



CITYGATE ASSOCIATES, LLC
FIRE & EMERGENCY SERVICES

EXHIBIT A & B

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October 1, 2010

Erik V. Lundquist
Associate Planner
City of Calistoga
1232 Washington Street
Calistoga, CA 94515

RE: PROPOSAL TO REVIEW FIRE/EMERGENCY SERVICES ISSUES FOR A PROPOSED DEVELOPMENT FOR THE CITY OF CALISTOGA

Dear Mr. Lundquist:

This letter is in response to your request for Citygate Associates, LLC to review certain aspects of a proposed subdivision development for fire services and fire code issues.

Citygate Associates, LLC founded in 1990, is dedicated to providing assessment and improvement services for public sector agencies. Citygate's Fire Protection and Emergency Medical Services practice area conducts deployment and station location analyses, performance audits, organizational studies, consolidation feasibility analyses, staffing studies, GIS, and master and strategic plans for cities, counties, and fire protection districts throughout the United States. Additionally, Citygate has expertise across the full range of municipal functions, including finance, land use planning, capital and operating budgets, development impact fees, and a whole host of specialized capabilities typically supported by a city manager's office. Citygate Fire Practice senior consultants have extensive practitioner experience in these practice areas. For more detailed information on Citygate's services, please visit our web site at www.citygateassociates.com. This web site offers a list of former clients in addition to a description of our services, our corporate partners, links to Citygate's publications, and video clips of our Final Report presentations to elected officials.

SCOPE OF WORK BASED ON THE CITY OF CALISTOGA'S NEEDS

The scope of Citygate's work for the City of Calistoga will include:

- ◆ Performing an independent evaluation of the development master plan proposal, including response and equipment impacts on the Fire Department;
- ◆ Addressing the cumulative effect of this and other likely development in the area on the Fire Department;



- ◆ Reviewing the applicant's submitted material for the project, other City data, Fire Department data, and as needed, conducting site interviews with key project and/or City/Department staff members;
- ◆ Conducting a fire code and City ordinance review of the project application;
- ◆ Providing opinions on best practice fire protection services, fire prevention practices, fire codes, wildland urban interface mitigation plan needs, emergency medical services delivery and mitigations, if needed;
- ◆ Providing a staff level summary written report in keeping with the working project schedule.

Citygate will undertake this work on a time and materials basis up to the not-to-exceed amount listed on page 3 of this proposal, under the direction of City staff. For each task of the project, Citygate will inform the City's Project Manager of the hours expected per task and obtain City approval, so the City keeps in sync with the effort being expended to answer staff's questions and reporting needs for this project.

PROJECT SCOPE AND STEPS

We will request project applications and/or EIR documents, City and Fire Department codes and development standards for review. This will take approximately 4 hours per field consultant. Then both consultants will travel to the City and interview key stakeholders and see the site in person. This could take up to 8 hours per consultant. Afterwards we will prepare a written report, submit it via email to the City for staff fact checking, and then prepare a Final Report.

CITYGATE PROJECT TEAM MEMBERS

Citygate has assembled a team that includes the following two experienced consultants. Resumes for these consultants are provided in Attachment 1.

Chief Stewart W. Gary, Project Manager, is the Fire Practice Principal for Citygate Associates and is the recently retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. In 1996 he successfully designed and led the implementation of the Livermore-Pleasanton fire department consolidation, which won a California League of Cities Helen Putnam award. For the past nine years, he also has been the lead instructor and program content developer for the Standards of Coverage process. For many years he annually taught a 40-hour course on this systems approach for fire deployment at the California Fire Academy and he teaches and consults across the United States and Canada on the Standards of Response Coverage process. He has worked with a variety of communities on operational, master plan and deployment studies.

As Project Manager, Mr. Gary will conduct the overall analysis and form the conclusions.

Eric Carlson, Citygate Associate and Fire Marshal, is a veteran Fire Marshal and recently retired from the Livermore-Pleasanton Fire Department. In addition to his deep experience, he is current on all the latest code certifications. He will review the applicable fire code aspects of the

project and coordinate his opinions with those of Chief Gary's for an integrated report. They worked together in these roles for years and as such are used to joint reviews of development projects from an integrated fire code and fire protection/deployment perspective.

Mr. Carlson will conduct a fire code and City ordinance review of the project application.

PROJECT COST/BILLING

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.

