Consultant shall maintain professional liability insurance that covers the Services to be performed in connection with this Agreement, in the minimum amount of \$1,000,000 per claim and in the aggregate. Any policy inception date, continuity date, or retroactive date

must be before the effective date of this agreement and Consultant agrees to maintain continuous coverage through a period no less than three years after completion of the services required by this agreement.

General liability insurance. Consultant shall maintain commercial general liability insurance with coverage at least as broad as Insurance Services Office form CG 00 01, in an amount not less than \$1,000,000 per occurrence, \$2,000,000 general aggregate, for bodily injury, personal injury, and property damage. The policy must include contractual liability that has not been amended. Any endorsement restricting standard ISO "insured contract" language will not be accepted.

Automobile liability insurance. Consultant shall maintain automobile insurance at least as broad as Insurance Services Office form CA 00 01 covering bodily injury and property damage for all activities of the Consultant arising out of or in connection with Work to be performed under this Agreement, including coverage for any owned, hired, non-owned or rented vehicles, in an amount not less than 1,000,000 combined single limit for each accident.

Workers' compensation insurance. Consultant shall maintain Workers' Compensation Insurance (Statutory Limits) and Employer's Liability Insurance (with limits of at least \$1,000,000).

- I. Project Management. The County Office of Emergency Management will represent the County for all purposes under this Agreement. The County Representative will be Consultant's point of contact with respect to performance, progress and execution of the Services. The County may designate an alternate Project Manager by notifying Consultant of such change.
- J. Ownership of Work Product:
 - a. Ownership of all imagery, reports, data, studies, surveys, charts, memoranda, and any other documents which are developed, compiled, or produced as a result of this agreement, whether or not completed, shall vest with the County.
 - b. Materials developed under this agreement are the property of the County and may be used by the County as it sees fit, including the right to distribute, review or publish the same without limitation.
 - c. The County agrees to hold Consultant harmless from all damages, claims, expenses, and losses arising out of any reuse of the plans, specifications, drawings, maps, models, computer files and other documents for purposes other than those described in this Agreement, unless written authorization of Consultant is first obtained.
- K. Assignment
 - a. The Consultant shall not assign the performance of this Agreement, nor any part thereof, nor any monies due hereunder, without prior written consent of the County.
- L. Conflict of Interest
 - a. Consultant shall at all times avoid conflicts of interest, or the appearance of conflicts of interest, in the performance of this Contract.
 - b. If County determines Consultant comes within the definition of Consultant under the Political Reform Act (Government Code §87100 et seq.) Consultant shall complete and file and shall require any other person doing work under this Agreement to complete and file a "Statement of Economic Interest" with County disclosing Consultant's and/or such other person's financial interests.
- M. Counterparts
 - a. The parties to this Agreement understand and agree that this Agreement can be executed in two (2) or more counterparts and transmitted electronically via facsimile transmission or by delivery of a scanned counterpart in portable document format (PDF) via email transmittal.
- N. Authority

- a. Any individual executing this Agreement on behalf of the County or the Consultant represents and warrants hereby that he or she has the requisite authority to enter into this Agreement on behalf of such party and bind the party to the terms and condition of this agreement.

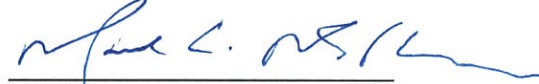
O. Miscellaneous:

- a. The entire agreement between the parties with respect to the subject matter hereunder is contained in this agreement.
- b. Neither this agreement nor any rights or obligations hereunder shall be assigned or delegated by the Consultant without the prior written consent of the County.
- c. This agreement shall be modified only by written agreement duly executed by the County and the Consultant.
- d. Should any of the provisions hereunder be found to be invalid, void or voidable by a court, the remaining provisions shall remain in full force and effect.
- e. This agreement shall be governed by and construed in accordance with the laws of the State of Utah.
- f. All notices required or permitted under this agreement shall be deemed to have been given if and when deposited in the United States mail, properly stamped and addressed to the party for whom intended at such party's address listed below, or when delivered personally to such party. A party may change its address for notice hereunder by giving written notice to the other party.

Wherefore, the parties have entered into this agreement as of the later of the dates stated below.

Dated: 4/30/22

Citygate Associates, LLC:



By: David C. DeRoos
Title: President

Dated: _____

Weber County:

By: Scott K. Jenkins, Chair

Attest:

Ricky Hatch CPA, Weber County Clerk/Auditor



**SOLICITATION #22-083
PROPOSAL TO CONDUCT A
PARAMEDIC SERVICE STUDY**

DETAILED RESPONSE

WEBER COUNTY, UT

APRIL 19, 2022



WWW.CITYGATEASSOCIATES.COM

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



600 Coolidge Drive, Suite 150 ■ Folsom, CA 95630 ■ PH 916-458-5100 ■ FAX 916-983-2090

April 19, 2022

Matt Clements
 Weber County Purchasing
 2380 Washington Blvd
 Ogden, UT, 84401
mclements@co.weber.ut.us

EXECUTIVE SUMMARY

RE: SOLICITATION #22-083 – PROPOSAL TO CONDUCT A PARAMEDIC SERVICE STUDY

Dear Mr. Clements:

Citygate Associates, LLC (Citygate) is pleased to present this proposal to conduct a paramedic service study for Weber County (County). We understand the intent of this study is to provide the County recommendations for future expansion of the program over the next six years. This introductory letter summarizes our approach and explains why Citygate is the most experienced standards of coverage and paramedic unit/services consultancy in the Western United States.

IN-DEPTH LOCAL FIRE SERVICES EXPERIENCE

Our qualifications to perform this analysis are exceptional.

Our team of subject matter specialists have performed over **400** fire service studies over the last **20** years serving over **27 million** residents. That is many times the population of the State of Utah! In just the last five years, Citygate has completed or is currently performing over 100 fire and EMS engagements, most of which included SOC deployment elements.

“We work with consultants, obviously, all the time, but the work that Citygate did on this report is some of the best I’ve seen in my tenure here.”

—Former San Diego County CAO

Citygate has completed fire, EMS, and deployment studies for numerous Utah agencies, including a General Management and Operations Study of the Fire Department for the City of Ogden, UT. We also completed a follow-up review and analysis of the City’s paramedic coverage area. More recently, Citygate completed an Operations Assessment for the Police and Fire Departments for the City of Orem, UT, which included an in-depth fire department SOC.

PROJECT TEAM KEY STRENGTHS

Chief Stewart Gary, our Public Safety Services Principal, literally “wrote the book” on Standards of Response Coverage (SOC) Deployment studies. He was the lead author on the 2nd through 4th editions of the official manual for the Standards of Response Coverage by the CPSE-CFAI. Assisting Chief Gary is Chief Michael Dyer, who spent a portion of his career as a firefighter paramedic, was a Chief Deputy in the Los Angeles County Fire Department, and finally retired as the Fire Chief of the Santa Barbara County Fire Department. Citygate has also partnered with Michael Fay, the creator of StatsFD™, for incident statistical analysis for more than 20 years, as well as BERK Consulting, Inc., geo-mapping specialists who will provide advanced data analytics and GIS mapping support for Citygate.

Why is this experience critical? We do not deliver pre-determined reports and will not employ junior staff or staff lacking public agency experience to lower our costs and deliver high-volume, low-cost, low-quality work.

CITYGATE'S SCOPE OF WORK

The County's requested scope is detailed and specific. Citygate **regularly** conducts analyses including each of the County's requested scope bullets. We will conduct our analysis as requested.

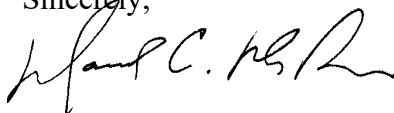
- ◆ Task 1: Acquisition and Review of Background Information
- ◆ Task 2: Evaluation of Current Conditions
- ◆ Task 3: Overall Evaluation Conclusions and Future Recommendations
- ◆ Task 4: Development and Review of Draft Project Report
- ◆ Task 5: Delivery of Final Standards of Cover Document

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

* * *

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

Sincerely,



David C. DeRoos, MPA, CMC, President

cc: Project Team

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SECTION 1—WORK PLAN AND PROJECT APPROACH

1.1 PROJECT UNDERSTANDING

Citygate understands the County's desire is for a Standards of Cover analysis of paramedic units and recommendations for future expansion of the program within Weber County over the next three and six years.

