

CITY CLERK
ORIGINAL

C-10179
08/12/2015

**PROFESSIONAL SERVICES AGREEMENT
BETWEEN CITY OF GLENDALE AND CITYGATE ASSOCIATES, LLC**

This Professional Services Agreement ("Agreement") is entered into and effective between CITY OF GLENDALE, an Arizona municipal corporation ("City") and CITYGATE ASSOCIATES, an LLC, a California limited liability company, ("Consultant") as of the 12 day of August, 2015 ("Effective Date").

RECITALS

- A. City intends to undertake a project for the benefit of the public and with public funds that is more fully set forth in the Scope of Work ("Scope") for this Project, which is attached hereto as **Exhibit A**, Project (the "Project");
- B. City desires to retain the professional services of Consultant to perform certain specific duties and produce the specific work as set forth in the Scope of Work;
- C. Consultant desires to provide City with professional services ("Services") consistent with best consulting or architectural practices and the standards set forth in this Agreement, in order to complete the Project; and
- D. City and Consultant desire to memorialize their agreement with this document.

AGREEMENT

The parties hereby agree as follows:

1. Key Personnel; Other Consultants and Subcontractors.

1.1 Professional Services. Consultant will provide all Services necessary to assure the Project is completed timely and efficiently consistent within Project requirements, including, but not limited to, working in close interaction and interfacing with City and its designated employees, and working closely with others, including other consultants or contractors, retained by City.

1.2 Project Team.

a. Project Manager.

- (1) Consultant will designate an employee as Project Manager with sufficient training, knowledge, and experience to, in the City's opinion, complete the project and handle all aspects of the Project such that the work produced by Consultant is consistent with applicable standards as detailed in this Agreement; and
- (2) The City must approve the designated Project Manager.

b. Project Team.

- (1) The Project Manager and all other employees assigned to the Project by Consultant will comprise the "Project Team."
- (2) Project Manager will have responsibility for and will supervise all other employees assigned to the Project by Consultant.

c. Discharge, Reassign, Replacement.

- (1) Consultant acknowledges the Project Team is comprised of the same persons and roles for each as may have been identified in **Exhibit A**.
- (2) Consultant will not discharge, reassign, replace or diminish the responsibilities of any of the employees assigned to the Project who have been approved by City without City's prior written consent unless that person leaves the employment of Consultant, in which event the substitute must first be approved in writing by City.

(3) Consultant will change any of the members of the Project Team at the City's request if an employee's performance does not equal or exceed the level of competence that the City may reasonably expect of a person performing those duties, or if the acts or omissions of that person are detrimental to the development of the Project.

d. Subcontractors. Consultant shall not engage any subcontractor for the work or services to be performed under this Agreement.

2. **Schedule.** The Services will be undertaken in a manner that ensures the Project is completed timely and efficiently in accordance with the Project, as provided in Exhibit B to this Agreement.

3. **Consultant's Work.**

3.1 **Standard.** Consultant must perform Services in accordance with the standards of due diligence, care, and quality prevailing among consultants having substantial experience with the successful furnishing of Services for projects that are equivalent in size, scope, quality, and other criteria under the Project and identified in this Agreement.

3.2 **Licensing.** Consultant warrants that:

a. Consultant currently holds all appropriate and required licenses, registrations and other approvals necessary for the lawful furnishing of Services ("Approvals"); and

b. Neither Consultant nor any Subconsultant has been debarred or otherwise legally excluded from contracting with any federal, state, or local governmental entity ("Debarment").

(1) City is under no obligation to ascertain or confirm the existence or issuance of any Approvals or Debarments, or to examine Consultant's contracting ability.

(2) Consultant must notify City immediately if any Approvals or Debarment changes during the Agreement's duration. The failure of the Consultant to notify City as required will constitute a material default under the Agreement.

3.3 **Compliance.** Services will be furnished in compliance with applicable federal, state, county and local statutes, rules, regulations, ordinances, building codes, life safety codes, and other standards and criteria designated by City.

Contractor must not discriminate against any employee or applicant for employment on the basis race, color, religion, sex, national origin, age, marital status, sexual orientation, gender identity or expression, genetic characteristics, familial status, U.S. military veteran status or any disability. Contractor will require any Sub-contractor to be bound to the same requirements as stated within this section. Contractor, and on behalf of any subcontractors, warrants compliance with this section.

3.4 **Coordination; Interaction.**

a. For projects that the City believes requires the coordination of various professional services, Consultant will work in close consultation with City to proactively interact with any other professionals retained by City on the Project ("Coordinating Project Professionals").

b. Subject to any limitations expressly stated in the Project Budget, Consultant will meet to review the Project, Schedule, Project Budget, and in-progress work with Coordinating Project Professionals and City as often and for durations as City reasonably considers necessary in order to ensure the timely work delivery and Project completion.

c. For projects not involving Coordinating Project Professionals, Consultant will proactively interact with any other contractors when directed by City to obtain or disseminate timely information for the proper execution of the Project.

3.5 Work Product.

- a. Ownership. Upon receipt of payment for Services furnished, Consultant grants to City exclusive ownership of and all copyrights, if any, to evaluations, reports, drawings, specifications, project manuals, surveys, estimates, reviews, minutes, all "architectural work" as defined in the United States Copyright Act, 17 U.S.C § 101, *et seq.*, and other intellectual work product as may be applicable ("Work Product").
 - (1) This grant is effective whether the Work Product is on paper (e.g., a "hard copy"), in electronic format, or in some other form.
 - (2) Consultant warrants, and agrees to indemnify, hold harmless and defend City for, from and against any claim that any Work Product infringes on third-party proprietary interests.
- b. Delivery. Consultant will deliver to City copies of the preliminary and completed Work Product promptly as they are prepared.
- c. City Use.
 - (1) City may reuse the Work Product at its sole discretion.
 - (2) In the event the Work Product is used for another project without further consultations with Consultant, the City agrees to indemnify and hold Consultant harmless from any claim arising out of the Work Product.
 - (3) In such case, City will also remove any seal and title block from the Work Product.

4. Compensation for the Project.

- 4.1 Compensation. Consultant's compensation for the Project, including those furnished by its Subconsultants or Subcontractors will not exceed **\$161,512.00** as specifically detailed in **Exhibit C** ("Compensation").
- 4.2 Change in Scope of Project. The Compensation may be equitably adjusted if the originally contemplated Scope as outlined in the Project is significantly modified.
 - a. Adjustments to Compensation require a written amendment to this Agreement and may require City Council approval.
 - b. Additional services which are outside the Scope of the Project contained in this Agreement may not be performed by the Consultant without prior written authorization from the City.
 - c. Notwithstanding the incorporation of the Exhibits to this Agreement by reference, should any conflict arise between the provisions of this Agreement and the provisions found in the Exhibits and accompanying attachments, the provisions of this Agreement shall take priority and govern the conduct of the parties.
- 4.3 Allowances. An "Allowance" may be identified in **Exhibit C** only for work that is required by the Scope and the value of which cannot reasonably be quantified at the time of this Agreement.
 - a. As stated in Sec. 4.1 above, the Compensation must incorporate all Allowance amounts identified in **Exhibit C** and any unused allowance at the completion of the Project will remain with City.
 - b. Consultant may not add any mark-up for work identified as an Allowance and which is to be performed by a Subconsultant.
 - c. Consultant will not use any portion of an Allowance without prior written authorization from the City.
 - d. Examples of Allowance items include, but are not limited to, subsurface pothole investigations, survey, geotechnical investigations, public participation, radio path studies and material testing.

4.4 Expenses. City will reimburse Consultant for certain out-of-pocket expenses necessarily incurred by Consultant in connection with this Agreement, without mark-up (the "Reimbursable Expenses"), including, but not limited to, document reproduction, materials for book preparation, postage, courier and overnight delivery costs incurred with Federal Express or similar carriers, travel and car mileage, subject to the following:

- a. Mileage, airfare, lodging and other travel expenses will be reimbursable only to the extent these would, if incurred, be reimbursed to City of Glendale personnel under its policies and procedures for business travel expense reimbursement made available to Consultant for review prior to the Agreement's execution, and which policies and procedures will be furnished to Consultant;
- b. The Reimbursable Expenses in this section are approved in advance by City in writing; and
- c. The total of all Reimbursable Expenses paid to Consultant in connection with this Agreement will not exceed the "not to exceed" amount identified for Reimbursable Services in the Compensation.

5. **Billings and Payment.**

5.1 Applications.

- a. Consultant will submit monthly invoices (each, a "Payment Application") to City's Project Manager and City will remit payments based upon the Payment Application as stated below.
- b. The period covered by each Payment Application will be one calendar month ending on the last day of the month.

5.2 Payment.

- a. After a full and complete Payment Application is received, City will process and remit payment within 30 days.
- b. Payment may be subject to or conditioned upon City's receipt of:
 - (1) Completed work generated by Consultant and its Subconsultants; and
 - (2) Unconditional waivers and releases on final payment from all Subconsultants as City may reasonably request to assure the Project will be free of claims arising from required performances under this Agreement.

5.3 Review and Withholding. City's Project Manager will timely review and certify Payment Applications.

- a. If the Payment Application is rejected, the Project Manager will issue a written listing of the items not approved for payment.
- b. City may withhold an amount sufficient to pay expenses that City reasonably expects to incur in correcting the deficiency or deficiencies rejected for payment.

6. **Termination.**

6.1 For Convenience. City may terminate this Agreement for convenience, without cause, by delivering a written termination notice stating the effective termination date, which may not be less than 15 days following the date of delivery.

- a. Consultant will be equitably compensated for Services furnished prior to receipt of the termination notice and for reasonable costs incurred.
- b. Consultant will also be similarly compensated for any approved effort expended, and approved costs incurred, that are directly associated with Project closeout and delivery of the required items to the City.

6.2 For Cause. City may terminate this Agreement for cause if Consultant fails to cure any breach of this Agreement within seven days after receipt of written notice specifying the breach.

- a. Consultant will not be entitled to further payment until after City has determined its damages. If City's damages resulting from the breach, as determined by City, are less than the equitable amount due but not paid Consultant for Services furnished, City will pay the amount due to Consultant, less City's damages, in accordance with the provisions of Sec. 5.
- b. If City's direct damages exceed amounts otherwise due to Consultant, Consultant must pay the difference to City immediately upon demand; however, Consultant will not be subject to consequential damages more than \$1,000,000 or the amount of this Agreement, whichever is greater.

7. **Conflict.** Consultant acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

8. **Insurance.** For the duration of the term of this Agreement, Contractor shall procure and maintain insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of all tasks or work necessary to complete the Project as herein defined. Such insurance shall cover Contractor, its agent(s), representative(s), employee(s) and any subcontractors.

8.1 **Minimum Scope and Limit of Insurance.** Coverage must be at least as broad as:

- a. **Commercial General Liability (CGL):** Insurance Services Office Form CG 00 01, including products and completed operations, with limits of no less than \$1,000,000 per occurrence for bodily injury, personal injury, and property damage. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
- b. **Automobile Liability:** Insurance Services Office Form Number CA 0001 covering Code 1 (any auto), with limits no less than \$1,000,000 per accident for bodily injury and property damage.
- c. **Professional Liability.** Consultant must maintain a Professional Liability insurance covering errors and omissions arising out of the work or services performed by Consultant, or anyone employed by Consultant, or anyone for whose acts, mistakes, errors and omissions Consultant is legally liability, with a liability insurance limit of \$1,000,000 for each claim and a \$2,000,000 annual aggregate limit.
- d. **Worker's Compensation:** Insurance as required by the State of Arizona, with Statutory Limits, and Employers' Liability insurance with a limit of no less than \$1,000,000 per accident for bodily injury or disease.