Classification	Rate	Consultant
Citygate President	\$210 per hour	David DeRoos
Project Manager / Fire Practice Principal	\$212 per hour	Stewart Gary
Citygate Associate / Fire Marshal	\$150 per hour	Eric Carlson
Administrative Support	\$ 80 per hour	Various

The initial scope of work described above will be performed for a not-to-exceed cost of \$14,955. This includes one on-site day at the start of the project, not any public meeting attendance or reporting out after the City accepts the opinion report.

If City staff desire additional meetings or deliverables later in the project, Citygate can accommodate that at the published hourly rates below.

Our Draft Report will be delivered to the City electronically for the City to provide comments and revisions in MS-Word as necessary. The City will have four (4) weeks after receipt of the Draft Report to review and suggest changes for the Final Report. Additional Draft Report cycles or processing delays requested by the City would be billed in addition to the contracted amount at our time and materials rates.

When changes are agreed upon, Citygate will provide two (2) bound copies of the Final Report document and a reproducible master copy on CD-ROM.

The Draft Report will be considered to be the Final Report if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

BILLING SCHEDULE

We will bill monthly for time, reimbursable expenses incurred (if any), and a five percent (5%) administration fee calculated on fees in lieu of individual charges for copies, phone, etc.

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In summary, we believe you will find that Citygate's team of multi-disciplinary consultants, who have a long history of working together while achieving results that exceed the expectations of our clients, will provide you with the greatest expertise, responsiveness, added value, and results! On this basis, we enthusiastically look forward to working with you to address the needs of the challenging project facing the City of Calistoga.

As President of the firm, I am authorized to execute a binding contract on behalf of Citygate Associates, LLC. Please feel free to contact me at (916) 458-5100, extension 101 or via e-mail at dderoos@citygateassociates.com if you wish further information or to schedule a meeting.

Sincerely,



David C. DeRoos, MPA, CMC
President

cc: Stewart Gary

Attachments: Project Team Resumes
Citygate's Fire Service Recommendations

ATTACHMENT 1

PROJECT TEAM RESUMES

Mr. Gary was, until his recent retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 39th year in the Fire Service, Mr. Gary began as a volunteer and worked his way up through the ranks, including his service as a Paramedic for five years.

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

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

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

Memberships Held Include:

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

Current Consulting Experience Includes:

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed or directed over 113 consulting projects. Some of the highlights and recent projects are:

- ◆ Recently served as Project Director and SOC Specialist for Citygate's Regional Fire Services Deployment Study for San Diego County, including 54 fire agencies in the County region. Citygate outlined a phased process designed to establish a blueprint for improving San Diego County's regional fire protection and emergency medical system.
- ◆ Recently served as Project Director and SOC Specialist for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost effective coverage.

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- ◆ Served as Project Director and SOC Specialist for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
 - ◆ Served as Project Manager for a Standard of Response Cover Deployment study and Volunteer Firefighter Program Analysis for the Butte County Fire Department.
 - ◆ Served as Project Manager for a Fire Services study for the Los Angeles County Fire Department, in cooperation with the City of Santa Clarita. The study assessed the adequacy and number of present and future station locations, as well as the adequacy of revenue to support the current and planned operations.
 - ◆ Served as Project Manager for a Standards of Response Cover planning analysis for the City of Vista. This study also involved a financial review and an update of impact fees.
 - ◆ Served as Project Manager for a Standards of Response Cover planning analysis for the North County Fire Protection District (Fallbrook area).
 - ◆ Served as Project Manager for a Standards of Response Cover Deployment Analysis and Fire Master Plan for the City of Oceanside, CA. This analysis included a review of distribution of fire stations, deployment times, and firefighter staffing.
 - ◆ Recently served as Project Manager for a high-level review of existing firefighting and multi-hazard risk analysis data, response capabilities and future needs in the Port of Long Beach operational area for City of Long Beach Fire Department managed Port assets, including locations of ground base fire stations and waterborne fireboats.
 - ◆ Currently serving as Project Director and SOC Specialist for a Fire Master Plan and accompanying fiscal analysis for the Presidio Trust to identify the current and future fire and EMS service needs of the Presidio Trust Areas A and B, and other surrounding locations and an assessment of policy choices for delivery of this fire and EMS service.
 - ◆ Served as Project Manager for a Master Plan and Standards of Response Cover Deployment study for the City of Surprise, AZ. This project included developing macro cost impacts and a growth strategy for a rapidly growing city.
 - ◆ Served as Project Manager for Citygate's Standards of Response Cover planning analysis for the City of Stockton Fire Department as it pertains to City expansion areas. As such, this study briefly reviewed the adequacy of the existing deployment system to determine how much, if at all, the existing stations can provide coverage to the proposed growth areas.
 - ◆ Served as the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Response Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9-0 vote.