Citygate's Standards of Cover assessment will use historical incident data to evaluate existing resource deployment for proper distribution and concentration purposes. Additionally, we will produce a Standards of Cover document that is compliant with industry best practices in deployment analysis. This evaluation and analysis of data will be based on nationally recognized guidelines and criteria serving the greatest quantity of population within the least minutes traveled. Additionally, we will advise the County regarding the ability of current units to backfill each other from a call demand concentration analysis in areas of expected high incident volumes.

We will also develop recommendations for strategic planning purposes predicated on the previous five years ALS call volume demand and a concentration analysis to likely suggest where (if any) future ALS paramedic squads should be placed in service and their suggested location using any and all current fire station locations currently operating within Weber County.

In short, our assessment will address all the elements in the County's requested scope of work.

1.2 KEY STUDY FEATURES

Our comprehensive assessment will be performed in accordance with the methodology outlined in *Standards of Response Coverage* (fifth and sixth editions) as published by the Commission on Fire Accreditation International (CFAI). The study will also incorporate guidelines and best practices in the field of deployment and risk analysis from the National Fire Protection Association (NFPA), the Insurance Services Office (ISO), the CFAI, the Occupational Safety and Health Administration (OSHA), relevant federal, State of Utah and Weber County Emergency Medical Services (EMS) delivery laws and regulations, and other recognized industry best practices.

In addition to our customary techniques of reviewing agency data and documentation, Citygate also utilizes StatsFD™ software to analyze service demand and incident performance, with results plotted on graphs and charts along with geographic locations in Google Earth.

Citygate's proposal addresses all the County's requested scope elements. Key features of our proposed study include:

- ◆ The single most experienced fire services consultancy; no other firm has a broader or deeper understanding of fire services and EMS deployment, risk assessment, and staffing.

- ◆ Deployment analyses fully compliant with the NFPA, the ISO, the CFAI, state and federal mandates/regulation, and Citygate’s broad experience with hundreds of departments across the country.
- ◆ Interviews with other agency staff, as needed, to understand projected growth and impacts.
- ◆ Regular verbal and written status updates to ensure the project is on time and on budget.
- ◆ In-depth independent findings and recommendations based on data and facts, with likely timing. Citygate’s team strength means we can develop specific recommendations *that are implementable and tailored to the local situation*.
- ◆ Presentation of the Final Report to staff, elected officials, and the general public. Citygate’s team members, in their agency and consulting careers, *have successfully walked the talk* on fire department review efforts by focusing on the inclusion of culture and communications with rigorous analytic methods to build a business case elected officials and agency employees can both understand.

1.3 PROPOSED PROJECT WORK PLAN

Citygate will review the proposed Work Plan and schedule with County leadership prior to initiating any work, and subject to any mutually agreed changes, we will finalize the Work Plan and the accompanying project schedule.

1.3.1 Project Methodology

Citygate will incorporate the following elements of the CFAI Standards of Coverage process for this assessment:

1. Existing Deployment – Citygate’s Project Team will understand and describe the history, formation, authority, and general description of the EMS and the communities being served; the services provided; and the existing deployment model and performance measures.
2. Community Outcome Expectations – We will review the study area’s current expectations for the EMS and will quantify outcome expectations resulting from our stakeholder interviews, as well as common expectations in urban and suburban communities.
3. Community Risk Assessment – Citygate will conduct an abbreviated community risk assessment focused on the types of patients being served.

4. Distribution Study – Citygate will evaluate the effectiveness of existing ALS unit locations to understand the existing deployment system performance and test proposed service improvements.
5. Concentration Study – We will also evaluate the spacing of existing and proposed ALS units to provide an appropriate response and backup for larger or more complex emergencies.
6. Reliability and Historical Response Effectiveness Studies – Using recent response data and StatsFD™, Citygate will evaluate historical system performance and the percentage of conformance to established response performance goals that the County’s current deployment system delivers.
7. Overall Deployment Evaluation – Citygate’s Project Team will provide an overall evaluation of the County’s existing deployment relative to conformance with current performance metrics and recommended best practices for the service area’s values at risk, including what is working well, where improvements are needed, and what new resources are recommended to serve the community through projected build-out.

1.3.2 Detailed Project Work Plan

The following is the County’s detailed project Work Plan comprised of five tasks, which is generally consistent with our Work Plan for similar studies. Throughout the entire project duration, we will monitor study progress and completion of tasks, which will include providing monthly written status reports and verbal communications as needed.

Task 1: Acquisition and Review of Background Information

We will request pertinent information and data from the Weber Area Dispatch 911 Emergency Services District regarding historical ALS paramedic emergency incident activity. This data will be used in the analysis and development of the Standards of Cover documentation. The data will exclude any ALS paramedic interfacility call volume and administrative calls. Only 911 dispatch requests for paramedic unit response should be included. Documents relevant to this project will include, but may not be limited to:

- ◆ Any past or current fire department studies or research.
- ◆ Community plan documents including current and future land use information.
- ◆ Local census and demographics data.
- ◆ Zoning maps.

- ◆ Service delivery practices and protocols.
- ◆ ALS apparatus and durable equipment inventories and replacement schedules.
- ◆ Records Management Data including patient care run cumulative reports in computer export format for 3-5 years.
- ◆ Computer Aided Dispatch (CAD) incident records in computer export format for 3-5 years.
- ◆ Local Geographic Information Systems (GIS) data, where available.

Meetings and Deliverables

There will be one videoconference project start-up meeting to initiate the study, establish relationships, and review and finalize the project Work Plan, schedule, deliverables, and benchmarks. In addition, there will also be an on-site meeting to conduct stakeholder listening.

Deliverables for this task include the project start-up meeting videoconference, on-site meeting for interviews, final project Work Plan, schedule, and data/documentation request.

Task 2: Evaluation of Current Conditions

The purpose of this evaluation is to assess current ALS paramedic delivery operation in comparison to industry standards and best practices, as well as to create a benchmark against which the options for future service delivery can be measured.

Component A: Distribution/Concentration/Reliability of ALS Units

We will review the location of ALS paramedic units to determine if best practices of serving the greatest good for the most people are being met. Additionally, the ability of units to backfill each other in areas of expected high incident volume will be assessed. Citygate will make findings and recommendations regarding distribution, concentration issues (call concurrency), and reliability, including unit hour utilization of individual ALS units.

Component B: Planning for future 911 ALS Service Needs (Program Modifications)

We will provide recommendations and projected timetables for the anticipated expansion of ALS paramedic unit(s) and their potential location considering projected needs due to growth, changes

in community demographics and, existing fire stations located within the service area that improve 911 ALS services to the greatest extent.

Meetings and Deliverables

We anticipate multiple conference calls and/or videoconference meetings as needed to complete this task. Findings and recommendations from this task will be incorporated into the preliminary findings briefing in Task 3.

Task 3: Overall Evaluation Conclusions and Future Recommendations

We will draft and present our preliminary findings and recommends regarding the current delivery model in a preliminary findings briefing. We will recommend one or more long-range 3- and 6-year options for any changes to resource deployment that will improve the County’s level of service towards identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- ◆ Any relocation of existing ALS paramedic units
- ◆ General or specific locations of potential additional ALS units and trigger points based on distribution or concentration.

Meetings and Deliverables

We anticipate one videoconference meeting to present our preliminary findings and emerging recommendations to the County’s project team. After the preliminary findings briefing has been reviewed by the County project team, we will incorporate the findings and recommendations, as well as any requested and necessary modifications, into the Draft and Final Reports in Task 4.

Task 4: Development and Review of Draft Project Report

Pursuant to the outcome of the preliminary findings briefing, Citygate will develop and produce a draft version of the written report for review by the County, to be edited in Microsoft Word using the Track Changes and Comment tools in Microsoft Word. The County’s feedback is a **critical part** of this project and ample opportunity will be provided for review and discussion of the Draft Report prior to finalization.

The report will include:

- ◆ An executive summary describing the nature of the report, methods of analysis, primary findings, and recommendations.

- ◆ Narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by the County as well as County stakeholders.
- ◆ Clearly designated recommendations for easy reference. We will include projected timelines and trigger points.
- ◆ Supportive charts, graphs, and illustrations where appropriate.
- ◆ Supportive maps, utilizing GIS, where appropriate.
- ◆ Appendices and attachments, as necessary.