8.2 **Other Insurance Provisions.** The insurance policies required by the Section above must contain, or be endorsed to contain the following insurance provisions:

- a. **The City, its officers, officials, employees and volunteers are to be covered as additional insureds** of the CGL and automobile policies for any liability arising from or in connection with the performance of all tasks or work necessary to complete the Project as herein defined. Such liability may arise, but is not limited to, liability for materials, parts or equipment furnished in connection with any tasks, or work performed by Contractor or on its behalf and for liability arising from automobiles owned, leased, hired or borrowed on behalf of the Contractor. General liability coverage can be provided in the form of an endorsement to the Contractor's existing insurance policies, provided such endorsement is at least as broad as ISO Form CG 20 10, 11 85 or both CG 20 10 and CG 23 37, if later revisions are used.

- b. For any claims related to this Project, the Contractor's insurance coverage shall be **primary insurance** with respect to the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees or volunteers shall be in excess of the Contractor's insurance and shall not contribute with it.
 - c. Each insurance policy required by this Section shall provide that coverage shall not be canceled, except after providing notice to the City.
- 8.3 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best rating of no less than A: VII, unless the Contractor has obtained prior approval from the City stating that a non-conforming insurer is acceptable to the City.
- 8.4 Waiver of Subrogation. **Contractor hereby agrees to waive its rights of subrogation which any insurer may acquire from Contractor** by virtue of the payment of any loss. Contractor agrees to obtain any endorsement that may be necessary to effect this waiver of subrogation. The Workers' Compensation Policy shall be endorsed with a waiver of subrogation in favor of the City for all work performed by the Contractor, its employees, agent(s) and subcontractor(s).
- 8.5 Verification of Coverage. Within 15 days of the Effective Date of this Agreement, Contractor shall furnish the City with original certificates and amendatory endorsements, or copies of any applicable insurance language making the coverage required by this Agreement effective. All certificates and endorsements must be received and approved by the City before work commences. Failure to obtain, submit or secure the City's approval of the required insurance policies, certificates or endorsements prior to the City's agreement that work may commence shall not waive the Contractor's obligations to obtain and verify insurance coverage as otherwise provided in this Section. The City reserves the right to require complete, certified copies of all required insurance policies, including any endorsements or amendments, required by this Agreement at any time during the Term stated herein.
- Contractor's failure to obtain, submit or secure the City's approval of the required insurance policies, certificates or endorsements shall not be considered a Force Majeure or defense for any failure by the Contractor to comply with the terms and conditions of the Agreement, including any schedule for performance or completion of the Project.
- 8.6 Subcontractors. Contractor shall require and shall verify that all subcontractors maintain insurance meeting all requirements of this Agreement.
- 8.7 Special Risk or Circumstances. The City reserves the right to modify these insurance requirements, including any limits of coverage, based on the nature of the risk, prior experience, insurer, coverage or other circumstances unique to the Contractor, the Project or the insurer.

9. Immigration Law Compliance.

- 9.1 Consultant, and on behalf of any Subconsultant, warrants to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.
- 9.2 Any breach of warranty under this section is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.
- 9.3 City retains the legal right to inspect the papers of any Consultant, Subconsultant, or employee who performs work under this Agreement to ensure that the Consultant, Subconsultant, or any employee, is compliant with the warranty under this section.
- 9.4 City may conduct random inspections, and upon request of City, Consultant will provide copies of papers and records of Consultant demonstrating continued compliance with the warranty under this section. Consultant agrees to keep papers and records available for inspection by the City during normal business hours and will cooperate with City in exercise of its statutory duties and not

deny access to its business premises or applicable papers or records for the purposes of enforcement of this section.

- 9.5 Consultant agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon Consultant and expressly accrue those obligations directly to the benefit of the City. Consultant also agrees to require any Subconsultant to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of the City.
- 9.6 Consultant's warranty and obligations under this section to the City is continuing throughout the term of this Agreement or until such time as the City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.
- 9.7 The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

10. Notices.

10.1 A notice, request or other communication that is required or permitted under this Agreement (each a "Notice") will be effective only if:

- a. The Notice is in writing; and
- b. Delivered in person or by overnight courier service (delivery charges prepaid), certified or registered mail (return receipt requested).
- c. Notice will be deemed to have been delivered to the person to whom it is addressed as of the date of receipt, if:
 - (1) Received on a business day before 5:00 p.m. at the address for Notices identified for the Party in this Agreement by U.S. Mail, hand delivery, or overnight courier service; or
 - (2) As of the next business day after receipt, if received after 5:00 p.m.
- d. The burden of proof of the place and time of delivery is upon the Party giving the Notice.
- e. Digitalized signatures and copies of signatures will have the same effect as original signatures.

10.2 Representatives.

- a. Consultant. Consultant's representative (the "Consultant's Representative") authorized to act on Consultant's behalf with respect to the Project, and his or her address for Notice delivery is:

Citygate Associates, LLC
David C. DeRoos, President
2250 E. Bidwell St., #100
Folsom, CA 95630

- b. City. City's representative ("City's Representative") authorized to act on City's behalf, and his or her address for Notice delivery is:

City of Glendale
c/o James W. Brown, Jr., Director
Human Resources Department
5850 West Glendale Avenue
Glendale, Arizona 85301

With required copy to:

City Manager
City of Glendale
5850 West Glendale Avenue
Glendale, Arizona 85301

City Attorney
City of Glendale
5850 West Glendale Avenue
Glendale, Arizona 85301

c. Concurrent Notices.

- (1) All notices to City's representative must be given concurrently to City Manager and City Attorney.
- (2) A notice will not be deemed to have been received by City's representative until the time that it has also been received by the City Manager and the City Attorney.
- (3) City may appoint one or more designees for the purpose of receiving notice by delivery of a written notice to Consultant identifying the designee(s) and their respective addresses for notices.

d. Changes. Consultant or City may change its representative or information on Notice, by giving Notice of the change in accordance with this section at least ten days prior to the change.

11. **Financing Assignment.** City may assign this Agreement to any City-affiliated entity, including a non-profit corporation or other entity whose primary purpose is to own or manage the Project.

12. **Entire Agreement; Survival; Counterparts; Signatures.**

12.1 **Integration.** This Agreement contains, except as stated below, the entire agreement between City and Consultant and supersedes all prior conversations and negotiations between the parties regarding the Project or this Agreement.

- a. Neither Party has made any representations, warranties or agreements as to any matters concerning the Agreement's subject matter.
- b. Representations, statements, conditions, or warranties not contained in this Agreement will not be binding on the parties.
- c. Inconsistencies between the solicitation, any addenda attached to the solicitation, the response or any excerpts attached as Exhibit A, and this Agreement, will be resolved by the terms and conditions stated in this Agreement.

12.2 **Interpretation.**

- a. The parties fairly negotiated the Agreement's provisions to the extent they believed necessary and with the legal representation they deemed appropriate.
- b. The parties are of equal bargaining position and this Agreement must be construed equally between the parties without consideration of which of the parties may have drafted this Agreement.
- c. The Agreement will be interpreted in accordance with the laws of the State of Arizona.

12.3 **Survival.** Except as specifically provided otherwise in this Agreement, each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of a Party, will survive completion of the Project, or the earlier termination of this Agreement.

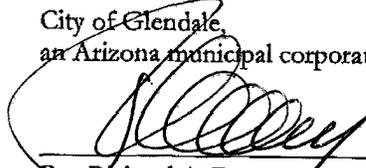
12.4 **Amendment.** No amendment to this Agreement will be binding unless in writing and executed by the parties. Electronic signature blocks do not constitute execution for purposes of this Agreement. Any amendment may be subject to City Council approval.

- 12.5 **Remedies.** All rights and remedies provided in this Agreement are cumulative and the exercise of any one or more right or remedy will not affect any other rights or remedies under this Agreement or applicable law.
- 12.6 **Severability.** If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform with applicable law.
- 12.7 **Counterparts.** This Agreement may be executed in counterparts, and all counterparts will together comprise one instrument.
13. **Term.** The term of this Agreement commences upon the Effective Date of this Agreement and continues for a one (1) year initial period. The City may, at its option and with the approval of the Consultant, extend the term of this Agreement an additional year. Consultant will be notified in writing by the City of its intent to extend the Agreement period at least 30 calendar days prior to the expiration of the initial period. Price adjustments will only be reviewed during the Agreement renewal period. There are no automatic renewals of this Agreement.
14. **Dispute Resolution.** Each claim, controversy and dispute (each a "Dispute") between Consultant and City will be resolved in accordance with Exhibit C. The final determination will be made by the City.
15. **Exhibits.** The following exhibits, with reference to the term in which they are first referenced, are incorporated by this reference.
- | | |
|-----------|--------------------|
| Exhibit A | Scope of Work |
| Exhibit B | Schedule |
| Exhibit C | Compensation |
| Exhibit D | Dispute Resolution |

(Signatures appear on the following page.)

The parties enter into this Agreement effective as of the date shown above.

City of Glendale,
an Arizona municipal corporation



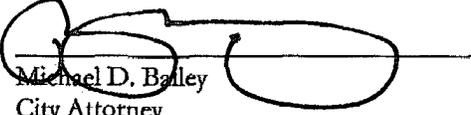
By: Richard A. Bowers
Its: Acting City Manager

ATTEST:



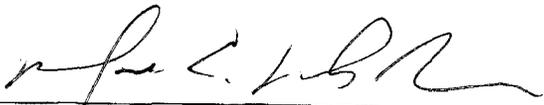
Pamela Hanna (SEAL)
City Clerk

APPROVED AS TO FORM:



Michael D. Bailey
City Attorney

Citygate Associates, LLC
A California limited liability company



By: David C. DeRoos
Its: President

EXHIBIT A
Professional Services Agreement

SCOPE OF WORK

(Cover Page)

CITYGATE ASSOCIATES, LLC

■ FOLSOM (SACRAMENTO), CA

MANAGEMENT CONSULTANTS ■

■ ■

PROPOSAL TO PERFORM A COMPREHENSIVE PUBLIC SAFETY DEPLOYMENT AND PERFORMANCE REVIEW OF THE POLICE AND FIRE DEPARTMENTS

CITY OF GLENDALE, AZ

July 16, 2015

■ ■



■ 2250 East Bidwell St., Ste #100 ■ Folsom, CA 95630
■ (916) 458-5100 ■ Fax: (916) 983-2090





CITYGATE ASSOCIATES, LLC
FIRE & EMERGENCY SERVICES

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

July 16, 2015

Jim Brown
Director of Human Resources and Risk Management
City of Glendale, AZ
jwbrown@glendaleaz.com

RE: PROPOSAL TO CONDUCT A COMPREHENSIVE DEPLOYMENT AND PERFORMANCE REVIEW FOR THE CITY OF GLENDALE POLICE AND FIRE DEPARTMENTS

Dear Mr. Brown:

Citygate Associates, LLC is pleased to present our proposal to the City of Glendale to perform a comprehensive Deployment and Performance Review for the City's Police and Fire Departments. This introductory letter explains why Citygate is the most trusted public safety consultancy in the Western U.S., period.

Our qualifications to perform your study are exceptional. We have an extensive background in police and fire services, specifically in public safety field services deployment, support services staffing assessments, and financial analysis/strategies. Over the last 14 years, Chief Stewart Gary and his team of subject matter experts have performed over 250 public safety studies; his studies have covered over 14.5 million residents.

EXPERIENCE YOU CAN TRUST

In recent years, Citygate's Fire Protection Practice has executed many of the largest or specialized fire service studies we know of in metropolitan cities, including counties, and for specialty clients such as harbors, airports, and universities. In just the past 24 months, we have conducted over 60 fire services engagements, many addressing deployment and staffing. Of course, this means that Citygate's understanding of the impacts of specialized risks is highly seasoned by our extensive encounters with the real effects on real emergency systems.

Within recent years, our Law Enforcement Practice has also completed significant police department reviews for the cities of Maricopa, AZ; Goodyear, AZ; Provo, UT; Santa Monica, CA; Rancho Cucamonga, CA; and Brea, CA. The Arizona studies each resulted in approximately 30 specific action-item recommendations, all of which were accepted and are in the process of being implemented. In fact, at the conclusion of our engagement for Maricopa AZ, 16 of our 29 recommendations had already been implemented at the time we made our public Final Report presentation!

