



OLYMPIC VALLEY PUBLIC SERVICE DISTRICT BOARD REPORT



SUBJECT: Updated VPTSP Study PSA

EXHIBIT: F-3, 47 Pages

AUTHOR: Brad Chisholm, Fire Chief

MEETING DATE: Sept. 30, 2025

RECOMMENDED ACTION: Authorize General Manager to execute a Professional Services Agreement with Citygate Associates, LLC (Citygate) to perform an updated Village at Palisades Tahoe Specific Plan (VPTSP) study for a not-to-exceed amount of \$36,249.

DISCUSSION: As a result of the discussions between staff and Palisades Tahoe concerning the updates to the scope and scale of the proposed VPTSP, staff believe that an objective, professional assessment of the probable impacts of the project, with proposed mitigations, would be in this District's best interest.

Citygate performed the 2014 VPTSP study and has provided a proposal to conduct an updated assessment of development impacts and fire service mitigations as it relates to the VPTSP. Citygate continues to be very well qualified, having done similar projects on a regional and national level, have considerable knowledge from providing the 2014 study and retain the same Project Manager of the 2014 study who would also lead this study.

FISCAL/RESOURCE IMPACTS: The Developer will pay the proposed fee of a not-to-exceed amount of \$36,249. The Developer will also pay for related costs incurred by the District, which, among other things, will include time needed for interviews, to provide documentation and gather data.

ATTACHMENTS:

- Citygate 2025 VPTSP Study Proposal

DATE PREPARED: September 23, 2025



CITY GATE
FIRE & EMS

PROPOSAL TO CONDUCT AN UPDATED ASSESSMENT OF DEVELOPMENT IMPACTS AND EMERGENCY SERVICE MITIGATIONS

OLYMPIC VALLEY PUBLIC SERVICE DISTRICT

SEPTEMBER 11, 2025



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September 3, 2025

Olympic Valley Public Service District

RE: PROPOSAL TO CONDUCT AN UPDATED ASSESSMENT OF DEVELOPMENT IMPACTS AND EMERGENCY SERVICE MITIGATIONS

Citygate Associates, LLC (Citygate) is pleased to present this Proposal to conduct an Updated Assessment of Development Impacts and Emergency Service Mitigations for the Olympic Valley Public Service District (District). Citygate is the most experienced fire services consultancy in the country and uniquely eager and capable to serve the District.

Based on a careful analysis of District data and risks to be protected, Citygate will update (1) the current development proposal regarding its impacts to fire services and (2) which mitigation efforts should be considered under best practices.

CITYGATE'S EXCEPTIONAL QUALIFICATIONS

Our qualifications to perform this study are exceptional. Citygate has an extensive background in fire and emergency services consulting—as evidenced by our many engagements throughout California and the West, including formerly with the District.

Over more than 24 years, Citygate's Public Safety Principal and Project Manager for this engagement Chief Stewart Gary and his team of subject matter specialists have performed well **over 500 fire and emergency services engagements** throughout the United States. Our deployment studies have served **more than 30 million residents**.

We have broad experience with the service delivery challenges across numerous fact patterns and regulatory environments—as well as the specific, recent regional and local experience that is most relevant to your community.

CITYGATE'S PROJECT TEAM STRENGTHS

The Department is not only hiring a consulting firm, but also a carefully selected team of professional individuals who have the qualifications and diversity of experience matching the Department's unique needs for *all* elements of this study.

Our Project Team members for this engagement are not just consultants—they are the practice specialists in their fields.

Why is this experience critical? The Department is hiring external specialist assistance that understands (1) how to uncover tough issues, and (2) how to work them to successful closure. Citygate has a proven record of:

- ◆ **Understanding the approaches required** to provide exceptional deliverables on time, on budget, and (as importantly) how to effectively communicate the results to *all* project stakeholders for an actionable outcome.
- ◆ **Overcoming challenges** through strategic analysis, growth planning, goal-setting initiatives, state-of-the-art deployment and planning methods and tools, and successful implementation.

As a former CAO for the County of San Diego stated:

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

—Former CAO, County of San Diego

Recently, the City of Santa Monica, California selected Citygate to perform a Standards of Coverage study and strategic plan, stating in a staff report:

*“As an industry leader... Citygate was the only firm to demonstrate sufficient, **relevant experience**, to clearly articulate the ability to provide community **stakeholder outreach**, and to meet the **technical expertise standards** required.”*

—City of Santa Monica

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

CITYGATE’S COMMITMENT AND INDEPENDENCE

Citygate’s outstanding record of accomplishment with clients does not end at the final report presentation, however. When Citygate commits to a client, we commit to that client’s long-term success, far beyond the scope of the initial project.