Meetings and Deliverables

There will be two meetings for this task as follows:

- ◆ One videoconference meeting to review the Draft Report with the County’s project team.

Deliverables for this task include a Draft Report, including statistical and mapping exhibits.

Task 5: Delivery of Final Standards of Cover Document

Pursuant to the Draft Report review, Citygate will complete any necessary revisions and produce the Final Report as a digital PDF. At the County’s option, we can produce twenty (20) publication-quality bound, final versions of the written report at a cost presented in our cost proposal.

If the County desires, a formal presentation of the project report will be made by Citygate to County officials, and/or general public, and will include the following:

- ◆ A summary of the nature of the report, methods of analysis, primary findings, and recommendations.
- ◆ Any supportive audio-visual presentation.
- ◆ Review and explanation of supportive charts, graphs, diagrams, and maps, where appropriate.
- ◆ Opportunity for questions and answers, as needed.
- ◆ All presentation materials, files, graphs, and written material will be provided to the County at the conclusion of the presentation(s).

1.4 PROPOSED PROJECT SCHEDULE

Citygate is prepared to initiate this study upon execution of a contract for services. Based on our experience with similar studies, we expect this study to take six months to complete, as shown in the following schedule, which highlights project deliverables and milestones. Specific dates for these deliverables cannot be provided without knowing the date the contract will be executed, but the relative timing of each task and deliverable can be understood from the following schedule.

In addition, as previously stated, throughout the entire project duration, we will monitor study progress and completion of tasks, which will include providing monthly written status reports and verbal communications as needed. The status reports will recap: (1) work performed in the last reporting cycle; (2) work planned in the upcoming reporting cycle; and (3) any issues related to the schedule, scope of work, or budget that need attention. This proactive management and routine communication help to ensure the project stays on track and within budget.

Proposed Project Schedule

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
1. Acquire and Review Background Information	○	○	○			
2. Evaluate Current Conditions						
3. Overall Conclusions and Recommendations				●		
4. Develop and Review Draft Project Report					○	○
5. Deliver Final Standards of Cover Document						○

○ Submit Document Request	○ Start-Up Meeting	○ On-Site Interviews	● Initial Findings Briefing	○ Submit Draft Report
○ Draft Report Review	○ Submit Final Report	○ Final Report Presentation		

SECTION 2—PROJECT TEAM AND FIRM EXPERIENCE

2.1 FIRM PROFILE



Citygate Associates, LLC (Citygate) was established on January 1, 1990. Our Public Safety practice conducts deployment and station location analyses, master and strategic plans, risk assessment studies, consolidation feasibility analyses, organizational studies, performance audits, staffing studies, and GIS for local government agencies throughout the United States.

Citygate also provides services in general management consulting across nearly the full array of local government functions.

Citygate predominantly hires consultants who have more than 25 years of executive public sector experience, hold a master- or doctoral-level degree, and are regarded as leaders in their respective fields. The firm currently employs over 30 full- and part-time consultants with expertise across the full array of local government functions, particularly fire and emergency services. This is what sets the Citygate team apart. As current and recent practicing professionals in fire services and public administration, Weber County is, in effect, getting the experience of an external “seasoned department head team,” not the opinions of junior staff members or consultants who have spent little time on the frontlines managing in local government.

2.2 CITYGATE’S UNIQUE PUBLIC SAFETY SPECIALIZATION

Citygate remains on the leading edge of analytic tools as the Standards of Cover (SOC) fire and EMS deployment thought process leader. Our Public Safety Principal, Chief Stewart Gary, co-wrote and edited three of the first four SOC manuals for the CFAI, and Citygate is the first (and likely still the only) consultancy in the nation to

Our Public Safety Principal, Chief Stewart Gary, co-wrote and edited three of the first four SOC manuals for the Commission on Fire Accreditation International.

utilize advanced traffic congestion data from which to model rush-hour impacted fire apparatus travel times. This is the same data used to display traffic congestion on mobile devices by coloring road networks green, yellow, and red. We have successfully used this tool for clients across the country.

Our methodology leadership is not limited to deployment; our fiscal and alternative service delivery acumen is also unparalleled. Citygate is the most relied upon firm to assist with fire department consolidation and Joint Powers Authority (JPA) feasibility; we have conducted more

Weber County, UT

Solicitation #22-083 – Proposal to Conduct a Paramedic Service Study

than 35 such assessments. We have assessed the feasibility of a police/fire JPA, the first JPA of its

kind, and Citygate's Public Safety Principal, Chief Stewart Gary, was awarded the Helen Putnam Award of Excellence and Innovation by the League of California Cities for his successful consolidation of the Livermore and Pleasanton Fire Departments. More information regarding this prestigious honor for innovation can be found here: <http://www.helenputnam.org/>.

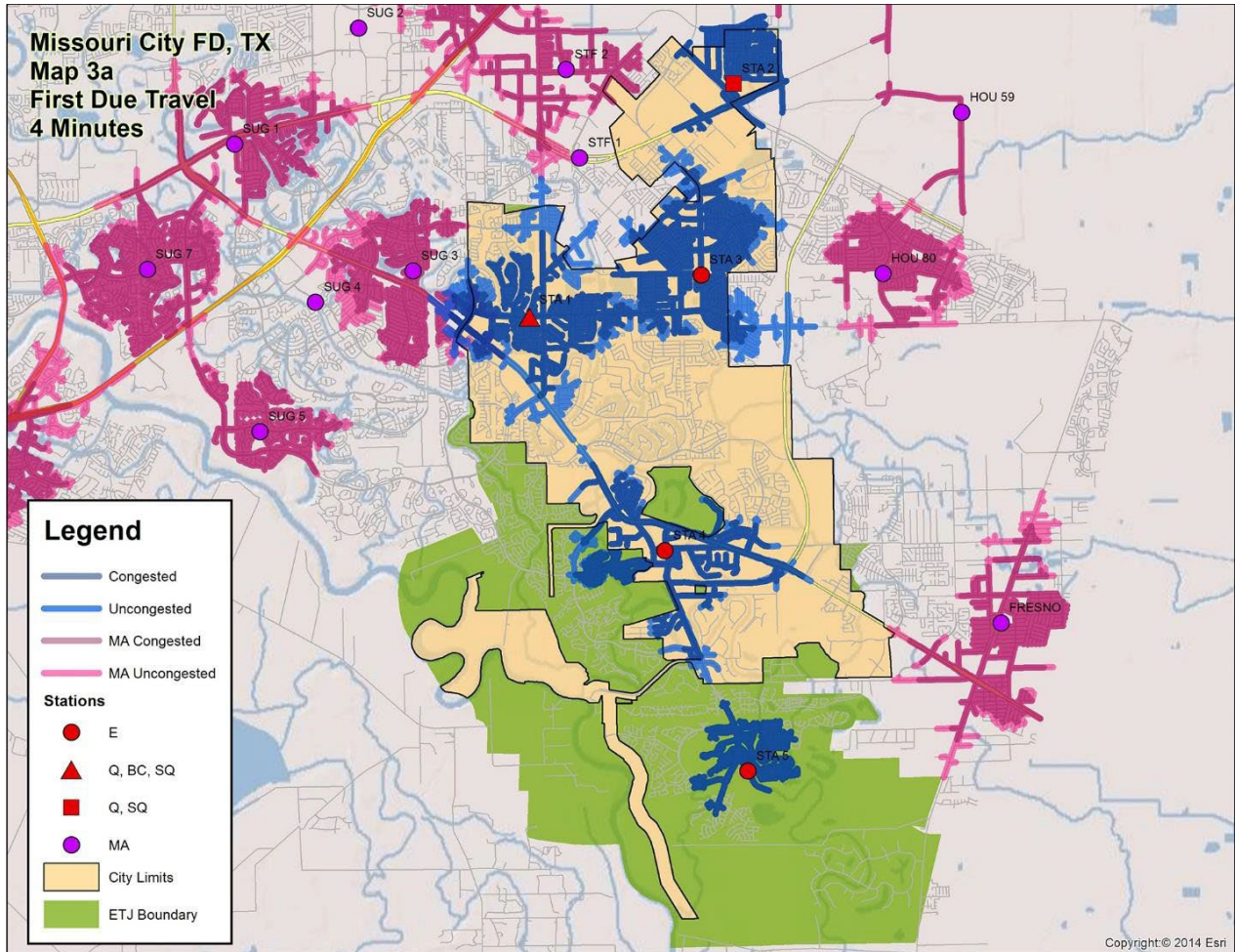
Citygate's ability to help fire departments quantitatively improve service delivery is also evidenced by Citygate's Fast Response Squad (FRS) innovation for the City of San Diego. In a situation hindered by fiscal constraints and difficult-to-serve areas, the interim approach, developed by Project Team members assigned to this project, is reported to have improved response times by 30 percent in a pilot program, urging the mayor and community to expand the effective, innovative effort.