As the City of Glendale will learn from our references, Citygate has an outstanding track record with our clients. We strongly encourage the City to call our key project references—they are *golden*. As the County of San Diego former CAO 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.*” (Watch the video clip at this link: www.citygateassociates.com/sdcountyvideo)

This is not an isolated comment by one client, rather it is the rule. 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...”

KEY STRENGTHS OF OUR PROJECT TEAM

Our firm’s proposed Project Team includes a Police Chief, Fire Chiefs, a Human Resources Director with extensive public safety experience, a Finance Director, two communications center specialists, and technical specialists in incident statistics and geographic mapping. Our Project Team has nearly 150 years of practitioner experience prior to retirement, and another 50 years as consultants.

Citygate’s Public Safety Principal and Project Director, *Stewart Gary*, was the lead author on the 2nd through 4th Editions manual for Standards of Response Cover systems approach to deployment for the Commission on Fire Accreditation International. Chief Gary has developed this material, taught it, and used it in consulting across the United States.

Chief Gary will be assisted by Chief Robert Meyer, a Senior Associate with Citygate that brings a wealth of fire headquarters services and risk assessment expertise to the project. Chief Myer lives nearby Glendale, and he has been a Fire Accreditation Peer Review Team leader for over a decade.

Citygate’s Law Enforcement Senior Specialist, retired Folsom Police Chief Sam Spiegel, will utilize the judgment, insights, and savvy that only an experienced Police Chief can provide. To facilitate the staffing growth projections, Citygate will provide a computerized and analytical format to aid in future City updates to the forecasting of staffing needs consistent with Glendale’s service delivery priorities.

Citygate’s approach will utilize the most current, proven methodologies regarding the measurement of police performance, as described in more detail in our proposed work plan. This effective approach reflects a move away from a historically dominant focus on **inputs**, such as officers per 1,000 population, and a move toward measuring the achievement of desired **outcomes**. It also reflects a greater interest in measuring overall organizational effectiveness, rather than merely citing various efficiency metrics that are often used as a poor substitute for the outcomes the public expects and deserves.

Jim Brown

July 16, 2015

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Our methodology and planning tool will combine these aspects with Officer Safety, community safety, personnel, support, and technologies to assure Glendale's growth plan has articulable and strategic insight to enhance its law enforcement service delivery.

Citygate and Mr. Gary have developed a public safety deployment study team that consists of the best, most experienced GIS and statistical analysts on public safety methods to be found in the United States today. For over nine years Citygate has partnered exclusively with The Omega Group (geographic mapping) and Animated Data, Inc. (*StatsFD*TM statistical analysis tool).

Citygate stays on the leading edge of analysis tools as the thought process leader in field services deployment. We are the first consultancy in the nation to utilize traffic congestion data from which to model rush-hour impacted fire, ambulance, and police unit travel times. This is the same data used by Google and Apple maps to display traffic congestion on mobile devices by coloring road networks either green, yellow, or red. We recently delivered the first such study with great success to the Menlo Park Fire Protection District.

Citygate is also an independent company, and is 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 fitting your local needs.

* * *

Citygate believes that, upon the City of Glendale's review of our proposal and unique qualifications, it will find that Citygate's team of multi-disciplinary consultants, who have a history of working together, will exceed the City's expectations! On this basis, we enthusiastically look forward to working with Glendale to address the needs of the challenging project.

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.

Sincerely,



David C. DeRoos, MPA, CMC, President

cc: Project Team

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SECTION 1—WORK PLAN AND SCOPE OF WORK

1.1 OVERVIEW OF PROJECT

Citygate's Work Plan to provide a comprehensive deployment performance and headquarters staffing adequacy study of the City of Glendale Police and Fire Departments is presented in this section. Our Work Plan was designed to help determine how to best staff the Departments in order to meet their mission.

Citygate understands that the City requires a performance review of the current delivery of both Departments' services and the recommendations of options or alternatives for those items needed to meet current best practices. As such, our Work Plan addresses all facets of field, command, and support operations, including, but not limited to: (for the Fire Department) fire suppression, emergency medical, paramedic ambulance transport, technical and heavy rescue, fire prevention, and public education; and (for the Police Department) police patrol, investigations, internal affairs (professional standards), communications, records, support services, and other specialty services.

Chief Gary and his public safety team of subject matter experts have performed over 250 studies; over 150 of which have focused on deployment.

1.2 REVIEW SCOPE OF WORK

Below, Citygate presents our scope of work to address both Departments:

1.2.1 Fire Service Standards of Cover and Headquarters Analysis

Citygate's Fire Department review will:

- ◆ Using Commission for Fire Accreditation International (CFAI-CPSE) best practices, conduct a resource deployment, Standard of Cover analysis with *geographic mapping and incident response statistics for all types of emergency response services from dispatch and fire incident data reporting systems.*
 - Citygate will use The Omega Group's advanced fire department analysis geo-mapping software to analyze current and future fire station locations by driving time and prepare response time coverage models. We will utilize The Omega Group to prepare analysis maps of the Fire Department's deployment situation.
 - Citygate will use an incident response time analysis program called StatsFD™ (formerly NFIRS 5 Alive™) to review the statistics of prior actual historical performance. We will apply advanced visualization of fire

incident statistics demand in StatsFD and Google Earth, which no other company can offer.

- ◆ Utilize National Fire Protection Agency (NFPA), Insurance Services Office (ISO), and CFAI criteria as needed and, importantly, our experience across a large number of agencies working within the same regulatory and economic construct as the Department.
- ◆ Assess Department member perceptions and expectations of their services – issue SWOT questionnaires to *employees* (Strengths, Weaknesses, Opportunities & Threats) and as appropriate, other agency employees that interact with the Department to listen to what the perceptions of the Department are and how it is or is not meeting needs.
- ◆ Our headquarters assessment will identify gaps—if any—in operations and resources and develop recommendations to maximize the effectiveness of current Fire Department operations and resources.
- ◆ Our headquarters assessment will use the Commission on Fire Accreditation International self-assessment criteria and National Fire Protection Association Standard 1201, *Standard for Providing Emergency Services to the Public* as fire service performance indicators and other NFPA standards as the basis for evaluating non-response-related services, such as fire prevention, training, and administration. The study will identify the current workload, staffing, and facilities and compare these current services to current and forecasted workload in the Department.
- ◆ Conduct interviews with stakeholders, including City management and City and Department staff, to assess goals, expectations, and perceived workload levels.

1.2.2 Police Services Analysis

Citygate's Police Department review will:

- ◆ Assess current sworn and professional staff (non-sworn) levels. We will evaluate the adequacy of staffing levels for current workload and meeting the Department's goals, without curtailing service or requiring excessive overtime work. We will consider existing schedules, time for training and professional development, time off, illness, injuries, and attrition.
- ◆ Provide a structured and defensible methodology for Police Department staff to use in projecting future staffing needs.

- ◆ Recommend staffing levels that will allow the Department to maintain or increase its current high levels of service, including: responding to all crimes and requests for service; assigning school resource officers to all contracted public high schools and middle schools; maintaining robust crime prevention and community service programs; and maintaining youth and family services, crime scene investigation and lab services, crime suppression, and other services currently offered by the Department.
- ◆ Analyze the impact on staffing levels and calls for service resulting from current and future City plans for economic development.
- ◆ Wherever possible, use existing data for the analysis, such as the City's General Plan and other published planning documents, crime statistics, payroll and overtime work records, and computer-aided dispatch data. City staff will help provide historical data from Department computer systems and other sources. City staff will not conduct manual time studies or other time-consuming tasks in order to create new data for this study.
- ◆ Use a compilation of community oriented policing, predictive policing, and data-driven policing strategies. We will utilize the existing CrimeView platform of data to enhance analysis and assess efficiencies of calls for service and investigations. As Glendale is a longtime CALEA Gold certified law enforcement agency, and has embraced community policing as an on-going strategy, we will leverage the performance and evaluative processes in place, verifying the current effectiveness and efficiencies of the agency. This includes evaluating and contrasting data to overlay response time standards, officer safety, and call prioritization.
- ◆ Assess Department member perceptions and expectations of their services – issue SWOT questionnaires to *employees* (Strengths, Weaknesses, Opportunities & Threats) and as appropriate, other agency employees that interact with the Department to listen to what the perceptions of the Department are and how it is or is not meeting needs.
- ◆ Conduct interviews with stakeholders, including, City management, City staff and community representatives, to assess goals, expectations and perceived workload levels.

1.3 ADVANCED GEOGRAPHIC MAPPING AND STATISTICAL PROGRAMS THAT ARE SECOND TO NONE

Essential to Citygate's analysis will be the use of geographic mapping and statistical software programs. Details of the software programs utilized in this study are described below.

As background, Citygate's on-going partner for GIS is The Omega Group, Inc., a California S Corporation, founded in 1992 to provide GIS solutions to public safety organizations, municipalities, and school districts. The company's public safety domain experience includes a solution portfolio evolved from desktop offerings of high-end tools for crime and fire analysts to a portfolio of analysis-driven decision support, performance management and electronic briefing services delivered from the cloud to all levels of the modern public safety agency. Omega has repositioned analysis and mapping from a specialist function to an organization-wide mission-critical solution. Their corporate headquarters are located in San Diego.

For public safety, Omega publishes two flagship solutions: CrimeView and FireView. Descriptions of these programs are provided below, along with StatsFD (published by Animated Data, Inc.).

1.3.1 Fire Department Advanced Data Overview (FireView and StatsFD)

FireView

The Omega Group provides precision data and response modeling services with Citygate for GIS-based analysis of department, station, and unit coverage and gaps in service. For over 15 years, The Omega Group has developed and applied response modeling techniques using GIS for fire departments across the US, to become the foremost authority in GIS-based response modeling services.

The Omega Group's *FireView* program enables understanding NFPA Standard 1710 compliance and ISO audits, as well as Standards of Cover, through the use of numerous data mining tools. The solution can be used to locate new stations, redistribute response areas, analyze station coverage, determine first-due areas, and run orders in order to better serve the City.

Using FireView will allow Citygate and Omega to:

- ◆ Determine the estimated response zones and incident coverage by drive time or distance, calibrated to prior Glendale fire unit travel times. Traffic congestion impendence data will be added to the model, to determine the impacts of rush hour traffic on fire and ambulance unit travel times.
- ◆ Investigate fire/EMS calls for service within any response area, near, or at an address or landmark such as an assisted living complex or retirement home.

- ◆ Query for incident activity by multiple categories such as call type, location type, unit, response time, date, or time in order to assess existing deployment strategies.
- ◆ Create density, hot-spot, and repeat calls maps to help isolate problem areas.
- ◆ Analyze response patterns.
- ◆ Pinpoint the number of stations able to respond within a specific response time at any location.
- ◆ Optimize the response capabilities of fire/EMS stations.
- ◆ Depict the average response time or total calls per hour graphically.

StatsFD

Using standard NFIRS 5 datasets, StatsFD quickly performs diagnostic analysis of dispatch and incident computer records. What sets StatsFD apart is not just producing graphs or tables, but its ability to model “animated over time” data to see trends over a measurement period or to produce 3D workload models over Google Earth images of a service area. These visualizations help the analyst understand complicated data relationships, while also providing elected officials with easy-to-grasp deployment explanations.

1.3.2 Police Department Advanced Data Overview (CrimeView)

CrimeView

Citygate will utilize Omega’s consulting/GIS services including CAD data integration, report development, data analysis services and presentation materials, along with an option for a leave-behind installation of CrimeView Enterprise technology (which will be presented in our cost section).

The Omega Group’s access to information and insight can provide our Project Team with a significant advantage in understanding how to leverage Glendale’s data for this contemplated data-driven analysis. This type of “know-how” includes: how to connect to source systems, how to extract data from source systems, how to assess the accuracy and reliability of data, how to determine relevancy of data in correlation to decision making processes, how to best convert insights into actionable content for varying analysis, and how to structure actionable content for optimal usability without additional workload for the client.