Citygate is also an independent company, not co-owned or under the control of any professional or standards-setting organization in fire services or government management. We believe this

makes Citygate increasingly unique and, as such, allows us to provide **the most neutral best practices advice available to fit the District's local needs.**

* * *

Citygate would be honored to be of service to the Department on this important project! We believe that, upon review of our proposal and unique qualifications, you will find that Citygate's team of multi-disciplinary consultants will exceed the District's expectations.

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,



Chad Jackson, MBA

President

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SECTION 1— ABOUT CITYGATE

1.1 FIRM PROFILE



Citygate Associates, LLC (Citygate) is pleased to present this proposal to conduct an Updated Assessment of Development Impacts and Emergency Service Mitigations, as it relates to the Village at Palisades Tahoe Specific Plan (VPTSP), for the Olympic Valley Public Service District (District), under which the Olympic Valley Fire Department (Fire Department) operates.

This work will update our 2014 study for the District.

Founded in 1990, Citygate Associates, LLC is dedicated to assisting public sector agencies, private sector organizations, and non-profit organizations with improving services. While Citygate's clients include local government agencies across the full array of local government functions, our Public Safety Services practice conducts deployment analyses, community risk assessments, strategic and master planning, facilities and fleet studies, consolidation feasibility analyses, organizational studies, performance audits, staffing studies, and GIS data reviews for local government agencies (cities, counties, special districts) throughout the United States.

Over the last 35 years, Citygate has conducted over 700 successful engagements for public agencies throughout the United States—including well over 500 fire and emergency services projects.

SECTION 2—PROJECT DESCRIPTION AND WORK PLAN

2.1 PROJECT UNDERSTANDING

Citygate understands the District is requesting Citygate to update the current development proposal regarding its impacts to emergency services and which mitigation efforts should be considered under best practices. The VPTSP is a significant development project over the next 20 years, with tall buildings, 800 beds, and commercial and recreation spaces. The Fire Department's services must evolve at key points of development to maintain adequate services and response times to deliver the emergency incident control outcomes the community expects.

2.2 PROJECT APPROACH

Citygate's work will be independent and structured to meet the District's unique needs. Our approach and analysis will be based on the District's specific context to ensure its ability to provide necessary and timely emergency services because of development and change associated with the VPTSP. Utilizing robust **stakeholder engagement** and **data-driven analysis**, our comprehensive work will provide the foundation for future planning relative to the provision of fire and EMS first responder services and infrastructure.

Data-Driven and Fact-Based Analysis

Citygate's approach to all projects is *data driven*. We excel at mining agency incident and programs data along with analyzing the socioeconomic metrics associated with the communities served. All aspects of our study will incorporate **relevant, measurable agency data**, and will provide additional information and data the agency may find useful in guiding service decisions and commitments.

2.3 PROJECT METHODOLOGY

The core of Citygate's project methodology will primarily focus on the future build out of the VPTSP and how the District will need to expand emergency, administrative, and prevention services to support the plan's envisioned growth over the next 20 years. Citygate will utilize, as needed, the following elements of the Standards of Response Coverage process to assess how the District's current operations support best practice-aligned services at present, as well as how to scale those services as growth in the District's risks to be protected—and resultant calls for service—occur.

Existing Deployment

Citygate's Project Team will understand and describe the fire services provided, as well as the District's/Department's existing deployment model and performance measures.

Community Outcome Expectations

Citygate will review current expectations for fire, EMS, hazardous materials, and technical rescue responses and will quantify outcome expectations resulting from our stakeholder interviews (as applicable) as well as Citygate's description of common outcome expectations in similar communities with unique factors.

Community Risk Assessment

Citygate will conduct a high-level community risk assessment; to include a description of the values at risk to be protected and the hazards likely to impact the community served as they relate to services provided. Components of risk also include the ability to evacuate as needed and/or receive regional mutual aid.

Critical Task Study

Citygate will review the essential tasks that must be performed, and the number of personnel required to deliver a stated outcome for an Effective Response Force (ERF).

Distribution Study

Citygate will evaluate the effectiveness of existing station locations to understand the existing deployment system for first-due, all-risk response units.

Concentration Study

Citygate will also evaluate the locations of both the District fire station and mutual aid resources as they relate to response times—at key development milestone points—to provide an appropriate and timely ERF for larger or more complex emergencies.