All of this means that if the County selects Citygate for this important project, it can be confident that the service delivery findings and recommendations it receives will be thoughtful, leading-edge, and will achieve quantitative results.

2.3 DISTINGUISHING SERVICES

Citygate's reports are distinguished as the most in-depth, easy-to-use operational tools in the marketplace. Citygate remains on the leading edge of analytic tools as the SOC thought-process leader and is the first consultancy in the nation to utilize traffic congestion data from which to model fire apparatus travel times impacted by rush hour. This is the same data used to display traffic congestion on mobile devices by coloring road networks green, orange, and red. We have successfully used this tool in many cities across the country, including Texas.

Sample – Congested vs. Non-Congested Travel in Missouri City



If units are over utilized, they are increasingly subject to reduced response availability. Citygate always provides detailed information regarding the utilization of each unit by the hour of the day, as shown in the following sample table.

Weber County, UT

Solicitation #22-083 – Proposal to Conduct a Paramedic Service Study

Sample – City of Pearland Fire Station Unit-Hour Utilization

Hour	Station 5	Station 4	Station 1	Station 3	Station 2
00:00	13.71%	13.90%	17.84%	7.09%	0.84%
01:00	12.32%	13.02%	12.43%	9.13%	0.47%
02:00	9.89%	9.23%	8.49%	7.01%	0.56%
03:00	9.98%	11.59%	8.33%	7.48%	1.06%
04:00	8.85%	12.90%	5.58%	7.50%	0.43%
05:00	9.91%	12.01%	10.00%	7.53%	0.43%
06:00	20.55%	15.20%	14.47%	12.38%	0.49%
07:00	14.86%	16.12%	17.34%	16.10%	1.79%
08:00	21.45%	21.49%	20.62%	16.85%	2.90%
09:00	27.56%	25.48%	22.94%	21.16%	1.62%
10:00	36.64%	27.44%	21.40%	18.60%	3.37%
11:00	35.42%	30.71%	22.79%	26.55%	1.10%
12:00	28.44%	28.25%	26.94%	22.82%	2.02%
13:00	34.40%	28.30%	24.12%	21.42%	3.36%
14:00	32.64%	31.16%	24.15%	21.11%	4.50%
15:00	33.84%	21.48%	21.46%	19.22%	3.63%
16:00	29.60%	25.93%	23.95%	23.19%	2.04%
17:00	32.39%	23.49%	29.00%	25.04%	4.33%
18:00	27.35%	26.14%	22.07%	25.15%	4.86%
19:00	29.04%	24.85%	20.16%	21.21%	2.46%
20:00	25.77%	22.64%	23.77%	18.96%	2.67%
21:00	24.37%	17.62%	17.53%	16.08%	2.94%
22:00	16.94%	14.96%	13.58%	20.99%	2.48%
23:00	24.41%	16.94%	14.26%	11.64%	1.39%
Overall	23.35%	20.45%	18.47%	16.84%	2.15%
Runs	2,940	2,509	2,123	1,928	245

Local policy choices regarding effective public safety are often difficult. When the County partners with Citygate, City officials and residents will clearly see and understand the deployment information from which you must set policy.

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www.citygateassociates.com/fireexperience.

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Orem, UT – Operations Assessment for the Police and Fire Departments

Citygate recently completed an operations assessment for the Police and Fire Departments in the City of Orem, Utah. This assessment of both departments entailed an examination of the current staffing needs and anticipated workload increases based on community growth; a review of the feasibility of continuing to operate a public safety answering point; and a review of performance and operational data to evaluate productivity and recommend improvements, where possible. As part of this study, Citygate performed a Fire Department Standards of Coverage assessment and a police field operations review. The Final Report can be downloaded at www.citygateassociates.com/webercounty.

Contact: Marc Sanderson, Fire Chief

Email: mrsanderson@orem.org

Phone: (801) 229-7021

City of Woodbury, MN – Public Safety Staffing Study

Citygate conducted a public safety staffing study for the City of Woodbury, Minnesota, including a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview. The Final Report can be downloaded at www.citygateassociates.com/webercounty.

Contact: Lee Vague, Public Safety Director/Police Chief

Email: lee.vague@woodburymn.gov

Phone: (651) 714-3600

City of Santa Monica, CA – Fire Department Community Risk Assessment / Standards of Coverage Analysis

Citygate completed a comprehensive community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department to ensure quality improvement and the highest level of service through accreditation, credentialing, and education. The Final Report can be downloaded at www.citygateassociates.com/webercounty.

Contact: Tom Clemo, Deputy Fire Chief

Email: tom.clemo@smgov.net

Phone: (310) 458-8666

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

Citygate completed a Standards of Coverage and staffing utilization study for the City of Pearland, Texas. 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

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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.

Contact: Vance Riley, Fire Chief

Email: vriley@pearlandtx.gov

Phone: (281) 997-5852

City of Fremont, CA – Fire Department Standards of Coverage Assessment

Citygate conducted a Fire Department Standards of Coverage assessment for the City of Fremont, California. This assessment included an analysis of service delivery expectations, including labor, management, elected officials', and community expectations for delivery of fire service, EMS, and special hazard service; an analysis of the values to be protected in the Department, along with identification and evaluation of potential hazards and overall risk; an analysis of the efficiency of the current deployment scheme of firefighting resources within the Department's fire stations; and an analysis of the Department's ability to meet its fire and EMS first responder deployment needs and expectations.

Contact: Curtis Jacobson, Fire Chief

Email: cjacobson@fremont.gov

Phone: (510) 494-4200

Missouri City Fire Department, TX – Standards of Coverage and Staffing Utilization Study

Citygate completed a comprehensive fire department Standards of Coverage and staffing utilization study to help determine how to best staff and equip the Missouri City Fire Department to meet its mission in light of rapid and anticipated continued growth. This included a performance review of the current delivery of all Fire Department services, as well as recommendations to ensure service delivery meets current best practices.

Contact: Eugene Campbell, Fire Chief

Email: eugene.campbell@missouricitytx.gov

Phone: (281) 403-4300

Chino Valley Independent Fire District, CA – Standards of Coverage Assessment and Master Plan Update

Citygate conducted a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District in San Bernardino County, California. This project included a

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comprehensive community risk assessment, Standards of Coverage analysis, fiscal and staffing analysis, and future needs assessment.

Contact: *Tim Shackelford, Fire Chief*

Email: tshackelford@chofire.org

Phone: (909) 902-5260

Orange County Fire Authority, CA – Service Level Assessment of Field Deployment Services

As part of a Master Services Agreement with the Orange County Fire Authority (OCFA), wherein Citygate was recently retained to provide seven as-needed organizational service level assessments of operations for OCFA's major cost centers, Citygate performed a service level assessment of OCFA Field Deployment services. This assessment utilized the Standards of Coverage methodology to assess the response system metrics, review OCFA response measures and tools to local need and best practices, and provide advice on internal tools and personnel skill sets to conduct operational performance reviews to best practices internally. The other six assessments part of the Master Services Agreement were for the Emergency Command Center, the Executive Leadership Team and Human Resources functions, the Emergency Medical Services Department, the Fleet Services Division, Business Services functions, and the Community Risk Reduction Department.

Contact: *Brian Fennessy, Retired San Diego Fire Chief, Current Orange County Fire Authority, Fire Chief*

Email: brianfennessy@ocfa.org

Phone: (714) 559-2700

City of Ogden, UT – General Management and Operations Study of the Fire Department

Citygate conducted a Standard of Coverage planning analysis (fire station and crew deployment), along with a strategic management review of non-response (administrative) services for the City of Ogden Fire Department. Citygate provided a fiscal analysis of the costs needed to replace and rehabilitate several fire stations, increase quint staffing and add several headquarters positions, and purchase several new apparatuses. This evaluation of the Department's overall response performance revealed several opportunities for improvement, including call processing time. Since recommendations were made in 2007, the Department has given this issue significant attention and implemented a dispatching priority system. *From 2009 to 2015, fire call processing times were reduced by 66 percent and EMS call processing times were reduced by 83 percent.*

City of Ogden, UT – Fire Services Opinion

Citygate completed a review and analysis of paramedic coverage area, a continuation of a management study audit completed by Citygate.