Our methodology and planning tools will combine to plan for officer safety, community safety, personnel, support and technologies to assure Glendale’s growth plan has articulable and strategic insight to enhance the planned growth of the community.

Staffing Analysis

Staffing ratios in the form of officers or employees per 1,000 population and response times, have been the traditional guide for determining staffing levels. And although these indicators are still widely used and have some value, they have been touted for decades as the appropriate measures of “police performance.” By today’s standards in many aspects of the United States, they are no longer recognized as the best means for measuring police outcomes. There is a growing recognition that many of these measurements have not accurately reflected the benefits that should be realized as a consequence of good policing.

This is because such measures capture only a small portion of the value that police can provide, and minimally capture their accomplishments.

1.4 WORK PLAN TASK SEQUENCE

Our Work Plans for the review of the Fire and Police Departments are integrated into one Work Plan comprised of six (6) tasks. When possible, we present tasks common to both Department reviews. However, in some cases the differences between the Police and Fire Department approaches warrant clarification. Thus, throughout the Work Plan we call attention to the differences so that Glendale understands exactly what is being proposed for each Department.

We intend to review our Work Plan and schedule with each Department project team prior to beginning work. After obtaining additional input, we will finalize our Work Plan and the accompanying schedule.

Citygate’s Work Plan has been developed consistent with our Project Team members’ experience in public safety management.

Task 1: Initiate and Manage the Project

Subtasks

- ◆ Develop detailed Work Plan schedule for the project.
 - We will develop a detailed integrated work schedule and final project timeline for both Department reviews. These tools will assist both the consultants and Department staffs to monitor the progress of the study.
- ◆ Meet with Department staff representatives to initiate study.
 - A key to a successful consulting engagement is a mutual understanding of the project’s scope and objectives. The senior members of our team will meet with each set of Department representatives to correlate our

understandings of the study's scope, and ensure that our Work Plan and project schedule are mutually agreeable.

- ◆ Obtain and review City/Department documentation.
 - We will develop and submit a list of all documents relevant to this project, including the City's General Plan, growth forecasts, any appropriate prior studies, Department documentation including (as available) dispatch data, fleet inventory, facility condition assessments, current personnel, equipment and other operating costs and a myriad of other information. We will prepare a custom list of needed documents for each study and establish Dropbox folders for the Departments to securely and easily transfer all electronic files. This preliminary step in the engagement ensures that our time on site is used effectively and efficiently.
- ◆ Interview Department leadership and the Chiefs.
 - To enhance our understanding of the issues at stake in this project, we will meet with, as appropriate and if directed, the City Council members, Police Chief and Fire Chief, as well as members of the City staffs who frequently interact with or have an interdependent relationship with the Departments.
- ◆ Interview Department staffs.
 - To enhance our understanding of the issues at stake in this project, we will meet with, as appropriate and directed, the members of the Departments.

Meetings

There will be two on-site trips during this task to kick-off the project, establish relationships, conduct stakeholder interviews, and set the information gathering into agreement and motion.

Task 2: Deployment Review of the Police and Fire Services Delivery System

Fire Service Subtasks

- ◆ Conduct a complete Standards of Response Cover (SOC) study. This review will consider existing station locations, using geographic mapping and prior incident response statistics to measure the effectiveness to desired goals of the current deployment plan.
- ◆ The SOC review will begin with a risk assessment of values at risk in the City to be protected. This assessment will include zoning, population demographics,

Insurance Service Office (ISO) commercial building inventory information and target hazards identified by the Fire Department, to name a few.

- Chief Gary will conduct the deployment review, with the assistance of Michael Fay (Statistical Specialist) and The Omega Group (GIS Specialist). Chief Meyer will assist with the risk assessment component.
- Citygate strongly encourages the Fire Department to focus on the value of this step as a “study within the study.” Citygate submits that a full GIS and statistical review of its deployment system will provide a solid foundation for administrative functions analysis steps. The headquarters team size must fit the needs of the total number of fire station personnel who need training, management and logistical support.
- When this step is complete, the findings and recommendations will be integrated into the Draft and Final SOC and Headquarters Assessment documents, which are presented in Tasks 5 and 6. Citygate will consider any results of Task 2, such as a need for increased or re-located stations that might influence Task 3.

Meetings

There will be one on-site day by Chief Meyer to review in person the specialty risks, geography and road network that the Department protects.

Police Service Subtasks

- ◆ Conduct a complete deployment review to analyze staffing needs and service demands.
 - We will begin our deployment review with an assessment of community risks and vulnerabilities, including infrastructure, demographics, gang and crime activity, regional anomalies, and public venues (including entertainment). Our vulnerabilities assessment will also include an assessment of the adequacy of Department technology.
 - We will collect and analyze patrol data over a period of time to document calls for service, response time, self-initiated activity by beat and shift and day of the week. In other words, we will take a snapshot of what current and historical workload looks like.
 - This review will consider existing sub-station locations, using geographic mapping and prior incident response statistics to measure the effectiveness to desired goals, response time criteria, and call prioritization relative to the current deployment plan.

- ◆ Identify appropriate Departmental levels of officer availability.
 - Based on the above data, we will develop a graphical representation of the officer availability by time of day and day of week. The amount of available patrol time generally used by officers for directed patrol, special projects, and community involvement varies from department to department. The Project Team will examine the nexus between officer availability and the Department's Values, Vision, Mission, and Goals and industry best practices.
- ◆ Perform data integration.
 - The Omega Group will provide CAD data integration, report development, data analysis services, and presentation materials. Omega knows how to connect to source systems, how to extract data from source systems, how to assess the accuracy and reliability of data, how to determine relevancy of data in correlation to decision making processes, how to best convert insights into actionable content for varying analysis, and how to structure actionable content for optimal usability without additional workload for the client.
 - These services happen to overlap with a significant portion of the data integration and configuration services for Omega's cloud-based CrimeView systems, and as such, it would enable the Glendale Police Department to *optionally* acquire a full deployment of CrimeView Dashboard and Advanced Reporting Module, ready for use with CAD calls for service data. This is further described at the end of the cost section of this proposal.

Meetings

There will be no meetings for the police review in this task.

Task 3: In-Depth Review of Department Functions and Staffing

Fire Services Subtasks

- ◆ Perform in-depth review of Fire Department.
 - In addition to the deployment study, Citygate will interview Department personnel and allied stakeholders, along with an in-depth documentation review, to analyze each headquarters function in the Fire Department.

- We will further review Departmental documents and data measurement records from the Fire Department to enable an in-depth understanding of current division or bureau staffing, workloads, costs, and needs.
- We will review the City's growth information and project future expectations on the Fire Department's support services.
- Citygate will use focused interviews of City Hall and Department members to compare the records-based review with the perceptions of the actual workforce.
- We will issue SWOT questionnaires (Strengths, Weaknesses, Opportunities & Threats) to gain feedback on specific program areas.
- Once the headquarters function review is completed, Citygate will then combine the administrative bureau performance capacities with the field deployment review to build integrated findings, recommendations, and implementation costs.

Meetings

There will be two one-day on-site trips in this task to conduct the interviews for the headquarters functions review.

Police Services Subtasks

- ◆ Perform in-depth review of Police Department.
 - We will further review Department documents to examine current resource utilization; schedules and attendance records; staff retention; and productivity and performance measures of major units. Our previous data analysis will be contrasted to deployment strategies and work schedules, as described below.
 - We will conduct interviews with the following personnel: Command staff; Officers in Charge (OICs) of the Criminal Investigations Division, Training, Administrative Services, Professional Standards, 9-1-1 / Communications Division, and Field Services; and selected Department managers and City Human Resources staff.
 - Citygate will interview up to six community members including chamber of commerce, school district(s) and community-based organizations to obtain information about their perceptions of the Police Department. The City will be responsible for the identification and initial contact with community members.

- We will issue SWOT questionnaires (Strengths, Weaknesses, Opportunities & Threats) to gain feedback on specific program areas.
- We will review the communication flow within the Department, the current organizational structure, the span of control, unity of command, and decision-making authority of the ranks in the Department.
- We will review best practices regarding Community-Oriented Policing and Problem Solving (COPPS), Intelligence-Led Policing, and Data-Driven Policing to provide options for the best fit for the City of Glendale.
- At a high level, we will assess whether efficiencies can be realized through schedule changes.
- Once the Police Department review is completed, Citygate will integrate the data analysis, Department goals, and deployment strategies to build integrated findings, recommendations, and implementation costs.

Meetings

There will be one three-day on-site trip in this task to conduct the interviews for the command staff functions review.

Task 4: Conduct a Mid-Project Review

Subtasks

- ◆ Conduct mid-project review separately with Police and Fire Chiefs, and City Executive Management.
 - With most past engagements we have found it productive, upon the completion of the initial deployment and in-depth Department review work, to conduct a mid-project review before writing the Draft Report. The purpose of this review is to meet with the client and principal staff to review the conclusions and tentative recommendations coming out of these two studies. This will also be an opportunity for the Departments and consultants to perform fact-checks and make any mid-course corrections before additional work occurs.
 - The Citygate team will brief the City's leadership team on-site regarding our working opinions using PowerPoint, geographic mapping, and incident statistics. Examples of the graphics we provide are found in Section 1.8.

Meetings

There will be a half-day on-site meeting to review the projects initial findings. Citygate will utilize a short PowerPoint presentation to discuss the highlights of the study to date.

Task 5: Forecast Resource Needs; Conduct Final Service Delivery Models and Prepare Draft Reports

Subtasks

- ◆ In this task, the entire Citygate team will prepare two comprehensive long-range Deployment and Performance Review Draft Reports (one each for Police and Fire). Several volumes may be used for each report to illustrate maps or statistics. In the these Draft Reports, we will:
 - Summarize the strengths of the Departments and opportunities for improvement.
 - Present a review of how our approach and analyses were conducted.
 - Describe major findings by Departmental service delivery area.
 - Present an explanation of improvements we identified and our integrated recommendations for their resolution in order to improve operations.
 - Describe a methodology for monitoring implementation status.
- ◆ Upon completion of the Deployment and Performance Review Draft Reports, an electronic version in MS-Word will be sent to the Department project managers for comments using the “track changes” and “insert comments” tools in Word. Our normal practice is to review a draft of our report with management personnel to ensure that the factual basis for our recommendations is correct and to allow time for a thorough review. In addition, we take time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.

Meetings

We will schedule a site meeting with each Department’s leadership to discuss and fact-check the Deployment and Performance Review Draft Reports, answer any questions, and agree on elements for the Final Report.

Task 6: Prepare and Deliver the Final Reports with Executive Summary, Recommendations, and Costs

Subtasks

- ◆ The process of Final Report preparation is an important one. Implicit in this process is the need for a sound understanding of how our review was conducted, what issues were identified, why our recommendations were made, and how implementation should be accomplished.
- ◆ Prepare Final Reports and oral presentation.
 - Based on the results of our Draft Report review process, we will then prepare Final Reports to the City Council and public safety Departments. We also will make an oral presentation using a PowerPoint presentation to the Department leadership teams and/or City Council as directed.

Meetings

There will be one on-site meeting to make an oral presentation of the Final Reports to the City Council or a group of the Departments' choosing.

1.5 FINAL REPORT COMPONENTS

Citygate's Deployment and Performance Review Final Reports will include:

1. An analysis of the efficiency of the current deployment scheme of resources and patrol and fire units and fire station locations.
2. An analysis of the each Department's ability to meet the listed standards.
3. If required, recommendations for changes in deployment methods to meet the current needs of the Departments and to optimize service delivery.
4. A comprehensive analysis of current Department's services and staffing in the support bureau areas of (for the Fire Department) fire suppression, emergency medical, paramedic ambulance transport, technical and heavy rescue, fire prevention, and public education; and (for the Police Department) police patrol, investigations, internal affairs (professional standards), communications, records, support services, and other specialty services.
5. The analysis will be combined with a forecast of future demands into a multi-year staffing and services plan for both Departments.
6. Provision of supporting data and rationale for all recommendations.