- ◆ Served as Project Manager for Citygate's Standards of Response and Master Operations Plan for Travis County Emergency Service District #6. This analysis included a review of distribution of fire stations, deployment times, and firefighter staffing.
- ◆ Served as Project Manager for a Standards of Response Cover Deployment study for the City of Eureka, CA.
- ◆ Served as Project Manager for a Standards of Response Cover planning analysis for the City of Bakersfield Fire Department with a focus on the growing areas of the City so as to best plan future fire station quantities and locations.
- ◆ Served as Project Manager for a Standards of Cover Deployment Analysis for the City of Palm Springs, CA.
- ◆ Served as Project Manager for a Standards of Cover Deployment Analysis for the Fire District of South Santa Clara, CA.
- ◆ Served as Project Manager for a Standard of Response Cover Deployment study and Master Plan for the City of Napa, CA.
- ◆ Served as Project Manager for a Standards of Cover Deployment Analysis for the City of Folsom, CA.

Chief Gary has been involved with all of the other fire service projects starting in 2001 listed on our reference list.

Other non-Citygate Relevant Experience Includes:

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

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- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the *Standards of Cover* system for fire service deployment. He re-worked the material into a California manual and annually teaches a 40-hour course for the California Fire Academy. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
 - ◆ In 1994, Mr. Gary effectively led the Fire Department's adding of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully re-voted after Proposition 218) to help pay for this increased service. In 1995, Mr. Gary assisted the City Council and the firefighters union in reaching a new understanding on staffing, and a fifth Fire Company was added to better serve the Northwest area of Livermore.
 - ◆ During his tenure in Carlsbad, he successfully master planned and opened two additional fire stations and developed the necessary agreements between the development community and the City Council.
 - ◆ Mr. Gary has developed fire apparatus replacement plans; procured fire apparatus; supervised the development of community disaster preparedness and public education programs; facilitated permit streamlining programs in the Fire Prevention and Building Departments; improved diversity in the Livermore fire department by hiring the first three female firefighters in the City; supervised the Livermore City Building Department including plan check and inspection services for two years; master planned future growth in the North Livermore area for an additional 30,000 people in a "new town" area.
 - ◆ Mr. Gary facilitated a successful regional dispatch consolidation between Poway and the City of San Diego Fire Department. He developed and implemented fire department computer records systems for Carlsbad and Livermore.
 - ◆ Mr. Gary has been a speaker on the proper design of information systems at several seminars for Fire Chiefs, the California League of Cities and the Fortune 100. He has authored articles on technology and deployment for national fire service publications.
 - ◆ Mr. Gary is experienced as an educator in teaching firefighting, paramedicine and citizen CPR programs. As a community college instructor, he taught management and fire prevention. He has been an instructor for State Fire Training and the San Diego Paramedic program.

Instructor and Lecturer:

- ◆ Instructor and lecturer on Fire Service Deployment for the Commission on Fire Accreditation Standards of Cover Methodology. Over the last five years, Mr. Gary has presented one-day workshops across the U.S. and Canada to fire chiefs. Presentations have included:

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- The International Association of Fire Chiefs Convention;
 - U.S. Navy Fire Chiefs in Norfolk, Virginia;
 - U.S. Air Force Fire Chiefs at the USAF Academy, Colorado Springs, Colorado;
 - Seattle area Fire Chiefs;
 - Vancouver British Columbia Fire Chiefs Association;
 - The Michigan/Indiana Fire Chiefs Association School at Notre Dame University;
 - The California Fire training Officers annual workshop.
- ◆ Developed and taught for seven years, the 40-hour course in fire deployment methods for the California Fire Academy. Over 250 fire officers have been trained in this course.