Santa Barbara County, CA – Operational Enhancements Update

Citygate completed an operational enhancements update for the County of Santa Barbara Fire Department. Citygate used the Standards of Coverage multiple-step process to determine if fire station locations and crew/apparatus staffing were meeting the unique needs of the Department's service areas. This study was an update to the fire service deployment and departmental performance audit study Citygate completed for the Department in 2012.

Southern Marin Emergency Medical Paramedic Services (SMEMPS), CA – EMS Resources Deployment Analysis

Citygate completed an emergency medical services (EMS) resources deployment analysis for the Southern Marin Emergency Medical Paramedic Services (SMEMPS). Citygate analyzed data from 2013, 2014, and 2015 from all three-member agencies to analyze the deployment of existing EMS resources. As a result of our analysis, Citygate developed recommended deployment strategies that align with recognized industry best practices and community expectations for the Agency to consider.

City of Andover Fire and Rescue Department, KS – Fire Protection and Paramedic Services Master Plan

Citygate completed a comprehensive analysis of the City of Andover's fire services to develop a fire protection and paramedic services Master Plan, including a Standards of Coverage study, with strategic options for short-, mid-, and long-term service delivery. The review included an evaluation of the City's volunteer firefighting force, as the City utilizes a cadre of volunteer firefighters to respond to the fire station for assignment during a structure fire. The review also included an assessment of the Department's administrative and headquarters functions, including responsibilities and workflow for administration, prevention, training, and EMS functions. Finally, the review included an assessment of the location, condition, and space allocation of the City's Fire Department.

City of Lancaster, TX – Fire Services Master Plan

Citygate is currently conducting a Fire Services Master Plan for the City of Lancaster, Texas, to assist the City and fire department in determining the timing and location of a fourth fire station and developing a longer-term fire services master plan that provides a safe, effective, and appropriately sized response force for fires, medical emergencies, and other events requiring a specialized emergency fire response. The core methodology used by Citygate for this master plan will be the Standards of Coverage systems approach to fire department deployment, to entail a community risk assessment to determine the level of protection best fitting the needs of the communities served.

City of Los Angeles, CA – Standards of Coverage Analysis

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

City of San Diego, CA – Standards of Coverage Update Analysis; Ambulance Contract Analysis and System Re-Bid Design

Citygate completed a Standards of Coverage update analysis based on our 2010 study for the San Diego Fire-Rescue Department. This project included a comprehensive assessment of the Department’s deployment fact-pattern in light of changes over the prior six years.

Citygate also completed an ambulance services contract analysis for the City of San Diego Fire-Rescue Department. This study included a peer review of existing deployment and compliance measures and methods, a review of the ambulance provider’s plan for improving response time performance, and the negotiation of a system stabilization contract amendment on behalf of the City. In addition, Citygate helped co-design a Request for Proposal to successfully re-bid the system.

City of Portland, OR – Fire and Rescue Service Delivery and Staffing Study

Citygate is currently conducting a service delivery and staffing study for the City of Portland Fire and Rescue in the City of Portland, Oregon. Using the Standards of Coverage process, Citygate will describe the community served and the services provided, review community outcome expectations and performance goals, conduct an analysis of community risks, and evaluate the current deployment, including fire station quantity and location, the quantity and types of apparatus, staffing levels, specialized capabilities, and first-due and Effective Response Force performance. Additionally, this study will include an assessment of underrepresented and vulnerable population needs and headquarters programs capacity to support field deployment.

2.4.1 Citygate Client Summary

In addition to the related studies described previously, following is a list of additional SOC/deployment studies, master/strategic plans, consolidation projects, and general projects Citygate has completed.

Master/Strategic Plans

- ◆ Alameda County, CA
- ◆ City of Anacortes, WA
- ◆ City of Mukilteo, WA
- ◆ City of Napa, CA

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

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Fire Standards of Coverage / Deployment Studies

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

Consolidations and Contract-for-Service Analyses

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

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General Studies

- ◆ Alameda County Health Care Services Agency (CA) – EMS System Consultation Services
- ◆ Alameda County, CA – Union City Fire Station Closure Analysis
- ◆ Alameda County, CA – Incident Management Teams
- ◆ City of Albany, NY – Management Audit
- ◆ City of Alpine Springs, CA – Services Cost Sharing
- ◆ City of Atascadero, CA – Project Impact and Mitigation Assessment
- ◆ Bay Area UASI (CA) – Incident Management Training
- ◆ Cities of Brea and Fullerton, CA – Fire Resource and Ambulance Plan
- ◆ City of Brentwood, CA – Service Costs and Options
- ◆ City of Calistoga, CA – Fire Safety Review
- ◆ Camas-Washougal, WA – Capital Facilities Plan
- ◆ Chabot-Las Positas Community College District, CA – Fire Services and EMS Training Facility Review
- ◆ City of Chula Vista, CA – Analysis of Overtime Use; Fiscal and Operational Policy Assistance for ALS Plan
- ◆ City of Cloverdale, CA – Impact Fees
- ◆ Contra Costa County, CA – Financial Review
- ◆ City of Copperopolis, CA – Fire Prevention
- ◆ City of Corona, CA – Fire Prevention
- ◆ City of Costa Mesa, CA – Potential Fire Station #6 Closure Impact Evaluation
- ◆ City of Davis, CA – Operations / Management
- ◆ Donnelly Rural Fire Protection District, ID – Mitigation
- ◆ East Contra Costa Fire Protection District, CA – Mapping Analysis
- ◆ City of El Dorado Hills, CA – Peer Review
- ◆ City of Encinitas, CA – Fire Station Review
- ◆ EMSA – Training Program Development
- ◆ City of Fairfield, CA – Review of the Fire Station Needs for the Fairfield Train Station Specific Plan
- ◆ City of Fremont, CA – Response Statistics; Comprehensive Multi-Discipline Type 3 IMT Training Program
- ◆ City of Glendale, AZ – Public Safety Audit
- ◆ City of Goodyear, AZ – Fire Department Management Audit
- ◆ Hamilton City Fire Protection District, CA – Preliminary Diagnostic Assessment
- ◆ City of Hemet, CA – Costing and Peer Review for Fire Service Alternatives
- ◆ Orange County Fire Authority – Service Level Assessment of the Emergency Medical Services Department
- ◆ Orange County Fire Authority – Service Level Assessment of the Executive Leadership Team and Human Resources Functions
- ◆ Orange County Fire Authority – Service Level Assessment of the Fleet Services Division
- ◆ City of Paso Robles, CA – Fire Services Review and City Council Workshop
- ◆ City of Patterson, CA – Advance Planning
- ◆ PG&E – Mitigation
- ◆ City of Piedmont, CA – Emergency Operations Center Training
- ◆ Placer County, CA – Fire Services and Revenue Assessment
- ◆ PlumpJack Squaw Valley Inn, CA – Emergency Preparedness and Evacuation Plan Review
- ◆ City of Portland, OR – Public Information Officer Training
- ◆ Port of Corpus Christi, TX – Fire Services Staffing Analysis
- ◆ Port of Long Beach, CA – Mitigation
- ◆ Port of Long Beach, CA – Update of Port Multi-Hazard Firefighting Study
- ◆ Port of Los Angeles, CA – Performance Audit
- ◆ Port of Oakland/City of Oakland – Domain Awareness Center Staffing Plan Development
- ◆ City of Poway, CA – Overtime Audit
- ◆ Rancho Cucamonga Fire District, CA – Fire Services Feasibility Review
- ◆ Rancho Santa Fe Fire Protection District, CA – EMS Operational and Fiscal Feasibility Review
- ◆ City of Roseville, CA – EMS Transport
- ◆ City of Sacramento, CA – Fire Prevention Best Practices
- ◆ Sacramento Metropolitan Airport, CA – Aircraft Rescue and Firefighting Study
- ◆ Sacramento Regional Fire/EMS Communications Center, CA – EMS Data Assessment
- ◆ City of Salinas, CA – Comprehensive Fiscal Feasibility Analysis and Facilitation of the Development of a JPA Governance Agreement
- ◆ Salton CSD, CA – Fire Services Impacts Review
- ◆ City of San Bernardino, CA – Evaluation of City Fire Service Proposals
- ◆ City of San Diego Fire-Rescue Department, CA – Emergency Command and Data Center Staffing Study
- ◆ City of San Diego Fire-Rescue Department, CA – Fire Communications Center and Lifeguard Dispatch Review

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

2.5 CITYGATE'S PROJECT TEAM

Citygate's capability for this service can be simply stated: the experience and talents of the Project Team members! Successful results come from Citygate's ability to handle, as necessary, six critical roles in cooperation with the County's Planning Assessment Team: (1) champion; (2) stakeholder listener; (3) subject matter trainer/expert; (4) meeting facilitator; (5) coach and content expert; and (6) final strategist/advisor.