7. Provision of supporting statistics and other visual data to fully illustrate the current situation and consultant recommendations. This information shall be provided in both hard copy format and computerized format with accompanying Microsoft PowerPoint presentation.

1.6 STUDY COMPONENTS WITH WHICH THE DEPARTMENTS MUST ASSIST

The Departments is are in the best position, and have the best capability, to provide most, if not all, of the internal data needed to complete the scope of work required for this project. Therefore, Citygate anticipates that the Departments will assist with this project by:

- ◆ Providing electronic incident response data in a format requested by Citygate.
- ◆ Returning SWOT (Strengths, Weaknesses, Opportunities, & Threats) forms provided by Citygate for the various non-operational functions in a timely manner to keep the project on schedule.
- ◆ Via a document request questionnaire issued by Citygate, submitting existing Department documents describing organization, services, budgets, expenses and performance measures, if any.
- ◆ Providing other Department data timely as requested by Citygate.

1.7 PROJECT SCHEDULE

Citygate anticipates this project will span six months. Citygate is available to start the project immediately upon the award of a contract. A detailed Work Plan schedule is presented below:

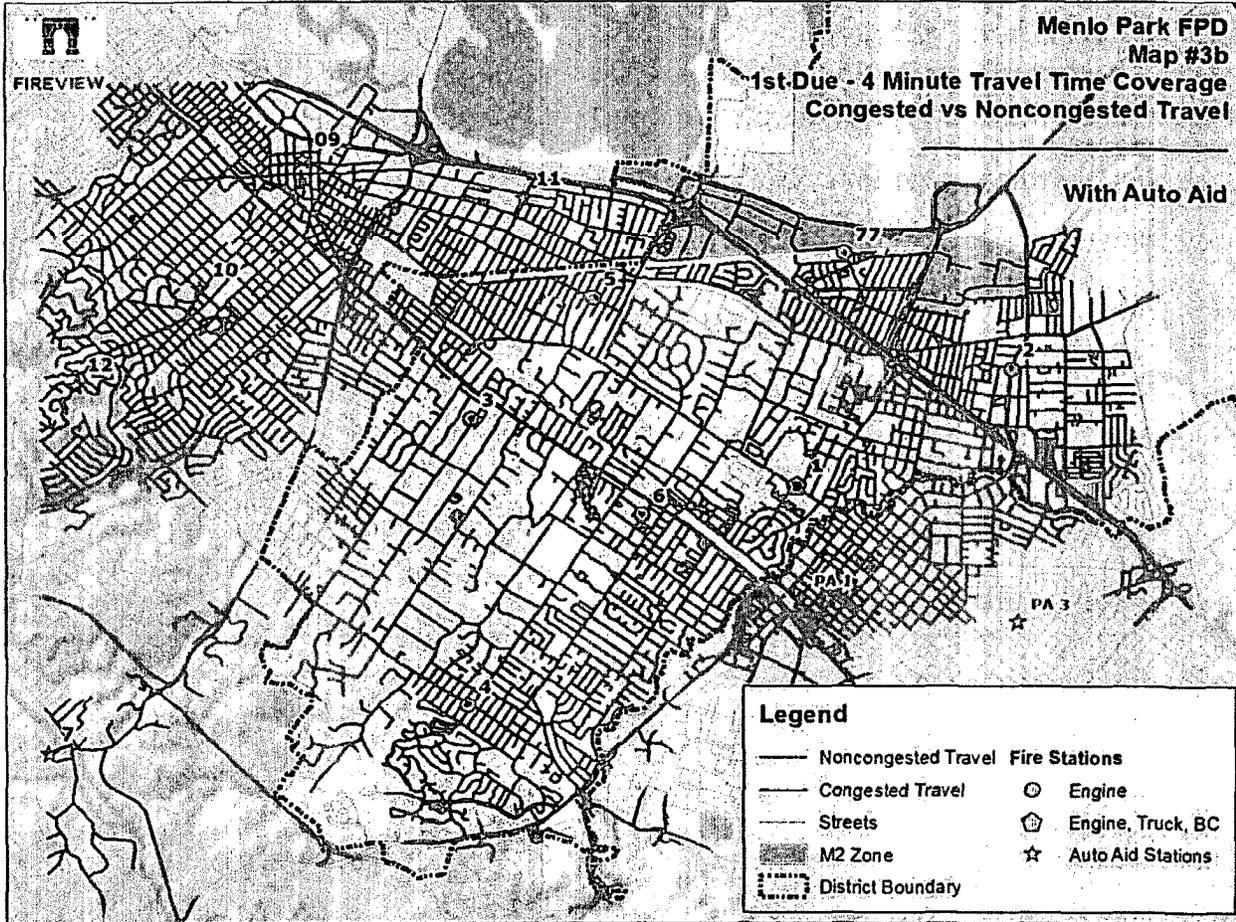
Work Plan Timeline

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
1: Initiate and Manage Project	█	█	█	█	█	█
2: Deployment Review		█	█	█		
3: In-Depth Department Review			█	█	█	
4: Forecasting and Draft Reports				█	█	█
5: Prepare and Deliver Final Reports					█	█

1.8 SAMPLE PRESENTATION GRAPHICS

Below we offer several graphic exhibits that illustrate the type of maps and charts we can prepare for our fire and police department reviews.

Menlo Park FPD Congested vs. Noncongested Travel Time Coverage



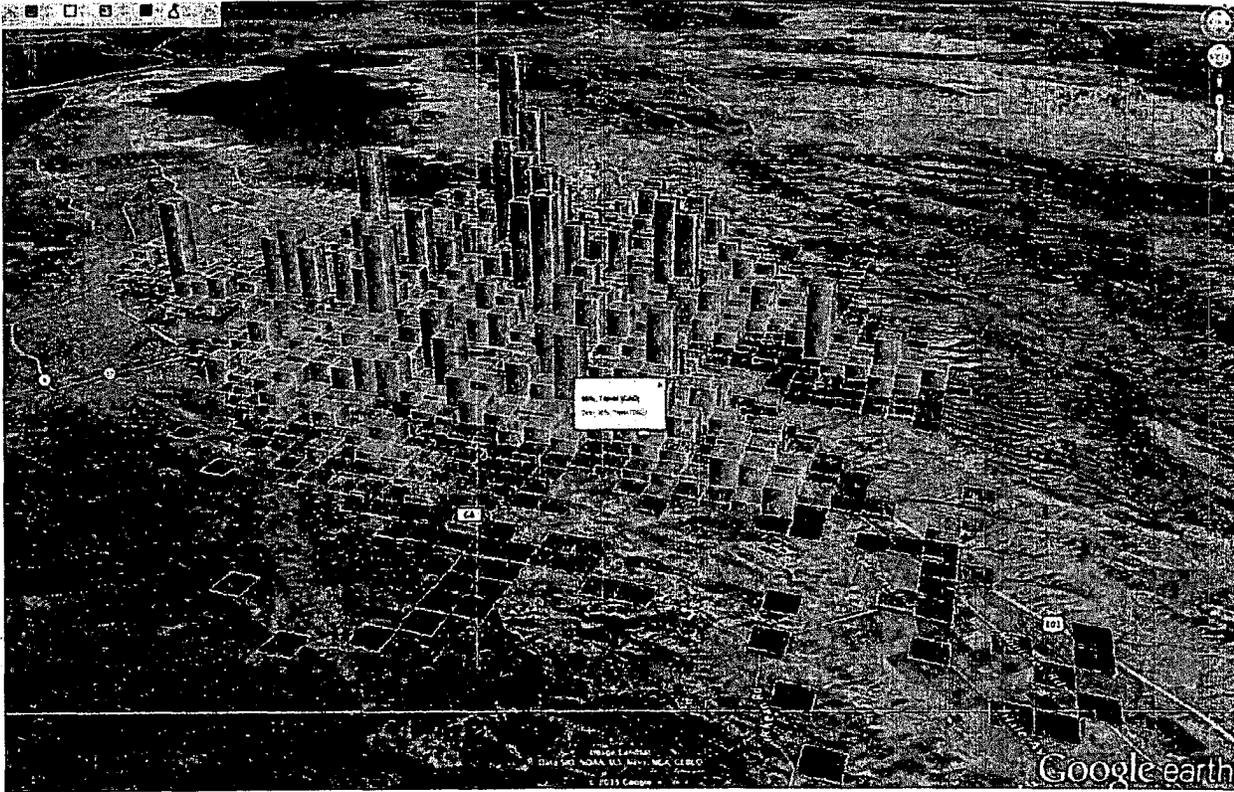
City of Glendale, AZ

Proposal to Perform a Comprehensive Public Safety Deployment and Performance Review

City of Orange Unit Hour Utilization

Hour	R5	R3	R4	E1	E5	E3	E4	E6	E2	T1	T8	E7
00:00	18.37%	11.51%	13.90%	7.81%	10.26%	11.19%	6.81%	4.72%	5.31%	1.97%	2.03%	4.82%
01:00	12.25%	12.47%	10.32%	5.28%	5.66%	6.24%	5.11%	4.21%	5.19%	1.72%	1.14%	1.61%
02:00	12.77%	10.43%	9.50%	4.73%	4.03%	5.13%	5.28%	5.22%	4.63%	2.72%	1.48%	1.56%
03:00	8.72%	6.50%	9.33%	3.89%	2.54%	3.85%	4.34%	2.89%	3.40%	1.04%	1.28%	0.90%
04:00	10.60%	7.30%	6.28%	4.03%	3.50%	4.20%	4.54%	3.65%	2.84%	1.34%	0.57%	1.26%
05:00	11.44%	9.55%	10.53%	5.89%	4.71%	5.11%	5.17%	4.21%	3.46%	2.03%	0.94%	1.09%
06:00	11.25%	10.21%	13.31%	6.25%	5.48%	6.18%	6.62%	1.84%	4.42%	2.50%	0.83%	1.22%
07:00	20.73%	12.66%	18.96%	7.29%	9.26%	6.40%	9.36%	7.29%	7.93%	5.63%	1.79%	3.44%
08:00	22.55%	24.98%	19.41%	9.18%	8.83%	8.07%	8.51%	8.01%	12.11%	4.18%	4.49%	3.97%
09:00	30.18%	26.65%	26.12%	12.59%	13.63%	13.12%	13.02%	8.55%	9.44%	6.12%	4.66%	3.27%
10:00	31.00%	28.00%	27.15%	16.15%	13.93%	10.53%	11.81%	10.53%	11.21%	5.25%	4.95%	4.03%
11:00	32.20%	25.13%	29.45%	14.07%	15.07%	12.26%	10.96%	9.83%	9.30%	4.47%	5.62%	11.44%
12:00	31.61%	30.99%	26.08%	15.21%	13.51%	13.85%	14.42%	8.20%	12.45%	5.33%	6.67%	5.52%
13:00	32.26%	23.78%	29.57%	16.28%	15.41%	10.91%	13.31%	11.26%	7.09%	3.74%	4.56%	5.13%
14:00	30.58%	28.49%	27.12%	15.47%	14.38%	12.62%	11.70%	13.30%	11.64%	4.17%	5.36%	5.69%
15:00	31.02%	25.84%	29.58%	13.44%	10.77%	14.28%	13.77%	11.88%	9.16%	7.58%	6.20%	5.21%
16:00	30.05%	22.41%	28.23%	15.58%	11.88%	13.38%	13.26%	11.74%	12.92%	3.65%	4.16%	5.52%
17:00	32.51%	27.15%	23.99%	15.29%	14.60%	13.00%	12.38%	12.16%	10.30%	4.33%	4.08%	4.20%
18:00	27.64%	21.69%	25.77%	14.17%	16.00%	11.40%	13.91%	9.22%	8.40%	6.50%	3.96%	4.57%
19:00	26.54%	22.25%	24.78%	12.75%	10.48%	11.45%	12.05%	11.51%	9.44%	5.26%	3.08%	3.11%
20:00	25.70%	26.02%	21.91%	13.39%	10.52%	13.17%	11.70%	9.22%	12.29%	6.54%	4.31%	3.31%
21:00	23.68%	16.74%	23.74%	9.92%	10.33%	7.31%	11.36%	12.14%	9.10%	4.29%	3.66%	1.64%
22:00	22.07%	15.22%	13.37%	9.83%	9.25%	6.22%	9.05%	7.47%	6.08%	4.16%	3.29%	2.40%
23:00	18.24%	10.56%	15.48%	7.90%	4.70%	5.77%	7.38%	6.12%	5.06%	2.21%	1.53%	2.29%
Overall	23.08%	19.02%	20.16%	10.68%	9.95%	9.40%	9.83%	8.13%	8.05%	4.03%	3.36%	3.63%
Responses	3,790	3,115	2,736	2,166	2,117	1,945	1,732	1,699	1,677	1,218	750	606