Reliability and Historical Response Effectiveness Studies

Citygate will evaluate historical system performance and the percentage of conformance to established response performance and recognized best-performance goals that the current deployment system delivers.

Overall Deployment Evaluation

Citygate's Project Team will provide an overall evaluation of 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; which improvements should be considered; and what new resources, accommodations, or provisions, if any, would be needed to implement Citygate's recommendations.

2.4 PROJECT WORK PLAN

Citygate's Work Plan will address every scope of work element requested by the District as follows.

Task 1: Initiate and Manage the Project

1.1 Develop a Detailed Work Plan and Schedule for the Engagement

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

1.2 Request and Review Fire Department Data and Documentation

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

1.3 Meet with Department Representatives to Initiate the Engagement

- ◆ In collaboration with the District, Citygate will review and finalize a detailed Work Plan, schedule, activities, deliverables, roles and responsibilities, and engagement benchmarks.
- ◆ A key to a successful consulting engagement is a mutual understanding of the engagement's scope and objectives. In Citygate's experience, this early effort to clearly define expectations, roles, and lines of communications results in a better focus on substantive issues as the engagement progresses.
- ◆ To better understand the issues at stake in this engagement, Citygate, as appropriate or as requested, will meet with the Fire Chief, other District personnel, elected or appointed community officials, and community partner stakeholders as identified by the District.

1.4 Ongoing Engagement Management

- ◆ Citygate will provide monthly written status reports, along with an invoice, which describe work performed in the prior month, work scheduled in the upcoming month, and any study issues or budget issues.
- ◆ In addition, if a serious issue is encountered at any point in the engagement, Citygate will immediately call and/or email the Fire Chief and/or General Manager to work on an effective, timely resolution.

Meetings and Deliverables

Several videoconference meetings are anticipated for this task: one to initiate the engagement, several for stakeholder interviews, and one or more as needed to ensure background information and e-data are successfully produced for analysis. Citygate will also deliver the final engagement schedule and data/documentation request in writing.

Task 2: Community Risk Assessment and Standard of Cover Analysis

2.1 General Summary of the Community and Constituents Served by the Department

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

- ◆ Service area, population and demographics
- ◆ Organizational design
- ◆ Operating budget, funding, fees, taxation, and financial resources
- ◆ Description of the current services and service delivery infrastructure.

2.2 Analysis and Summary of the Services Provided by the Department

The Citygate team will review and evaluate the fire and emergency medical services provided by the Fire Department to include:

- ◆ Calls for service demographics from a historical perspective
- ◆ Operational staffing levels and distribution of resources
- ◆ Fire Department performance goals, objectives, and measures.

2.3 Emergency Incident Outcome Expectations

Citygate will describe existing outcome policy expectations (level of customer service / mitigation results) if any, and how they were determined. We will also describe the time constraints associated with saving critical EMS patients and rescuing trapped occupants from building fires, as well as common outcome expectations in suburban and rural communities.

2.4 Community Risk Assessment

Citygate will conduct a high-level analysis of community risks, including:

- ◆ Identification and description of values at risk to be protected within the Fire Department's service area. For the Olympic Valley, these will include unique challenges such as high fire hazard severity zones, rugged terrain and mountains, local climate impacts to emergency services, geographic isolation from nearby mutual aid, traffic congestion, and variable population counts due to tourism.
- ◆ Identification, description, and analysis of natural and human-caused fire and non-fire hazards with potential to adversely impact the service area relative to services provided by the Fire Department.
- ◆ Understanding of the risks to be protected by all land uses, building types, and new populations presented by the VPTSP.

2.5 Review of Historical Fire Service System Performance

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

- ◆ **Distribution Analysis** – Citygate will review the effectiveness of existing station location(s) to evaluate the deployment system's performance by risk types in different zones for first-due and Effective Response Force (First Alarm) all-risk units.
- ◆ **Concentration Analysis** – Using existing Fire Department and Emergency Command Center incident data, Citygate will conduct an analysis of the Fire Department's capability to assemble an Effective Response Force (ERF) within best practice response times to resolve more serious/complex emergencies.
- ◆ **Reliability Study** – Citygate will utilize StatsFD™ software to provide a comprehensive statistical analysis of:
 - Current response workload of the Fire Department, including crew unit-hour utilization.
 - Concurrent incidents and operational impacts.
 - Historical response performance components.
 - Mutual and automatic aid provided and received.
 - Review of actual or estimated failure rates of desired levels of response services.

- ◆ **Capacity Study** – Citygate’s analysis will include a study of maximum emergency service capability of the Fire Department resources inclusive of automatic- and mutual-aid resources.