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

The Citygate team has a multi-disciplinary approach that includes the full range of skills required to execute this challenging project. The diverse group of specialists comprising Citygate's proposed Project Team know how to integrate their respective expertise into comprehensive, compelling, and creative strategies to accomplish an agency's objectives.

2.5.1 Project Team and Roles

The qualifications of the Project Team are critical as it is the expertise and capabilities of the consultants involved in the project that ultimately determine the success of the project.

Please note that the role of each team member is described in *italics* at the end of their biographical paragraph. Full resumes for each consultant are presented in **Appendix B**. Primary members of the Project Team include the following experienced consultants:

Chief Stewart Gary, MPA, Public Safety Principal



Chief Gary is the Public Safety Principal for Citygate Associates and is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For the past 14 years, he has

There is no other consultant in the United States that has conducted more SOC studies, including for so many metropolitan agencies, as Chief Gary.

been a lead instructor, program content developer and consultant for the Standards of Coverage process. For many years he annually taught a 40-hour course on this systems-based approach for fire deployment at the California Fire Academy, and he teaches and consults across the United States and Canada on the Standards of Coverage process. Over the last 20 years, he has performed over 400 organizational and deployment studies on departments as varied in size as Minneapolis, Minnesota; San Diego, California; San Diego County; the Orange

County Fire Authority; and Los Angeles County. He directed every project, including each port project, described in this proposal.

Chief Gary will lead the overall project, assist with the analysis and written work products, review all work products, and participate in all briefings.

Chief Michal Dyer, MPA, Senior Fire Services Specialist



Chief Dyer began his public safety career over 36 years ago. He is a former Chief Deputy in the Los Angeles County Fire Department and retired as the Fire Chief of the Santa Barbara County Fire Department. He has also served throughout his career as an Ocean Lifeguard Specialist, firefighter, firefighter Paramedic, firefighter Specialist, Fire Captain, Battalion Chief, and Assistant Fire Chief.

Chief Dyer holds a bachelor's degree in Physical Education and a master's degree in Public Administration from California State University, Northridge.

Chief Dyer has completed the Executive Leadership Program at the Naval Postgraduate School. In addition to his formal education, he is also certified as a Hazardous Materials Specialist and as a Paramedic, and he achieved the certification of Fire Chief from the California State Fire Marshal.

Chief Dyer has served on several statewide committees: on the California Joint Apprenticeship Management Board, as Chair of CAL FIRE Contract Counties, and as Chair of the FIRESCOPE Board of Directors.

Chief Dyer will assist Chief Gary with the ALS care assessment work.

Michael Fay (Animated Data), Statistical Specialist



Mr. Fay has assisted Citygate with deployment studies for over 20 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.

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

BERK Consulting, Inc., Geo-Mapping Specialist



BERK Consulting, Inc. is a Seattle-based Citygate partner also passionate about helping public agencies address complex challenges and position themselves for success. BERK provides advanced data analytics and Geographic Information Systems (GIS) mapping support for Citygate.

BERK Consulting will conduct the geo-mapping analysis for the ambulance deployment element of the study.

David DeRoos, MPA, CMC, Citygate President



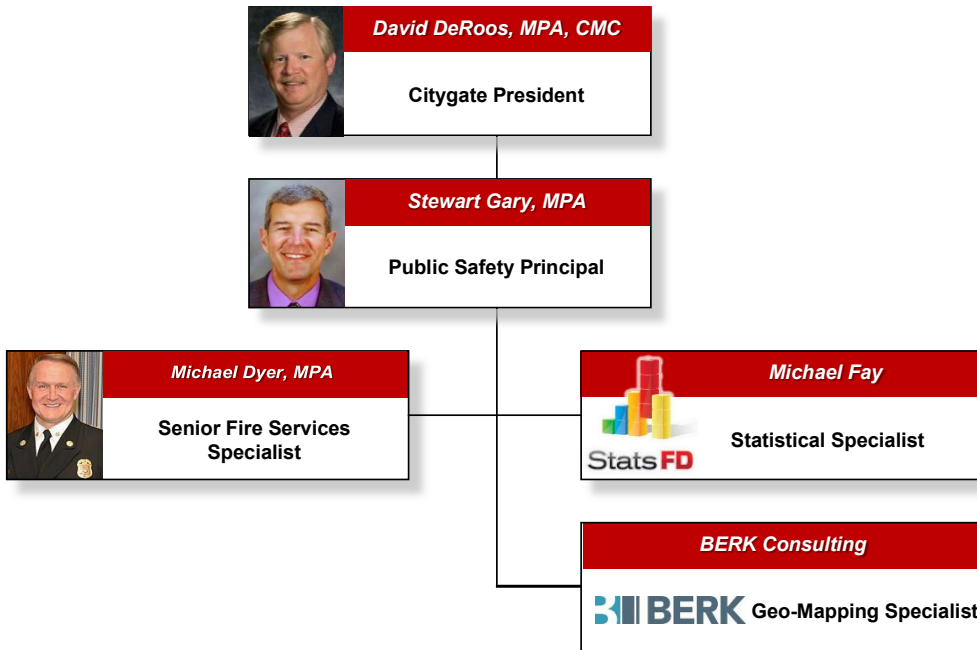
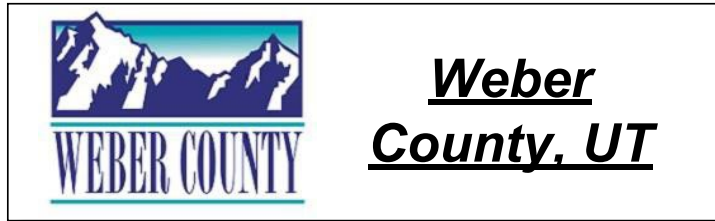
Mr. DeRoos has over 30 years of experience as a consultant to local government, preceded by five years as an assistant to the City Administrator. He earned his undergraduate degree in political science / public service (Phi Beta Kappa) from the University of California at Davis and holds a Master of Public Administration degree from the University of Southern California. Prior to becoming a Principal in Citygate in 1991, he was a Senior Manager in the local government consulting division of Ernst & Young.

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

2.6 PROJECT TEAM ORGANIZATION CHART

The following is a Project Team organization chart that shows the lines of authority in Citygate’s Project Team. Citygate’s consultants adhere to the code of ethics approved by the Institute of Management Consultants (IMC) provided in **Appendix A**. Resumes are provided in **Appendix B**.

Project Team Organization Chart



APPENDIX A

CODE OF ETHICS

CODE OF ETHICS

CLIENTS

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

ENGAGEMENTS

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

FEES

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

PROFESSION

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

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

APPENDIX B

PROJECT TEAM RESUMES

Until his retirement, Mr. Gary was the Fire Chief of the Livermore–Pleasanton Fire Department. Now in his 47th year in the Fire Service, Mr. Gary began as a volunteer and worked his way up through the ranks, including his service as a Paramedic for five years.

Mr. Gary started his career with the City of Poway in San Diego County, attaining the rank of Battalion Chief / Fire Marshal. He subsequently served as the Administrative Battalion Chief for the Carlsbad Fire Department in San Diego County. He was appointed Fire Chief for the City of Livermore, California, in January 1994, and two years later, he successfully facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless 10-company department, from which he retired as Chief. This successful consolidation was awarded the esteemed Helen Putnam Award for Excellence by the California League of Cities in 1999.

Mr. Gary has both a bachelor's and master's degree in Public Administration from San Diego State University. He holds an associate degree in fire science from Miramar Community College in San Diego and a certificate in fire protection administration from San Diego State, and he has attended hundreds of hours of seminar course work in fire protection.