Presentations:

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

Publications:

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

Mr. Carlson was the Fire Marshal-Division Chief with the Livermore-Pleasanton Fire Department. He held this position for seventeen (17) years. Previously he was Fire Inspector and Deputy Fire Marshal with the Livermore Fire Department, which included nine (9) years of service. Eric retired from the Livermore-Pleasanton Fire Department in December 2007.

Mr. Carlson received his Bachelors of Science degree in Business Administration from California State University, Los Angeles. He has completed all level 1 and level 2 State Fire Marshal fire curriculum for fire inspector and fire investigation.

Mr. Carlson is also a Certified Fire Inspector Level One and Level Two with the International Conference of Building Officials and Western Fire Chiefs Association. Certifications are current through May 2011.

Additional memberships and honors include: charter member with the Alameda County Fire Investigation/Arson Task Force established in 1985. Educational background includes attendance at the National Fire Academy in Emmitsburg, Maryland, continuing code development with the International Association of Building Officials and the National Fire Protection Association. Eric has also qualified as an expert witness in Alameda County Superior Court (civil litigation) for fire investigation and has also been qualified as a technical expert in the Ninth Circuit Court of Appeals (San Francisco) as it relates to the National Fire Protection Association, Standard 72-fire alarms.

Mr. Carlson has also been involved in progressive responsibility for creating or implementing fire protection policy on the local and state level.

Memberships Held Include:

- ◆ International Conference of Building Officials, Whittier, CA.
- ◆ National Fire Protection Association, Quincy, MA.
- ◆ California Conference of Arson Investigators, Long Beach, CA.
- ◆ Northern California Fire Prevention Officers, San Ramon, CA.

Related Experience Includes:

- ◆ Recently served as the Fire Marshal with the Livermore-Pleasanton Fire Department, following eleven (11) years of consolidation involving the cities of Livermore and Pleasanton.
- ◆ Served as the fire prevention project manager, under the direction of the Fire Chief for fire prevention integration in the cities of Livermore and Pleasanton. Activities included: Assessing the target hazard risks, developing inspection service levels, attending public hearings and meetings, evaluating physical, programmatic, and organizational needs. Mr. Carlson also facilitated forward planning process meetings with both cities' related to the South Livermore Valley Specific Plan and the Ruby Hill-Vineyard Corridor Specific Planned Development. Recently, other detailed projects included a comprehensive fee for service study commissioned in Livermore and Pleasanton, providing Fire

Prevention inspection data for the Livermore General Plan (2004) and the Pleasanton General Plan (2006-7) – Public Safety Elements. Directed the Fire Prevention Bureau integration of annual fire code permit billing cycles with the City of Livermore finance program (Pentamation). Fire Marshal Carlson was a member of the project management team, representing the Fire Department during construction of its newest fire station (2005). These duties included review of plans, weekly meetings related to building issues / change orders, processing purchase orders for furnishings and moving a fire engine company from an existing fire station location to their new fire station. His duties also involved assessing occupancy and access issues related to conversion of a historic fire station to a reuse as a “theatre in the round.”

- ◆ Coordinated and created the Fire Code permitting process to conduct fire management controlled vegetation burns in a regional park. This involved 6 distinct permitting agencies that had involvement related to air quality, biologist reviews for protected and threatened species, neighboring ranch property owners and a Veteran’s Administration Hospital in close proximity to the target site.
- ◆ Served as the fire prevention specialist evaluating the fire prevention bureau in terms of budgeting, staffing, code enforcement, public education, investigations and public relations. This includes the capacity to manage the dissimilar elements of fire inspections, hazardous materials inspections and enforcement occurring in the two cities following consolidation. Mr. Carlson provided recommendations to both Livermore and Pleasanton relative to the streamlining and adoption of the International Fire Code and Building Code for each city as relates to fire and building technology. Mr. Carlson completed the transition of these code adoptions with the parallel requirements relative to the building and fire codes, with the assistance of the building officials and legal departments for both cities from 1998-2000, 2003 and 2007 code updates.
- ◆ Served as the technical fire prevention resource when the City of Livermore adopted its novel approach to fire protection in 1984. This involved the adoption of an Ordinance requiring that all new construction, including all residential development, be fully protected with automatic fire protection. This resulted in the City of Livermore being the third City in California having this comprehensive approach to managing fire risk in the community.
- ◆ Served as the fire prevention resource and expert witness in two significant legal challenges in the past 13 years. The first challenged the City of Livermore on the basis of its fire sprinkler ordinance. The lower court decisions resulted in appeals to the California State Supreme Court. The City of Livermore prevailed in this case. The second resulted in a Federal Court anti-trust case brought on the basis of the fire alarm ordinance in Livermore. In this case, the City and plaintiff agreed to a stipulated agreement in Federal Court. This resulted in amending the City ordinance and managing the transition of fire alarm monitoring from the City to private industry.
- ◆ Served as an assistant to the Project Manager for the analysis of the “One Stop Building Permit Center” in Livermore. This resulted in the formation a new