2.6 Performance Objectives and Measures

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

2.7 Overall Deployment Evaluation and Recommendations

Citygate will develop and evaluate various operational models for providing emergency services with the specific intent of identifying those options that can viably deliver the desired levels of service over the 20-year buildout of the VPTSP. Citygate’s overall deployment analysis summary will include:

- ◆ A description of the current deployment system.
- ◆ A summary assessment of the development’s impacts and additional risks to be protected.
- ◆ Identification of areas that are underserved, inefficiently served, or over-covered by Fire Department services.
- ◆ Recommendations to mitigate the impacts of the proposed development, as needed, given a significant development project over the next 20 years, including tall buildings, 800 beds, and commercial and recreation spaces. Recommendations will include operational, prevention mitigations, and/or Fire Department administrative staff changes, as appropriate, to provide the desired fire and first responder EMS services needed for the future.

Meetings and Deliverables

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

Task 3: Mid-Project Review

3.1 Prepare and Conduct a Mid-Project Review Briefing

- ◆ Upon completion of Task 2, Citygate will conduct a Mid-Project Review with the District’s project team, detailing our preliminary findings and tentative recommendations via a PowerPoint presentation.

- ◆ This review will also provide an opportunity for the District and Citygate to perform fact-checks and make any mid-course corrections before additional work is conducted. The review will include a discussion of any anomalies in the data and the resolution of any remaining project issues.
- ◆ Pursuant to any input received from the District’s project team, Citygate will make any necessary, data-driven changes to our findings and recommendations before any such refinements are incorporated into the Draft Report.

Meetings and Deliverables

One virtual meeting via videoconference is anticipated for this task to conduct the Mid-Project Review briefing.

Deliverables for this task will consist of the preliminary findings briefing file in PDF format.

Task 4: Prepare and Review Draft Report

4.1 Prepare Draft Report with Exhibits

- ◆ The entire Citygate Project Team will prepare a Draft Report, including appropriate statistical and geographic mapping exhibits. This Draft Report will include:
 - An Executive Summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
 - Detailed narrative analysis of each report component structured in easy-to-read sections, accompanied by explanatory support to encourage understanding by both staff and civilian readers.
 - Clearly designated recommendations highlighted for easy reference.
 - Supportive charts, graphs, and diagrams, where appropriate.
 - Appendices, exhibits, and attachments, as necessary.
- ◆ Upon completion of the Draft Report, an electronic version will be sent to the Fire Chief and General Manager for comments using the “track changes” and “insert comments” tools in Microsoft Word.

4.2 Review Draft Report with Department

- ◆ Citygate will review the Draft Report with the District’s project team to ensure that the factual basis for the recommendations is correct and to allow time for a thorough review. In addition, Citygate takes time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.

Meetings and Deliverables

Citygate will review the Draft Report with the District's project team via videoconference.

Deliverables for this task will include the complete Draft Report, including appropriate statistical and other exhibits as needed.

Task 5: Deliver and Present the Final Report

5.1 Deliver and Present the Final Report

The process of Final Report preparation is an important one. Implicit in this process is the need for a sound understanding of how the review was conducted, what issues were identified, why the recommendations were made, and how implementation as/if needed should be accomplished.

Based on results of the review process in the previous task, Citygate will prepare and submit a comprehensive Final Report.

5.2 Final Report Presentation

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

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

Meetings and Deliverables

There will be **one on-site meeting** for this task to present key elements of the Final Report.

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

2.5 STUDY COMPONENTS WITH WHICH THE DISTRICT MUST ASSIST

District personnel have the best capability to assist Citygate in collecting much of the required data that can assist with Citygate's study. Therefore, the District will assist Citygate with:

- ◆ Providing electronic incident response data in a format requested by Citygate so long as the request does not require additional software or hardware resources not currently utilized by the Fire Department or the Emergency Command Center.
- ◆ Responding to a document request questionnaire, submitting existing Fire Department documents describing its organization, values, services, budgets, expenses and performance measures, if any.
- ◆ Providing other District and/or Fire Department data requisite for this analysis.
- ◆ Identifying a single point of contact for this project.

Citygate will provide the District with the information that will be required from VPTSP applicant(s). This information could include additional studies, technical supporting documents for the existing application, etc.

2.6 PROJECT MANAGEMENT AND CONTROL

Quality project management is essential to ensuring a positive project outcome. We provide monthly written status reports that describe work performed in the prior month, work planned for the upcoming month, and any potential study issues. This allows us to proactively manage and minimizes the need for, and impact of, project scope changes. Having completed many hundreds of projects since 1990, Citygate understands how to prevent problems before they occur and to quickly and flexibly respond to the dynamic local government environment.