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

Relevant Experience:

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

- ◆ Served as Public Safety Principal and Fire Project Manager for an operations assessment for the Police and Fire Departments in the City of Orem, Utah, part of which will include a fire department Standards of Coverage assessment and a police field operations review.
- ◆ Served as Public Safety Principal for a public safety staffing study for the City of Woodbury, Minnesota, which entailed a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.
- ◆ Served as Public Safety Principal for a community risk assessment and Standard of Coverage analysis for the City of Santa Monica Fire Department.
- ◆ Served as Public Safety Principal and Project Director for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.

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- ◆ Served as Public Safety Principal for a Standards of Coverage assessment for the City of Fremont, California. This assessment included an analysis of service delivery expectations, a risk assessment, and a deployment analysis.
 - ◆ Served as Public Safety Principal and Project Director to perform a comprehensive fire department Standards of Coverage and staffing utilization study to help determine how to best staff and equip the Missouri City, Texas, Fire Department to meet its mission in light of rapid and anticipated continued growth.
 - ◆ Served as Public Safety Principal to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
 - ◆ Served as Public Safety Principal / OCFA Project Manager for a service level assessment of the Orange County Fire Authority's Field Deployment services utilizing the Standards of Coverage methodology. This was one of seven as-needed organizational service level assessments of operations for Orange County Fire Authority as part of a Master Services Agreement.
 - ◆ Served as Project Manager for a general management and operations study of the Fire Department for the City of Ogden, Utah.
 - ◆ Served as Project Manager for a review and analysis of paramedic coverage area, a continuation of a management study audit completed by Citygate for the City of Ogden, Utah.
 - ◆ Served as Public Safety Principal and Project Director for an operational enhancements study for the County of Santa Barbara Fire Department, an update to the fire service deployment and departmental performance audit study Citygate previously performed for the Department.
 - ◆ 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 Public Safety Principal to perform a comprehensive analysis of the Andover, Kansas, fire services to develop a fire protection and paramedic services Master Plan, with strategic options for short-, mid-, and long-term service delivery.
 - ◆ Currently serving as Public Safety Principal for a Fire Services Master Plan for the City of Lancaster, Texas, to assist the City and fire department in determining the timing and location of a fourth fire station and developing a longer-term fire services master plan that provides a safe, effective, and appropriately sized response force for fires, medical emergencies, and other events requiring a specialized emergency fire response.
 - ◆ Currently serving as Public Safety Principal and Project Director for the first-ever independent Standards of Coverage evaluation of the Los Angeles Fire Department's fire and emergency medical services deployment system.
 - ◆ Served as Project Director and Public Safety Principal to conduct an ambulance services oversight analysis for the City of San Diego Fire-Rescue Department, as well as helping to co-design a Request for Proposal to successfully re-bid the system.

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- ◆ Currently serving as Public Safety Principal / Project Manager for a service delivery and staffing study for Portland Fire and Rescue in the City of Portland, Oregon.

Relevant Non-Citygate Experience:

- ◆ In 2002, Mr. Gary led a seminar that taught the Standards of Coverage (SOC) methodology to members of the Clark County Fire Department.
- ◆ In 2005 and into 2006, Mr. Gary coached and assisted the Clark County Fire Department with the initial draft of their rural SOC documents. He advised County GIS on how to prepare the necessary mapping and response statistics analysis. He then coached the project manager on collecting risk assessment information on each rural area, which he then wove into an integrated draft set of risk statements and proposed response policies for each rural area.
- ◆ In 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and SOC tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9–0 vote.
- ◆ In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless 10-company department for which he served as Chief. The LPFD represents one of the few successful city-to-city fire mergers in California. The LPFD consisted of 128 total personnel with an operating budget for fiscal year 2000/2001 of \$18 million. Service was provided from eight stations and a training facility, with two additional stations under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the SOC system for fire service deployment. He reworked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
- ◆ In 1994, Mr. Gary effectively led the Livermore Fire Department's addition of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully revoted after Proposition 218) to help pay for this increased service. In 1995, Mr. Gary assisted the City Council and the firefighters' union in reaching a new understanding on staffing, and a fifth Fire Company was added to better serve the northwest area of Livermore.
- ◆ During his tenure in Carlsbad, he successfully master-planned and opened two additional fire stations and developed the necessary agreements between the development community and the City Council.
- ◆ Mr. Gary has developed fire apparatus replacement plans; procured fire apparatus; supervised the development of community disaster preparedness and public education programs; facilitated permit streamlining programs in the Fire Prevention and Building Departments; improved diversity in the Livermore Fire Department

by hiring the first three female firefighters in the City; supervised the Livermore City Building Department, including plan check and inspection services for two years; and master-planned future growth in the north Livermore area for an additional 30,000 people in a “new town” area.

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

Instructor and Lecturer:

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

Presentations:

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

Publications:

- ◆ Edited, partially wrote, and co-developed the second, third, and fourth editions of the *Commission on Fire Accreditation Standards of Response Cover Manual*.

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- ◆ “System of Cover: Using the Accreditation Commission’s SOC systems approach for deployment,” *Fire Chief*, February 2001.
 - ◆ “Data to Go: Designing and implementing wireless data technologies for the fire service,” *Fire Chief*, December 2000.

Memberships:

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

Chief Dyer began his public safety career over 36 years ago. He is a former Chief Deputy in the Los Angeles County Fire Department and retired as the Fire Chief of the Santa Barbara County Fire Department. In the course of his career, he also served as an Ocean Lifeguard Specialist, firefighter, firefighter Paramedic, firefighter Specialist, Fire Captain, Battalion Chief, and Assistant Fire Chief.

Chief Dyer holds a bachelor's degree in Physical Education and a master's degree in Public Administration from California State University, Northridge. He has also completed the Executive Leadership Program at the Naval Postgraduate School. In addition to his formal education, he is also certified as a Hazardous Materials Specialist and Paramedic, and he achieved the certification of Fire Chief from the California State Fire Marshal.

Chief Dyer recently served on several statewide committees. He served on the California Joint Apprenticeship Management Board, Chair of CAL FIRE Contract Counties, and the Chair of the FIRESCOPE Board of Directors.

Relevant Experience:

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

- ◆ Served as Fire Services Specialist for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
- ◆ Served as Fire Services Specialist for an operational enhancements study for the Santa Barbara County Fire Department, an update to the fire service deployment and departmental performance audit study Citygate previously performed for the Department.
- ◆ Currently serving as Fire and Emergency Services Specialist for a service delivery and staffing study for Portland Fire and Rescue in the City of Portland, Oregon.

Employment:***Santa Barbara Fire Department****Fire Chief**2009–2015, 2018–2019*

- ◆ Oversaw technical direction of all fire operations, including fire suppression, emergency medical services, fire prevention, budget, personnel, administration, and strategic planning.
- ◆ Served in the following areas as Fire Chief:
 - Santa Barbara County Operational Area Coordinator
 - FIRESCOPE Board of Directors
 - California JAC Management Committee
 - California Contract Counties Vice-Chair
 - California Fire Agreement Consortium

Los Angeles County Fire Department

Chief Deputy 2006–2009

- ◆ Business Operations 2006–2007, 2008–2009
 - Oversaw the half of the Department related to business operations, consisting of three major Department bureaus and two executive divisions, including the Prevention Bureau, the Administrative Bureau, the Support Services Bureau, the Planning Division, and the Organizational Development Division.
- ◆ Emergency Operations 2007–2008
 - Oversaw the half of the Department related to emergency operations, consisting of the four operations bureaus and one executive division, including Special Operations, the East Regional Operations Bureau, the Central Regional Operations Bureau, the North Regional Operations Bureau, and the Risk Management Division.

Deputy Chief 2002–2006

- ◆ Support Services Bureau 2005–2006
 - This bureau consisted of three administrative divisions, including the Materials Management Division, the Fleet Services Division, and the Construction and Maintenance Division. These divisions are responsible for Department-wide apparatus maintenance and acquisition, facility maintenance, and new construction, as well as warehouse operations, contracts, and procurement of commodities and services.
- ◆ North Regional Operations Bureau 2004–2005
 - This bureau consisted of three operations field divisions, including the Air and Wildland Division. These divisions include the Air Operations Section, the Heavy Equipment Section, Fire Suppression Camps, four field battalions, and 34 fire stations.
- ◆ Special Operations Bureau 2002–2004
 - This bureau consisted of three administrative divisions encompassing Department-wide operations in EMS, Training, USAR, Hazmat, Homeland Security, Dispatch Communications, Air Operations, Fire Suppression Camps, and Firefighter Wellness/Fitness.