Permit Center, with integrated staffing, state-of-the-art computer permitting linked to multiple agencies issuing permits (including City departments at remote locations throughout the City). There was a reduction of permit processing time by as much as 75 percent of the time formerly needed to issue a permit. A satellite result of this was the fire prevention recommendation that the City honor credit and debit cards for payment. Combined with the fire prevention annual fire code operating permits, discounts for payments made on-time resulted in a predictable revenue stream and significant reduction of hours staff needed to re-invoice permitted occupancies due to automation.

- ◆ Served as a committee member for the Uniform Fire Code Article 81-High Piled Combustible Storage rewrite. This resulted in a major update of this Article to meet current technology and be in concert with validated testing done by research laboratories adopting new fire protection techniques.

In summary, Mr. Carlson has been an active community member as well as an active member in the fire prevention community. His numerous experiences with the code adoption process, inner mechanics of city procedures and policies and dedication to exceptional customer service has been a trademark of his tenure as Fire Marshal for the Livermore – Pleasanton Fire Department.

ATTACHMENT 2

**CITYGATE'S FIRE SERVICE
QUALIFICATIONS**

CITYGATE'S FIRE SERVICE QUALIFICATIONS

Citygate Associates, LLC has completed well over 100 fire master plan, deployment, and consolidation projects over the past 9 years. Several current and recent projects are described below. A summary of other fire service projects completed is provided on the following pages. Please visit our website at www.citygateassociates.com/fire.html for a more extended listing of clients.

CURRENT AND RECENT PROJECTS

San Diego County Office of Emergency Services (CA) – *Countywide Deployment Study for Regional Fire, Rescue, and EMS Services (54 Total Fire Agencies)*

Citygate recently completed a project to implement a phased process designed to establish a blueprint for improving San Diego County's regional fire protection and emergency medical system. The study assessed current levels of service, identified future needs, provided options for a regional governance structure and developed cost feasible proposals to improve the region's ability to respond to natural or manmade disaster including wildfires, earthquakes, terrorism, and other multi-hazard events, bolster day-to-day operations for local agencies and enhance the delivery of fire and emergency medical services in San Diego County.

The study exceeded the County's expectations and was very well received by the elected officials and stakeholders in May 2010.

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

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

Cities of Burlingame, Millbrae, San Bruno, and Town of Hillsborough – *Fire Services Merger Technical Implementation*

Citygate is currently performing a fire services merger technical implementation for the cities of Burlingame, Millbrae, San Bruno, and Town of Hillsborough to gain greater economies of scale, avoid fiscal, governance and operational duplication and where needed, improve services. The study will investigate full consolidation of the agency fire services with various related governance arrangements to partial contractual sharing along with the most feasible appropriate cost apportionment formulas.

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

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

Heights and Rancho Cordova, and a small portion of Placer County. The Standards of Cover Study was commissioned to: analyze the effectiveness of the current deployment system; evaluate the need for additional fire stations; recommend criteria for the placement and timing of these stations; and develop the criteria for deployment reductions of 3-5 fire stations to meet the fiscal needs of the District's declining revenues.

The study exceeded all of the District's expectations and was very well received by the elected officials and stakeholders in May 2009. Study documents are available here:

http://www.sacmetrofire.ca.gov/index.php?option=com_content&view=article&id=211&Itemid=216

Bay Area UASI (CA) – Incident Management Team Training

Citygate recently completed presenting Incident Management training courses to personnel from the ten Bay Area counties. Training included all the unit leader courses (S-300 series) and most command and general staff courses (S-400 series) including S-403 Information Officer as well as the capstone course S-420 Command and General Staff. Exercises and scenarios are all-risk and focused on the potential disasters and fires in the East Bay Area region.