Citygate conducts projects on time and on budget. We realistically assess the demands of a project from its inception, carefully considering every element of the desired scope of work so that we can budget intentionally and in granular detail when we first propose. We understand what is required of both Citygate and the District to ensure the project is completed in a timely manner. We schedule all milestones and deliverables in advance and communicate clearly throughout the duration of a project to monitor progress and guarantee the project is managed with precision.

2.7 PROJECT TIMELINE

Citygate is prepared to initiate this study upon execution of a contract for services. Based on our experience with similar studies, we expect this study to take approximately **three (3) months** to complete, as summarized by the proposed schedule of key project milestones and deliverables in the following table.

Proposed Project Schedule and Milestones

Task	Month 1				Month 2				Month 3			
1. Initiate and Manage Project												
2. CRA and SOC Analysis												
3. Mid-Project Review												
4. Prepare and Review Draft Report												
5. Deliver and Present Final Report												



Issue Document Request



Project Start-Up Meeting



Mid-Project Review Briefing



Draft Report Delivery and Review



Final Report Delivery



Final Report Presentation

SECTION 3—PROJECT TEAM

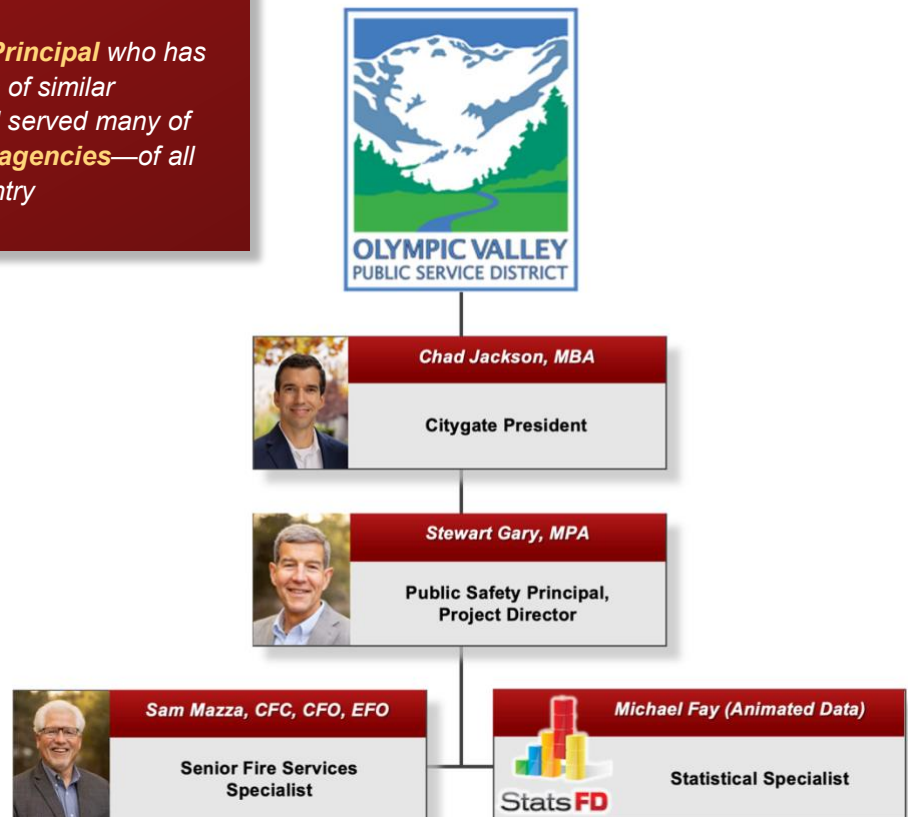
The qualifications of the Project Team are critical, as it is the expertise and capabilities of the consultants involved in the project that ultimately determine the project's success. We have carefully assembled the team members to provide the knowledge, depth, judgment, and sensitivity required to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

3.1 PROJECT TEAM ORGANIZATION

TEAM OVERVIEW

Citygate's team includes...

- ◆ **Multiple Fire Chiefs** from different agencies
- ◆ Service specialists and experts to address **all the District's needs**
- ◆ **A statistical and data specialist** to obtain and model workload and response data
- ◆ A **Public Safety Principal** who has directed hundreds of similar engagements and served many of the **most unique agencies**—of all sizes—in the country



3.2 PROJECT TEAM SUMMARY BIOGRAPHIES

Our Project Team includes the following experienced consultants.