Assistant Fire Chief 2000–2002

- ◆ Division VII
 - This division consisted of three field battalions, 23 fire stations, seven cities, and the unincorporated areas of Universal Studios, Topanga Canyon, Marina Del Rey, Ladera Heights, Athens, and Lennox

Battalion Chief 1998–2000

- ◆ Served on Battalion 16 and Battalion 1

- ◆ Served as an Acting Assistant Fire Chief in Division VII
- ◆ Served as Deputy Operations Section Chief on Incident Management Team 6A

Fire Captain 1993–1998

- ◆ Served in various assignments to an engine, truck company and hazardous material squad in the Cities of West Hollywood, Topanga, Malibu, Altadena, Carson, and Santa Clarita.

Firefighter Specialist 1990–1993

- ◆ Fire Prevention Inspector
- ◆ Conejo Valley Firefighter of the Year (1993)

Firefighter / Firefighter Paramedic 1986–1990

Ocean Lifeguard Specialist 1984–1986

Ocean Lifeguard Recurrent 1978–1984

Education and Training:

- ◆ Naval Post Graduate School, Executive Leaders Program – 2008
- ◆ Los Angeles County CAO, Bureau Chief Executive Leadership – 2005
- ◆ Martin Gang Institute, Interpersonal Dynamics – 2001
- ◆ Master of Public Administration, California State University, Northridge – 2000
- ◆ Associates of Arts in Fire Technology, Oxnard College – 1991
- ◆ Bachelor of Arts in Physical Education, California State University, Northridge – 1981
- ◆ State Fire Marshal Certified Chief Officer
- ◆ State Fire Marshal Certified Hazardous Material Specialist
- ◆ State Fire Marshal Certified Fire Officer
- ◆ Various Incident Command Certifications

Professional Associations

- ◆ International Association of Fire Chiefs
- ◆ California Fire Chiefs Association
- ◆ National Fire Protection Association
- ◆ Southern California Association of Foresters and Fire Wardens
- ◆ American Society for Public Administration

Awards

- ◆ National Association of Counties Achievement Award winner for development of a comprehensive helicopter water source directory – 2004

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- ◆ Los Angeles County Productivity Commission Award of Merit recognition for joint Fire Department / Animal Care and Control Large Animal Rescue Program (Project Manager) – 2004
 - ◆ Los Angeles County Productivity Commission Award for Best Interagency Cooperation, with Animal Care and Control, California Highway Patrol, and Los Angeles County Sheriff – 2004

Mr. DeRoos is the President of Citygate Associates, LLC and former Deputy Director of the California Redevelopment Association. He earned his undergraduate degree in political science / public service (Phi Beta Kappa) from the University of California, Davis, and he holds a master's degree in public administration from the University of Southern California. Mr. DeRoos has over five years of operational experience as a local government administrator in land use planning, budgeting, and personnel and 30 years of consulting experience performing operations and management reviews of local government functions. Prior to joining Citygate in 1991, he was a Senior Manager in the State and Local government consulting division of Ernst & Young.

Relevant Experience:

- ◆ 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 operations assessment for the Police and Fire Departments in the City of Orem, Utah, part of which will include a fire department Standards of Coverage assessment and a police field operations review.
- ◆ Served in an oversight capacity for a public safety staffing study for the City of Woodbury, Minnesota, which entailed a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.
- ◆ Served in an oversight capacity for a Community Risk Assessment and Standard of Coverage analysis and Strategic Plan for the City of Santa Monica Fire Department.
- ◆ Served in an oversight capacity for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.
- ◆ Served in an oversight capacity for a Standards of Coverage assessment for the City of Fremont, California. This assessment included an analysis of service delivery expectations, a risk assessment, and a deployment analysis.
- ◆ Served in an oversight capacity to perform a comprehensive fire department Standards of Coverage and staffing utilization study to help determine how to best staff and equip the Missouri City Fire Department to meet its mission in light of rapid and anticipated continued growth.
- ◆ Served in an oversight capacity to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
- ◆ Served in an oversight capacity for a service level assessment of the Orange County Fire Authority's Field Deployment services utilizing the Standards of Coverage methodology. This was one of seven as-needed organizational service level assessments of operations for Orange County Fire Authority as part of a Master Services Agreement.
- ◆ Served in an oversight capacity for a general management and operations study of the Fire Department for the City of Ogden, Utah.

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- ◆ Served in an oversight capacity for a review and analysis of paramedic coverage area, a continuation of a management study audit completed by Citygate for the City of Ogden, Utah.
 - ◆ Served in an oversight capacity for an operational enhancements study for the County of Santa Barbara Fire Department, an update to the fire service deployment and departmental performance audit study Citygate previously performed for the Department.
 - ◆ Served in an oversight capacity for an emergency medical services resources deployment analysis for Southern Marin Emergency Medical Paramedic Services.
 - ◆ Served in an oversight capacity to perform a comprehensive analysis of the Andover, Kansas, fire services to develop a fire protection and paramedic services Master Plan, with strategic options for short-, mid-, and long-term service delivery.
 - ◆ Currently serving in an oversight capacity for a Fire Services Master Plan for the City of Lancaster, Texas, to assist the City and fire department in determining the timing and location of a fourth fire station and developing a longer-term fire services master plan that provides a safe, effective, and appropriately sized response force for fires, medical emergencies, and other events requiring a specialized emergency fire response.
 - ◆ Currently serving in an oversight capacity for the first-ever independent Standards of Coverage evaluation of the Los Angeles Fire Department's fire and emergency medical services deployment system.
 - ◆ Served in an oversight capacity for an ambulance services oversight analysis for the City of San Diego Fire-Rescue Department, as well as helping to co-design a Request for Proposal to successfully re-bid the system.
 - ◆ Currently serving in an oversight capacity for a service delivery and staffing study for Portland Fire and Rescue in the City of Portland, Oregon.

Mr. DeRoos is a member of several professional and civic associations. He has taught for the UC Davis Extension College and for graduate classes in public administration, administrative theory, and labor relations for Golden Gate University and nonprofit and association management for the University of Southern California. He speaks and trains frequently on the topic of leadership, character, and values and has also been a speaker for the American Planning Association (APA), written for the California APA newsletter and the California Redevelopment Journal, and has been a speaker on redevelopment, base closures, and related issues across the US. Mr. DeRoos holds a certificate in public sector labor management relations from UC Davis and is a Certified Management Consultant (CMC).



APPENDIX C

WEBER COUNTY RFP FORM



Attachment B

Weber County RFP Form

1. **Respondent Information:** Provide the following information about yourself and your company.

Respondent Name: Citygate Associates, LLC

(Note: give exact legal name as it will appear on the contract, if awarded.)

Address: 600 Coolidge Drive, Suite 150

City: Folsom State: CA Zip Code: 95630

Telephone No: (916) 458-5100 Fax No: (916) 983-2090

Business Structure:

Individual or Sole Proprietorship

Partnership

Corporation

Other; list business structure: LLC

2. **Contact information:** List the one person who Weber County or their representative may contact concerning your proposal.

Name: Stewart Gary

Address: 600 Coolidge Drive, Suite 150

City: Folsom State: CA Zip Code: 95630

Telephone No: (916) 458-5100 Fax No: (916) 983-2090

Email: sgary@citygateassociates.com

3. **References:** Give names of three people with whom you have worked on past projects of similar nature.

A. Name: Marc Sanderson, Fire Chief

Address: 300 1000 S

City: Orem State: UT Zip Code: 84058

Telephone No: (801) 229-7021 Fax No: (801) 229-7242

Email: mrsanderson@orem.org

B. Name: Lee Vague, Public Safety Director/Police Chief

Address: 2100 Radio Drive

City: Woodbury State: MN Zip Code: 55125

Telephone No: (651) 714-3600 Fax No: (651) 714-3708

Email: lee.vague@woodburymn.gov

C. Name: Tom Clemo, Deputy Fire Chief

Address: 333 Olympic Drive

City: Santa Monica State: CA Zip Code: 90401

Telephone No: (310) 458-8666 Fax No: (310) 395-3395

Email: tom.clemo@smgov.net