San Jose Fire Department Response time by Volume



Santa Monica Patrol Calls by Day of Week and Time of Day



Santa Monica Police Department

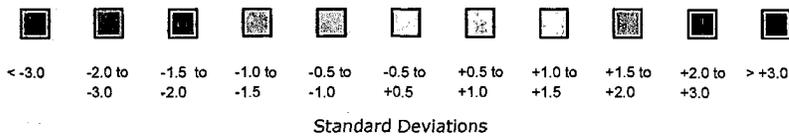


PATROL CALLS BY DAY OF WEEK AND TIME OF DAY

For the period

APRIL 2010 - MARCH 2013

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	1,063	527	572	582	538	656	945	4,883
01	850	426	395	420	451	539	804	3,885
02	877	362	313	328	377	451	842	3,550
03	563	280	258	267	266	356	488	2,478
04	321	232	239	208	281	240	310	1,781
05	231	253	241	266	285	229	244	1,699
06	271	328	287	289	318	327	305	2,125
07	324	498	524	516	484	536	435	3,317
08	412	605	649	648	586	610	533	4,043
09	578	592	602	632	640	686	657	4,387
10	638	629	642	663	593	644	707	4,516
11	595	573	607	642	633	657	683	4,390
12	553	571	577	601	596	615	633	4,146
13	573	560	534	580	636	605	623	4,111
14	537	604	623	663	685	726	725	4,563
15	577	659	689	630	691	786	661	4,693
16	586	687	735	702	714	749	688	4,861
17	598	684	687	714	679	737	749	4,848
18	658	693	698	738	683	777	711	4,958
19	716	736	762	788	765	731	702	5,200
20	716	693	680	741	736	739	709	5,014
21	776	747	775	747	749	806	822	5,422
22	839	790	786	794	826	932	1,031	5,998
23	795	685	704	751	817	1,019	1,167	5,938
Total	14,647	13,414	13,579	13,910	13,929	15,153	16,174	100,806



Average: 600.04
 Std. Dev.: 190.83
 Minimum: 208
 Maximum: 1,167

Santa Monica Patrol Calls by Month and Call Priority



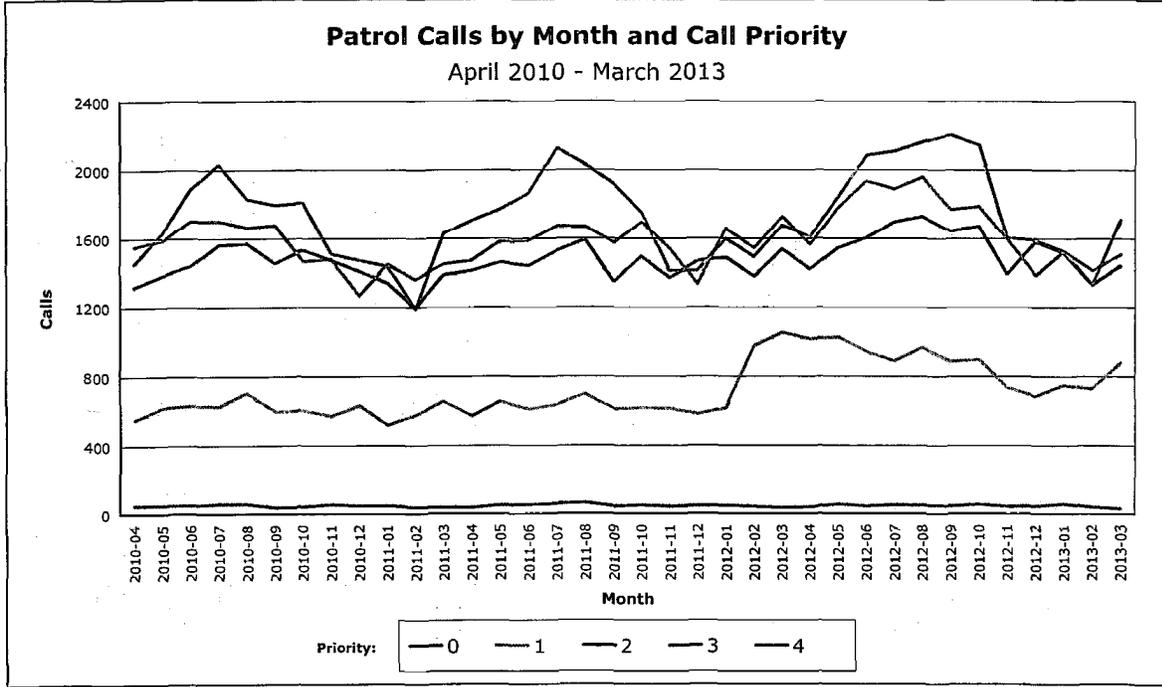
Santa Monica Police Department



PATROL CALLS BY MONTH AND CALL PRIORITY

For the period

APRIL 2010 - MARCH 2013



SECTION 2—CITYGATE ORGANIZATION AND PROJECT TEAM

2.1 CITYGATE'S PROJECT TEAM

Citygate's capabilities for this service can be simply stated: the experience and talents of our Project Team members! We know that successful results come from Citygate's agility to handle, as necessary, six critical roles in cooperation with City public safety teams: (1) champion; (2) stakeholder listener; (3) subject matter trainer/expert; (4) meeting facilitator; (5) coach and content expert; and (6) final strategist/advisor.

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

The Citygate team has a multi-disciplinary approach that includes the full range of skills required to execute this challenging project. The diverse group of specialists comprising Citygate's proposed Project Team (described below) has worked on prior projects to integrate their respective expertise into comprehensive, compelling, and creative strategies to accomplish a municipality's objectives.

2.2 NECESSARY PROJECT TEAM SKILLS

Citygate's team members possess the skills necessary to successfully complete this project, including:

- ◆ Police/fire department deployment principles and practices
- ◆ Police/fire department staffing
- ◆ Police/fire services command and organizational structure
- ◆ Police/fire department performance measurement
- ◆ Fire prevention, police investigations and specialty services, and community risk reduction
- ◆ Dispatch, communications, and 9-1-1 hands-on experience
- ◆ Operating and capital budgeting
- ◆ City management and cost of services analysis
- ◆ Fleet management
- ◆ Public safety technology

- ◆ Safety and training
- ◆ Professional Standards, compliance and auditing
- ◆ Land use planning
- ◆ Strategic, master, and business planning.

2.3 PROJECT TEAM / PROJECT ROLES

The qualifications of the Project Team are critical, as it is the expertise and the capabilities of the consultants involved in the project that ultimately determine the success of the project. We have carefully assembled the team members to provide the knowledge, depth, judgment, and sensitivity required to perform this engagement. Please note that the role of each team member is described in *italics* at the end of his biographical paragraph. Full resumes for each consultant are presented in **Appendix B**. Primary members of our Project Team include the following experienced consultants:

Chief Stewart W. Gary, MPA, Public Safety Principal



Chief Gary is the Fire Services Principal for Citygate Associates. Chief Gary is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For the past fourteen years, he has been a lead instructor, program content developer and consultant for the Standards of Response 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. Over the last fourteen years, he has performed over 250 organizational and deployment studies for departments large and small.

Chief Gary will manage the Citygate team, attend the project kick-off, lead the Fire Department Review, co-draft reports, and co-conduct all briefing presentations.

Chief Sam L. Spiegel, MA, Police Services Senior Specialist



Sam Spiegel retired as Chief of Police and Director of Emergency Services for the City of Folsom, California in November of 2010. He served in that capacity for over nine and a half years. During his tenure as Chief, he also served as the interim City Manager / Assistant City Manager. A 39-year veteran in law enforcement, he is recognized as a successful leader and problem solver with strong organizational and leadership development skills. He has proven experience working with community groups, labor unions, city departments, developers, city councils, and both state and federal legislators.

Throughout his tenure in law enforcement, he performed a myriad of assignments, and is a recognized subject matter expert on Pursuit Policy, Emergency / Critical Incident Management and 9-1-1 / Next Generation technologies. He has instructed and assisted in the development of many training programs that included Employee and Leadership Development, Continuous Improvement Teams, Interest Based Negotiating, Pursuit Policy Guidelines, Internal Affairs Investigations, High Risk Stops, Role of the Executive Assistant to the Chief, and Crime Prevention Through Environmental Design. He has worked extensively on Economic Development, Business Retention, and Planning issues in fast-paced developing communities. He has not only overseen, but been actively engaged in all aspects of law enforcement, including animal control, communications, and records management. He has also provided focused leadership on inter-department collaborations during his interim City Manager tenure.

As an accomplished and visionary police executive, he created the Police Service Delivery Plan model and has authored two of these for the City of Folsom. His insight into staffing and organizational analysis produced the plan that guided a seven-year growth of an agency whose community growth had outpaced the staffing growth of the police department.

Appointed by the last three California Attorneys General, Chief Spiegel has served ten years on the California Law Enforcement Telecommunications Advisory Committee (CLETS), serving the last three years as the committee Chair. He has ten years service to the Governor's Office of Emergency Services, 9-1-1 Advisory Committee, a gubernatorial appointment.

He currently provides law enforcement consulting services in many areas, including Organizational and Operational Analysis, Futures – Next Generation Technologies, Continuous Improvement, Leadership Development, Critical Incident / Disaster Planning, Systems Analysis, and Advocacy Navigation. Chief Spiegel has been a client of Citygate since the 1990s.

Chief Spiegel will serve as the Police Task Manager for this engagement. Chief Spiegel is responsible for day-to-day management of the project, including direction of project personnel, detailed planning and scheduling of tasks, preparation of work products, direct participation in key activities as the key interface with the client, delegation of activities to project consultants, and synthesis of the study data into a meaningful and useful study report.

Chief Robert Meyer, CEM, CFO, EFO, Fire Services Specialist



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

Chief Meyer will conduct the risk assessment and fire headquarters services reviews along with Chief Gary. He will co-prepare the Draft Report and Final Report presentation.

Steven A. Harman, MPA, IPMA-CP, Human Resources Specialist



Mr. Steven Harman is an experienced and acknowledged leader in the public sector human resource management community, and retired as the Director of Human Resources in the City of Livermore. He has more than thirty-two years of personnel management experience covering the full array of management functions including recruitment and selection, classification and compensation, training and development, policy and procedure development and other related areas. Mr. Harman has extensive experience in providing human resource management services for public safety functions. He is a certified expert witness in California and Federal Courts in matters pertaining to employment discrimination and wrongful termination. Mr. Harman served as Citygate's Project Manager for our previous police management and/or staffing reviews conducted for Santa Monica, CA; Maricopa, AZ; Goodyear, AZ; and Provo, UT.

Mr. Harman will assist the Police Department team with human resources expertise, specifically in the areas of investigations and internal affairs. He will conduct interviews, perform analysis, and co-author reports.