Citygate consultants adhere to the *Code of Ethics* provided as **Appendix A**.

Summary experience and biographies are presented below. Due to length, full *Project Team Resumes* are presented as **Appendix B**.

Chief Stewart Gary, MPA, Public Safety Principal, Project Manager



Chief Gary is the Public Safety Principal for Citygate Associates and is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For the past 14 years, he has 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. With Citygate since 2001, he has performed more than 500 organizational and deployment studies for departments as varied as

Minneapolis, Minnesota; San Diego, California; San Diego County; the Sacramento Metropolitan Fire District; and Los Angeles County. He directed every project described in this proposal.

Chief Gary has both a bachelor's and master's degree in Public Administration from San Diego State University, with an associate's degree in fire science from Miramar Community College in San Diego and a certificate in fire protection administration from San Diego State.

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



Chief Mazza is a Senior Fire and Emergency Services Specialist with over 40 years of fire service experience. He is the retired Fire Chief of the City of Monterey, California, where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Prior to his service with Monterey, Chief Mazza spent over 30 years with CAL FIRE in numerous assignments spanning state, county, and fire and special district services. He has extensive collaborative and command experience, including appointment as the Incident Commander on a statewide Incident Management Team.

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

Michael Fay (Animated Data), Statistical Specialist



Mr. Fay has assisted Citygate with deployment studies for over 20 years, including for most projects described in this proposal. He has over 30 years' experience as a firefighter, EMS director, educator, consultant, and publisher. As President of Animated Data, Inc., he is the designer and publisher of StatsFD™, formerly NFIRS 5 Alive. Using standard NFIRS 5 datasets, StatsFD™ quickly performs diagnostic analyses of fire department operations. Mr. Fay will perform detailed statistical analysis of prior incident data, particularly response times, from fire dispatch CAD and fire NFIRS/EMS incident report systems.

Chad Jackson, MBA, Citygate President



Mr. Jackson is Citygate's President and has approximately 20 years of experience in local government consulting. Having previously served as Citygate's Vice President, Mr. Jackson has served over 500 clients since joining Citygate, and has provided leadership to all aspects of the firm's operations for over a decade. Mr. Jackson is passionate about supporting and empowering local government leaders, with a focus on building executive-level consulting teams that are driven to tackle the most complex issues and challenges across every local government function. Proficient in all aspects of Citygate's many service lines to cities, counties, and districts—as well as their diverse organizational cultures—he is also a certified MERIT Profile consultant and trainer, specializing in helping organizations connect their values and culture to key recruitment decisions.

Mr. Jackson earned his master's degree in business administration from the University of California, Davis, with a focus on organizational management and entrepreneurship. He earned his bachelor's degree in communication studies from California State University, Sacramento.

For all Citygate engagements, Mr. Jackson 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.

SECTION 4—EXPERIENCE AND QUALIFICATIONS

4.1 INDUSTRY-LEADING EXPERIENCE

Citygate is the fire department Community Risk Assessment (CRA), Standards of Coverage (SOC), and strategic planning methodology leader—the premier consultancy for diverse agencies needing innovative solutions to complex challenges. Chief Stewart Gary, our Public Safety Principal, literally “wrote the book” on Standards of Coverage (SOC) studies, serving as the lead author on the second through fourth editions of the official *Standards of Response Coverage* manual as published by the Commission on Fire Accreditation International (CFAI).

Chief Gary has led more than 500 fire service studies over the last 24 years, with his deployment studies having served more than 30 million residents. Chief Gary’s team is among the most prolific—and *most trusted*—in the country.

WHO ARE WE?

- ◆ A **Virtual City Hall** team of senior public executives who are dedicated to helping communities improve
- ◆ A firm with **35 years** of history exclusively serving many hundreds of local government agencies with an **unblemished track record** of no cancelled projects or litigation
- ◆ A **storyteller** who recognizes each client and project is unique and warrants a **customized report**, not one written from a standard template
- ◆ Built with an **emphasis on values and character**—our team members are chosen for more than just their expertise
- ◆ Motivated to **coach** clients and transfer our experiences
- ◆ A **trusted partner** who performs the project **with** you, not **to** you

4.2 CITYGATE’S PROJECT EXPERIENCE

The following multifaceted projects are applicable to the Department’s desired scope of work. Additional projects can be viewed on our [website](#).