Presidio Trust (CA) – Fire Master Plan

Citygate is currently performing a Fire Master Plan and accompanying fiscal analysis for the Presidio Trust. The purpose of the study is to identify the current and future fire and EMS service needs of the Presidio Trust Areas A and B, and other Golden Gate National Recreation Area locations and an assessment of policy choices for delivery of this fire and EMS service.

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

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

Los Angeles County Fire Department (CA) – Santa Clarita Valley Area Fire Services Review

In September 2006, Citygate completed a fire services study for the Los Angeles County Fire Department, in cooperation with the City of Santa Clarita, and completed the following objectives:

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

Below, Citygate presents a listing of Master/Strategic Plans, SOC/deployment studies, consolidation studies, and general projects that we have completed.

MASTER/STRATEGIC PLANS

- ◆ City of San Luis Obispo, CA – Fire Department Master Plan
- ◆ Los Angeles County Fire Department (with the City of Santa Clarita) – Fire Services Review
- ◆ City of Surprise, AZ – Standards of Cover Study and Fire Master Plan
- ◆ City of Oceanside, CA – Fire Master Plan and Standards of Cover Study
- ◆ City of Oakdale, CA – Fire Master Plan
- ◆ City of San Jose, CA – Year 2000 Strategic Plan Update Consulting Services
- ◆ City of Atwater, CA – Fire Department Master Plan
- ◆ Travis County ESD #6, TX – Fire Master Plan and Standards of Cover Study
- ◆ Napa County, CA – Fire Master Plan and Standards of Cover Study and a Review of Volunteer Fire Company Program
- ◆ City of Napa, CA – Fire Master Plan and Standards of Cover Study
- ◆ Ogden City, UT – General Management and Operations Study
- ◆ Town of Windsor, CA – Strategic Plan for Financing and Operations
- ◆ City of Brentwood, CA – Fire Services Master Plan.

FIRE STANDARDS OF COVERAGE / DEPLOYMENT STUDIES

- ◆ Butte County, CA – Standard of Response Cover Study and Fire Master Plan, Review of Volunteer Fire Company Program
- ◆ City of Stockton, CA – Standards of Cover Study
- ◆ City of Bakersfield, CA – Standards of Response Cover Study and Planning Analysis
- ◆ City of Eureka, CA – Standards of Response Cover Deployment Analysis
- ◆ City of Vallejo, CA – Standards of Response Cover Deployment Analysis & Staffing/Overtime Study
- ◆ Snohomish County Fire District 1, WA – Standards of Response Cover Deployment Analysis
- ◆ City of Folsom, CA – Standards of Response Cover Deployment Analysis
- ◆ Fire District of South Santa Clara, CA – Standards of Response Cover Deployment Analysis

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- ◆ North Lake Tahoe Fire Protection District (NV) – Standards of Response Cover Deployment Analysis, Facilitation for Management Team Workshop
 - ◆ City of Vista, CA – Financial Review, Standards of Response Cover Deployment Analysis, Impact Fee Analysis
 - ◆ City of West Sacramento, CA – Development of an “Abbreviated” Deployment Analysis to Determine Fire Station Coverage, Impact Fee Analysis
 - ◆ City of Palm Springs, CA – Standards of Response Cover Deployment Analysis
 - ◆ City of Minneapolis, MN – Fire Station Location and Crew Staffing Needs.

CONSOLIDATION STUDIES

- ◆ Southern Marin Fire Protection District (CA) – Fire Consolidation Analysis
- ◆ Cities of Newark and Union City, CA – Regional Fire Service Study
- ◆ City of Redlands, CA – Consolidation Feasibility Study – Fire Department Review
- ◆ Cities of Monterey, Pacific Grove, and Carmel, CA – Consolidation Feasibility Study
- ◆ City of Pismo Beach and Surrounding Communities – Consolidation Feasibility Study
- ◆ Seaside and Marina Fire Services – Consolidation Study

GENERAL

- ◆ Port of Long Beach – Firefighting Assets Multi-Hazard Risk Assessment Study Professional Services
- ◆ City of Davis, CA – Abbreviated Fire Department Operations and Management Review
- ◆ Colusa Generating Station Impacts Study for Maxwell Fire Protection District
- ◆ City of Poway, CA – Review of Overtime Usage
- ◆ City of Belmont, CA – Fire Services Program Review
- ◆ City of Cloverdale, CA – Update of Master Needs Assessment and Police/Fire Development Impact Fees