Stan Feathers, MPA, Fiscal Specialist



Mr. Stanley E. Feathers has served as City Manager, Assistant City Manager, Finance Director, Budget Manager, and has served extended duty as interim Community Development Director. He has over 25 years of management experience in both county and city government. He frequently works with Chief Gary on fire and EMS services studies requiring costing and fiscal analyses. His executive experience includes virtually all aspects of local government, with much of it focused on “hands-on” analysis, policy development, and implementation of initiatives. His experience primarily includes governmental finance, budget, business systems, contract management, human resources, public safety, information and business technology, labor relations, planning and community development, risk management, legislative advocacy, public works, and major capital projects. Through his wide-ranging experience, he has developed approaches to resolving complex problems by emphasizing simple but elegant solutions. This is critical to long-term success in an increasing complex governmental environment limited by the availability of resources.

Mr. Feathers will assist off site with the fiscal analysis, conduct needed costing, and co-draft report sections on changes to costs of services.

David C. DeRoos, MPA, CMC, Citygate President



Mr. DeRoos has 30⁺ years experience as a consultant to local government, preceded by 5 years as an assistant to the City Administrator. He earned his undergraduate degree in Political Science/Public Service (Phi Beta Kappa) from the University of California, Davis and holds a Master of Public Administration degree from the University of Southern California. Prior to becoming a Principal in Citygate in 1991, he was a Senior Manager in the local government consulting division of Ernst & Young.

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

Comm Center Solutions, Public Safety Communications

Recognizing a void in public safety 9-1-1 professional consultants and specialists, Comm Center Solutions was formed by Danita Crombach and Lynn Freeman as an all-inclusive consulting agency to address any and all issues in public safety communications centers. Specializing in providing public safety agencies with an array of services to meet the increasing challenges in today's public safety communications, Comm Center Solutions' expertise includes personnel issues, operations, staffing, investigations, incident reconstruction, quality assurance, Next Generation 9-1-1 and project management. Comm Center Solutions offers balanced, insightful, and tested solutions for 9-1-1 challenges. With over 70 years of combined service in dispatch centers, Comm Center Solutions' experience is unmatched.

The following are biographies for Danita and Lynn:

Lynn A. Freeman, MA, ENP, Civilian Staffing Specialist



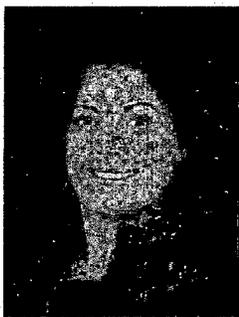
Lynn Freeman is one of the principal consultants/co-founders of Comm Center Solutions. In addition to consulting, Lynn holds the position of Deputy Director of the Critical Support and Logistics Division for the Simi Valley Police Department. Reporting directly to the Chief of Police, Lynn is responsible for administrative oversight of five civilian units including: Communications (9-1-1/Dispatch), Crime Analysis, Fiscal, Records Management, and Fleet and Facility Management. Lynn is tasked with development and implementation of Department's \$29 million budget and directs staff of 40 employees, including five managers.

Lynn has worked for the Simi Valley Police Department for 37 years in a variety of assignments, including communications manager, a position Lynn held for thirteen years, with responsibility for oversight of day-to-day operations of the Communications Unit. Lynn has built dispatch centers literally from the ground up including a new facility in 1998 and the total remodel of communication centers with the most recent in 2012. In addition, Lynn has managed a multitude of projects and upgrades including implementation of two computer aided dispatch (CAD) systems, voice logging recorders, 9-1-1 systems and satellite/back-up facility.

Lynn is a certified Emergency Number Professional (ENP), holds a Center Manager Certificate, Public Safety Telecommunications Certificate and Civil Litigation Certificate. Lynn's formal education accomplishments include an Associate's Degree in Administrative of Justice, and Bachelor's and Master's degrees in Emergency Management with a minor in Public Safety Telecommunications. Ms. Freeman works from her offices in Simi Valley, CA, and Orlando, FL.

Ms. Freeman will focus on the civilian component of the staffing study, and analysis of the civilian operations in the Police Department.

Danita L. Crombach, Public Safety Communications Specialist



Danita Crombach is one of the principle consultants/co-founders of Comm Center Solutions. Danita is widely recognized as a leader in many areas of public safety communications with over 30 years of experience. Danita has been actively involved in organizations such as the National Emergency Number Association (NENA), most recently as President of the California chapter of NENA (CALNENA). She is a Senior Member with the Association of Public-Safety Communications Officials, International (APCO), and served as Secretary for the Southern California chapter (CPRA). Danita has also worked closely with the California State 9-1-1 Office as a member of the Working Group and has twice been involved in determining the funding model that is used to disseminate State Emergency Telephone Number Account (SETNA) funds to California public safety answering points (PSAPs). Danita last served as the communications manager with the Ventura County Sheriff's Office, where she instituted a wide variety of changes and programs—all designed to enhance efficiency and employee retention, while improving service to the public.

Danita is a long-standing certified Emergency Number Professional (ENP), holds a Center Manager Certificate, Academy Instructor Certificate, Public Safety Telecommunications Certificate, and numerous other certificates for course completion specific to public safety communications and leadership. She was instrumental in the development of the California POST 120-hour Basic Dispatcher Course and has been a presenter at basic, intermediate, and advanced courses.

Ms. Crombach will perform the staffing studies and analyze the workload and needs of the Communications / 9-1-1 Center. Ms. Crombach will assist in the analysis of civilian position duties as well.

The Omega Group, Geo-Mapping Specialist

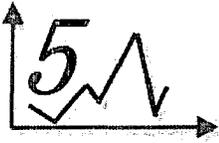


The Omega Group is a nationally recognized public safety and law enforcement mapping analytic and tactical software solution provider. Since the company's inception in 1992, Omega is honored to have worked with over 500 public safety agencies, which have leveraged two flagship solutions: CrimeView and FireView. Some of FireView's capabilities include site selection of fire stations, first-due assignments, response time analysis, and mutual aid strategies.

The Omega Group will provide geo-mapping analysis for the fire station/crew deployment portion of the project. For the Police Department review, we will utilize Omega's consulting/GIS

services including CAD data integration, report development, data analysis services and presentation materials.

Michael D. Fay, Statistical Specialist



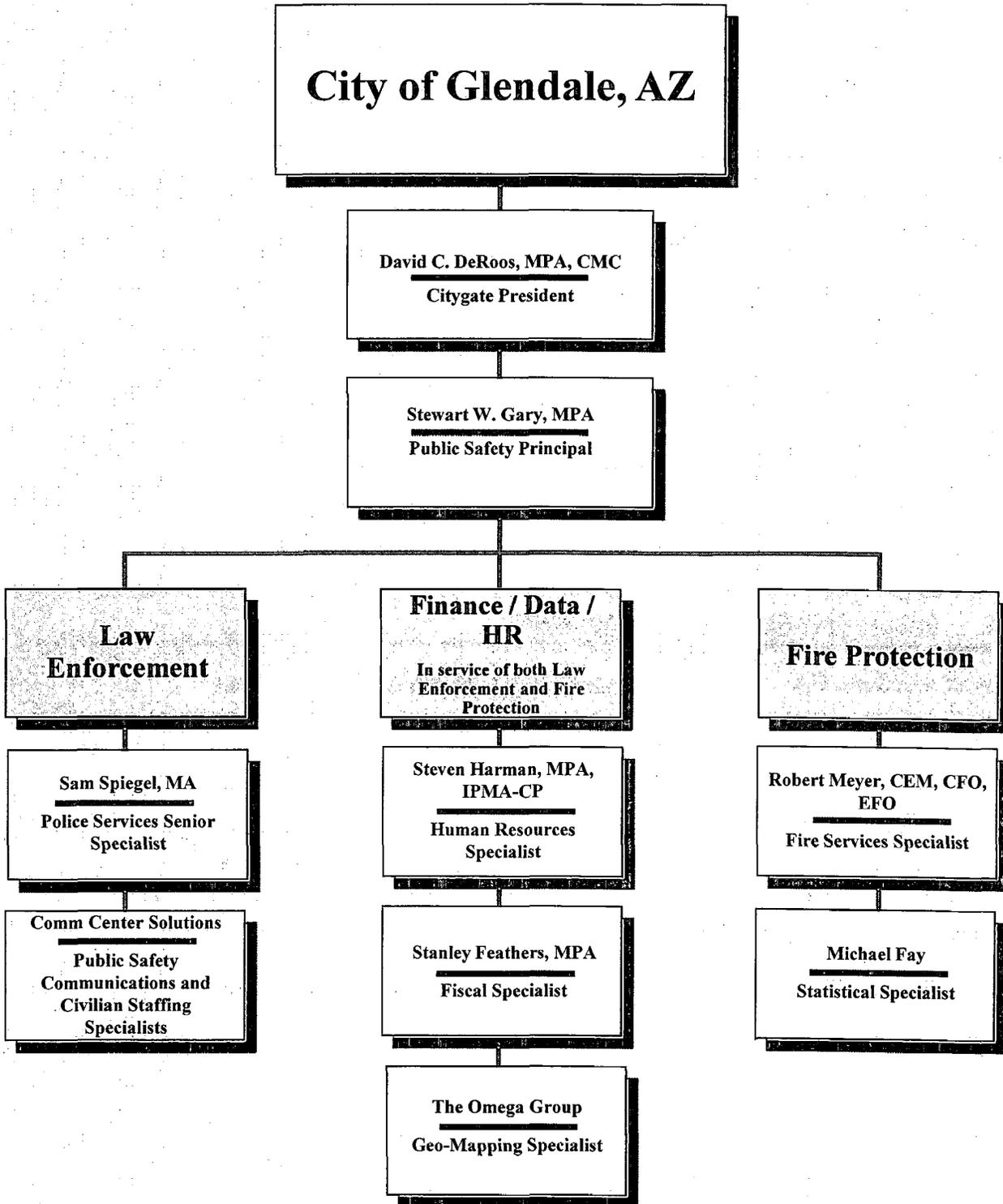
Mr. Fay has assisted Citygate with deployment studies for over 10 years. He has over 30 years experience and has served as a firefighter, EMS director, educator, consultant and publisher. As President of Animated Data, Inc., he is the designer and publisher of *StatsFD*, formerly NFIRS 5 Alive. Using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

Mr. Fay will conduct statistical analysis for the deployment portion of the Fire Department review.

2.4 PROJECT TEAM ORGANIZATION CHART

The following image is a Project Team organization chart. Citygate’s consultants adhere to the Code of Ethics found in **Appendix A**.

Project Team Organization Chart



SECTION 3—SUMMARY OF RELATED EXPERIENCE

3.1 CITYGATE ASSOCIATES PROJECT EXPERIENCE

Citygate Associates, LLC, founded in 1990, is dedicated to assisting public sector agencies to improve services. Citygate's Public Safety practice area conducts deployment analyses, staffing studies, master and strategic plans, consolidation feasibility analyses, organizational efficiency studies, risk assessment studies, performance audits, and GIS for cities, counties, and districts throughout the United States.

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

-Former San Diego County CAO

Citygate has completed many recent projects that are very similar to the deployment and operational work requested in this study. Below Citygate provides a description of our previous related fire services engagements and law enforcement engagements. Following the description of our related studies, we provide a summary listing of other related completed public safety engagements, and finally, an integrated list of references. For a more detailed list of Citygate's Public Safety projects, please visit our website at www.citygateassociates.com.

3.2 SIMILAR FIRE SERVICES ENGAGEMENTS

City of San Jose, CA – Year 2000 Strategic Plan Update Consulting Services

Citygate provided assistance to update the deployment aspect of the Year 2000 San Jose Fire Department Strategic Plan.

Stewart Gary was the lead deployment analyst on the year 2000 San Jose deployment assessment that led to a successful bond initiative the following year. In May of 2015, Citygate was selected to conduct a comprehensive assessment of San Jose Fire Department deployment post recession along with a headquarters staffing assessment for the Bureau of Field Operations.