Orange County Fire Authority, CA – Organizational Service Level Reviews

As part of a Master Services Agreement, Citygate was retained to provide seven as-needed organizational service level assessments of operations for Orange County Fire Authority’s major cost centers. Each service level assessment evaluated, at a forensic, data-driven level, the operational performance of the cost center—not only in comparison to national and Citygate team best practices, but also to the needs of the Orange County Fire Authority, its employees, and its agency customers. To date, Citygate was retained to provide seven such assessments, including for the Emergency

Olympic Valley Public Service District, CA

Proposal to Conduct an Updated Assessment of Development Impacts and Emergency Service Mitigations

Command Center, the Executive Leadership Team and Human Resources functions, the Emergency Medical Services Department, Field Deployment services, the Fleet Services Division, Business Services functions, and the Community Risk Reduction Department.

Contact

Brian Fennessy, Fire Chief, Orange County Fire Authority

Email: brianfennessy@ocfa.org

Phone: (714) 559-2700

City of Glendale, CA – Fire Services Master Plan; Fire Department Strategic Plan

Citygate conducted a Standards of Cover study and Community Risk Assessment for the City of Glendale Fire Department. The project included an analysis of the adequacy of headquarters programs and facilities. Citygate evaluated the Department's current and projected near-term future service demand to the Department's EMS deployment, wildland firefighting, technical rescue, and other specialty services to best serve the City's evolving demographics and demand needs. From this analysis, Citygate generated a Fire Services Master Plan from which the City can manage immediate and longer-term fire service programs. Glendale City Council reviewed the study and directed staff to return with an implementation plan to adopt recommendations and establish a capital facilities finance plan. Citygate was then retained to conduct an evaluation of the City's shared fire dispatch center and facilitate a Strategic Plan. Citygate is currently developing the Strategic Plan to guide the Department's efforts over the next five years. Citygate will utilize the tenets of Applied Strategic Planning to facilitate development of a Strategic Plan that not only addresses current issues but also envisions an achievable near-term future for the Department.

Contact

Greg Fish, Fire Chief, City of Glendale

Email: gfish@glendaleca.gov

Phone: (818) 548-3313

South Metro Fire Department, MN – Standards of Coverage Study and Organizational Review

Citygate recently performed a standards of coverage study and organizational review for the South Metro Fire Department of the cities of West St. Paul and South St. Paul, MN. Citygate conducted a thorough review and analysis of services, staffing, apparatus, and facility options for the Department. Our work included a comprehensive Standards of Coverage document analyzing resource deployment to determine whether the Department is properly deployed to meet its community's risks and expectations; and a comprehensive review of organizational hierarchy, distribution of workload, and management practices weighed against contemporary organizational principles and business processes. A review of fire station locations and relevant recommendations was also included, in which Citygate analyzed the Department's current two-station response model to determine its effectiveness in providing present and future services—with comparative response model options analyzed in parallel. In delivering a report that provided the Department with a template for future analysis,

Olympic Valley Public Service District, CA

Proposal to Conduct an Updated Assessment of Development Impacts and Emergency Service Mitigations

Citygate's study also examined the effectiveness of inter-jurisdictional response to evaluate the benefits of the emergency services provided by the Department and its partners.

Contact

Mark Juelfs, Fire Chief, South Metro Fire Department

Email: mjuelfs@smfdmn.org

Phone: (651) 552-4176

Cy-Fair Fire Department, TX (Harris County ESD #9) – Fire Master Plan, Community Risk Assessment, Standard of Cover, and Compliance Audit

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

The Fire District Board adopted the SOC/Master Plan and Strategic Plan and adopted a revised tax rate for the budget. There have been many positive public press reviews, and the Fire Chief was named Fire Chief of the Year by the Texas Fire Chief's Association.

“[Citygate’s] work product was exceptional, incorporating all current industry best practices while remaining practical and achievable within our operational constraints.”

—Cy-Fair Fire Department (TX) Fire Chief

Contact

Mike Clements, Asst. Chief of Administration, Cy-Fair Fire Department

Email: michael.clements@cyfairfd.org

Phone: (281) 550-6663

SECTION 5—PROPOSAL COST

5.1 PROPOSAL COST

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

Consulting Fees of Project Team	Reimbursable Expenses	Administration (7.5% of Hourly Fees)	Total
\$33,140	\$623	\$2,486	\$36,249

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

Hourly Rates

Classification	Rate	Consultant
Citygate President	\$260 per hour	Chad Jackson
Public Safety Principal and Project Manager	\$265 per hour	Stewart Gary
Senior Fire Services Specialist	\$265 per hour	Sam Mazza
Statistical Specialist	\$195 per hour	Michael Fay
Community Risk Assessment Data Analyst	\$175 per hour	Various
Report Project Administrator	\$140 per hour	Various
Administrative Support	\$100 per hour	Various

Pricing Terms

The price quoted includes one (1) Draft Report review cycle (as described in our Work Plan) to be completed by Citygate and the District within 30 calendar days of receiving the first Draft Report. Additional Draft Report cycles or processing delays requested by the District would be billed in addition to the contracted amount at our time and materials rates. When changes are agreed upon, Citygate will provide the Final Report in PDF format. Each Draft Report will be Final if there are no suggested changes within thirty (30) days of the delivery of each Draft Report.

5.2 BILLING SCHEDULE

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

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

Chief Gary was, until his retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 49th year in the Fire Service, Chief 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.

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

Chief 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.

Memberships Held:

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

Regional Consulting Experience:

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed, or directed over 500 consulting projects. Some of the highlights and recent projects include:

- ◆ Served as Public Safety Principal to conduct an assessment of project impacts and appropriate mitigations for the proposed Village at Squaw Valley project.
- ◆ Served as Project Manager for two studies for the City of South Lake Tahoe: the creation of a Community Fire Safe Plan and a fire department consolidation feasibility analysis, performed for the City of South Lake Tahoe area and the surrounding south basin area.
- ◆ Served as Public Safety Principal for a fire services consolidation implantation plan for the Placer County Department of Administrative Services on behalf of the County Executive Office.

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- ◆ Served as Project Manager for a Standards of Coverage deployment analysis for the North Lake Tahoe Fire Protection District in Nevada.
 - ◆ Served as Public Safety Principal to review a draft Plumpjack Squaw Valley Inn emergency preparedness and evacuation plan prepared by Raney Planning and Management, Inc.
 - ◆ Served as Public Safety Principal and Project Director for an assessment of the fire services project impacts of the Martis Valley West Parcel Development for the Northstar Community Services District.

Other Relevant Non-Citygate Experience:

- ◆ In 2002, Chief 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, Chief 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, Chief Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9–0 vote.
- ◆ In 1996, Chief 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 FY 00/01 of \$18M. Service was provided from eight stations and a training facility, and two additional stations were under construction.
- ◆ In 1995, Chief Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the Standards of Coverage system for fire service deployment. He re-worked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
- ◆ In 1994, Chief Gary effectively led the Fire Department's adding of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully re-voted after Proposition 218) to help pay for this increased service. In 1995, Chief 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.
- ◆ Chief 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.
- ◆ Chief 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.
- ◆ Chief 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.
- ◆ Chief Gary is experienced as an educator in teaching firefighting, paramedicine, and citizen CPR programs. As a community college instructor, he taught management and fire prevention. He has been an instructor for State Fire Training and the San Diego Paramedic program.

Instructor and Lecturer:

- ◆ Instructor and lecturer on fire service deployment for the Commission on Fire Accreditation Standards of Coverage methodology. Over the last five years, Chief 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, Colorado Springs, Colorado
 - Seattle-area Fire Chiefs
 - Vancouver British Columbia Fire Chiefs Association
 - The Michigan/Indiana Fire Chiefs Association School at Notre Dame University
 - The California Fire Training Officers annual workshop

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

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

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

Relevant Experience:

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

- ◆ Served as Senior Fire Services Specialist and Project Manager to review a draft Plumpjack Squaw Valley Inn emergency preparedness and evacuation plan prepared by Raney Planning and Management, Inc.
- ◆ Served as Senior Fire and EMS Specialist to conduct a Community Risk Assessment and Standards of Cover analysis for the San Bernadino County Fire Protection District.
- ◆ Served as Senior Fire and Emergency Services Specialist for a Fire Department organizational review for the City of San Jose Fire Department.
- ◆ Served as Senior Fire Services Specialist and Project Manager for a Community Risk Assessment / Standard of Cover study for Redwood City, California.
- ◆ Currently serving as Project Manager and Senior Fire Services Specialist to update the Chino Valley Independent Fire District's 2018 Standards of Cover Assessment and Master Plan.
- ◆ Served as Senior Fire Services Specialist for a fire protection assessment study for the City of Santa Clara, California, which evaluated the specific hazards potentially posed by the development of former landfill parcels included in the related Santa Clara development project and provided recommendations for the level of fire protection services and equipment required to mitigate those hazards.

Relevant Non-Citygate Experience:

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

Significant Programs/Projects:

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

Instructor and Lecturer:

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

Presentations:

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

Publications:

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

Memberships:

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