City of Surprise, AZ – Fire Master Plan and Standards of Response Coverage Study

The City of Surprise retained Citygate to conduct a Master Planning Project along with a Standard of Response Cover Planning analysis for the Fire Department. The planning effort had to have a long-term strategic focus while designing short and mid-term strategies to phase services as economic growth occurred.

Citygate's recommendations followed best practices and we designed solutions that would enhance the Fire Department's capabilities in the near term of one to three years while building a firm foundation upon which the Department can grow over the longer term.

City of Goodyear, AZ – Comprehensive Management Audit of the Fire Department

Citygate completed a comprehensive management audit of the Goodyear, AZ Fire Department to review the effectiveness and management processes of the leadership team, the organization's current design and direction, and the organizational climate.

Cosumnes Community Services District – Standards of Cover Study and Strategic Plan

Citygate performed a Standards of Cover (SOC) Study, Management/Administrative Assessment, and Strategic Plan for the Cosumnes Community Services District Fire Department. This study will include all facets of an extensive SOC, and an in-depth facilitation of the Applied Strategic Planning method.

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

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

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

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

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

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

Los Angeles County – Emergency Medical Services Organizational and Operational Review

Citygate completed an expansive review of the organizational and operational components of the EMS program at the Los Angeles County Fire Department. This study included a review of deployment, use of resources, best practices in pre-hospital medicine, organizational and personnel practices, and the use of information technology. A Strategic Plan was also developed.

Stanford University – Fire Services System Review

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

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

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

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

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

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

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

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

http://citygateassociates.com/Fire_San_Diego_County_Study.html

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

Alameda County – EMS System Consultation to the Alameda County Health Care Services Agency – UNDERWAY

Citygate is currently assisting the Alameda County Health Care Services Agency as it redesigns and rebids EMS services in response to unprecedented fiscal pressures and emerging economics that have been driving many California EMS systems toward insolvency. Citygate's scope also includes a review of deployment and socio-economic data, as well as state health care reimbursement reform regulations.

Monterey County, CA – EMS Agency Ambulance System Issues Review and Analysis of Options

Citygate conducted a review of issues in the ambulance transport system relating to the County's contracted provider and the local government stakeholders. Citygate used focused listening and documentation review to substantiate issues identified. We will work separately and jointly with system partners to forge improved relations and operational agreements.

Contra Costa County, CA – Independent Financial Review of Elements Related to the County's Ambulance RFP – UNDERWAY

Citygate is currently executing an Independent Financial Review of Elements related to the County's Ambulance RFP. Phase 1 consists of evaluating the financial stability of the current Contra Costa County EMS system, while Phase 2 consists of a financial review of bids for service received.

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

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

3.3 SIMILAR LAW ENFORCEMENT ENGAGEMENTS

City of Folsom, CA – Police Department Service Delivery Plan

Chief Spiegel developed the model and produced two Police Service Delivery Plans (SDP) for the City of Folsom. This plan is still in place today, and was reviewed and revised by Chief Spiegel until he retired in 2010. The SDP encompassed an overview and needs assessment of the Folsom Police Department's organizational components, responsibilities, and staffing levels. The overview plan provided an understanding of the agency's various divisions and bureaus, how services are currently provided, and what resources and technologies would be required over the next five years.

The plan examined data and trends that offered insights into Folsom's crime picture and the demand for police services of both sworn and professional staff. The study provided insights into events and trends, and illustrated a range of needs for the Department that included: improved and expanded data management (CAD and RMS) systems; the importance of improving the application and management of existing resources; a greater ability to identify, respond to, and monitor workload and staffing requirements; and improvements that would help in dealing with a myriad of administrative and oversight responsibilities essential to effective and cost-efficient policing. Most significant was that the study debunked the linear use of staffing ratios per 1000 population for planned staffing, and provided a methodology for service delivery staffing.

While examining staffing needs and efficiencies, the plan identified several known issues that would likely impact crime and police service demands in the near future. Those included a noticeable growth in, or the presence of, various gang entities in the City and the region; the importance of maintaining and expanding on crime prevention strategies; the need to stress and improve upon succession planning and professional development within the Police Department; and the overall importance of employing new and evolving technologies that have become increasingly important in the course of improving the ability of police to effectively respond to and reduce crime and disorder in the community. Chief Spiegel, who leads the proposed Citygate Project Team, formulated this Police Department Service Delivery Plan while he was Folsom's Police Chief. To view a digital copy of the Service Delivery Plan, please visit: www.citygateassociates.com/ServiceDeliveryPlan

City of Goodyear, AZ – Police Department Management Study

Spurred by allegations of officer misconduct, Citygate conducted a management review of the Goodyear Police Department. The study examined the Police Department's leadership, management, and internal and external communication processes. The study also covered the internal affairs program, policy development, training and development, organizational structure and the criminal investigations division. The study resulted in numerous organizational and policy changes in the Department.

City of Maricopa, AZ – Police Department Management and Organizational Review

Citygate completed a limited and focused engagement of the Maricopa Police Department to review, analyze, and make actionable recommendations regarding the leadership and management systems in the Police Department based on best practices. Specifically, Citygate Associates examined the following areas: leadership and management practices; organizational structure; internal affairs investigation process; disciplinary procedures; professional standards of conduct; and the criminal investigations division. The review resulted in 29 recommendations, 16 of which were immediately implemented by the client.

Santa Monica, CA – Patrol Division Workload and Alternative Scheduling Plan Review

Citygate completed a far-reaching Patrol Division work load and alternative scheduling plan review for the Santa Monica Police Department. Citygate conducted a data evaluation, literature review, and interviews in an effort to analyze the Department's performance and work schedule performance impacts. Citygate's strategic partner, The Omega Group, creators of CrimeView™, performed data analysis for this project. The Police Chief and the City's executive leadership are using the findings and recommendations from Citygate's report to make key decisions regarding staffing, scheduling, beat configuration, and related operational and officer safety configurations essential for the effectiveness and efficiency of the Police Department.

To view a digital copy of the report, please visit: www.citygateassociates.com/SantaMonica

City of Provo, UT – Police Department Review

Citygate completed a focused review of the Provo Police Department. This study reviewed the Police Department's leadership and management approach to implementing its policies regarding the standards of conduct and ethics. Specifically, Citygate Associates examined six key areas including: citizens' complaint process; professional standards of conduct; officer training; leadership and management; hiring and retention; and community relations. The study resulted in twenty-seven specific action items designed to improve the effectiveness and performance of the Provo Police Department.

Rancho Cucamonga – Police Service Analysis

Citygate performed a police service analysis for the City of Rancho Cucamonga to assist in evaluating the current police services provided to the City by the San Bernardino County Sheriff's Department and other potential service options. The scope of the study includes answering the following questions: (1) How does the current contract compare to similarly situated cities that also contract for law enforcement services?; (2) What would an in-house police department look like for comparable services and how much would it potentially cost (including start-up and ongoing operational costs)?; (3) Are there viable law enforcement agencies in the region that could provide law enforcement services or partners to form a JPA;

and what challenges would need to be overcome including start-up and ongoing operational costs?; and (4) Is there a tipping point beyond which the City should consider a police services alternative?

Cities of Hesperia, Adelanto, Victorville, Town of Apple Valley – Public Safety JPA Feasibility Study

Citygate conducted a feasibility study for the Cities of Hesperia, Adelanto, Victorville, and the Town of Apple Valley to determine the potential for a Public Safety JPA to manage Police and/or Fire services among the agencies.

Cities of Brea, Buena Park, Fullerton, La Habra, Yorba Linda, and Placentia, CA – Police Services and Dispatch Merger Feasibility Studies

Citygate performed a police services consolidation and contract for shared services analysis. The study addressed opportunities for improvement in (1) efficiency and effectiveness; (2) enhancing or expanding services; (3) reducing and/or avoiding costs and duplications; (4) coordinating regional planning and eliminating artificial boundaries; (5) standardizing services and programs; (6) enhancing the opportunities for future grant funding; and (7) enhancing customer service.

Citygate also performed a dispatch study to evaluate opportunities for regional police including evaluating opportunities for shared dispatching between two or more of the study partners that might achieve improvements in some or all of the following: (1) efficiency and effectiveness; (2) enhancing or expanding services; (3) reducing and/or avoiding costs and duplications; (4) standardizing services and programs; (5) enhancing opportunities for future grant funding; and (6) enhancing customer service.

Cities of Burlingame and San Mateo, CA – Police Department Consolidation Analysis

Citygate conducted a study to analyze the feasibility of merging all or a portion of the cities' Police Service operations in order to (1) reduce costs while retaining, at a minimum, the current service levels for each city, and (2) where possible, improve service levels without additional costs. Thus, this study addressed the possibilities from full consolidation of the agency police services to partial sharing of various services.

Port of Oakland, CA – Domain Awareness Center Staffing Plan Development

Citygate Associates was engaged to conduct a review of the proposed Security Operations Monitoring (SOM) staffing plan as designed in the Port of Oakland staff's Concept of Operations. Our work plan included numerous meetings with the stakeholders to understand the mission of the Security Operations project and the organizational challenges associated with its operations and structure. Citygate then assisted the Port in creating an RFP and job descriptions for the additional positions required to staff the center.

Ogden City, UT – Rotating Management and Staffing Audits (Including Police)

Citygate Associates performed general management and staffing studies for eight Ogden City departments, including Police. Each study analyzed the management, operations, policies, performance measurement, and procedures of the departments. We examined issues related to the philosophy and mission; organizational structure and management systems; organizational relationships; relationships with citizens; allocation of employees and other resources; personnel management and training; data management; records management, communications and information systems; facilities and equipment; management methodologies; maintenance functions; and fiscal management of each department. Other departments reviewed by Citygate include Fire, Community Development, Community Services, Public Works, Animal Services, Redevelopment Agency, and Code Enforcement.

Placer County, CA – Law Enforcement Cost Study for New Developments

Citygate was contracted by Placer County to recommend a law enforcement operational plan for each of three new developments planned for the County: Placer Vineyards, De La Salle, and Placer Ranch. In establishing the operational plan, Citygate was asked to review and recommend methodologies and criteria for determining an urban level of staffing, equipment and facilities for each development, comparing the recommended operational plans to appropriate nearby jurisdictions or developments, and finally using a methodology and criteria that could be used by the County in assessing the law enforcement cost impact of future developments.

City of Folsom, CA – Police Chief Recruitment Assistance

Citygate assisted the City of Folsom with the recruitment of a new Police Chief by applying character and behavior psychometric instrumentation to existing command staff as well as potential Police Chief candidates. This process had two objectives: (1) determining the scientifically quantifiable character and behavior of the existing command staff, and (2) determining the character and behavior profile of Police Chief candidates and assessing the “fit” of the recruitment candidates with the existing command staff.

3.4 CITYGATE FIRE SERVICES CLIENT SUMMARY

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

3.4.1 Headquarters Reviews and Strategic Plans

- ◆ City of Atwater, CA
- ◆ Anacortes, WA
- ◆ City of Belmont, CA
- ◆ City of Beverly Hills, CA
- ◆ Butte County, CA
- ◆ City of Carlsbad, CA
- ◆ City of Corona, CA
- ◆ City of Dixon, CA
- ◆ City of DuPont, WA
- ◆ East Contra Costa County FPD, CA
- ◆ Fresno County, CA
- ◆ Lakeside Fire Protection District
- ◆ Los Angeles County, CA
- ◆ Los Angeles Area Fire Chiefs Association, CA
- ◆ Madera County, CA
- ◆ Mountain House CSD, CA
- ◆ Mukilteo, WA
- ◆ Napa County, CA
- ◆ City of Napa, CA
- ◆ City of Newark, CA
- ◆ City of Oakdale / Oakdale Rural FPD, CA
- ◆ City of Oceanside, CA
- ◆ City of Peoria, AZ
- ◆ Presidio Trust, CA
- ◆ Port of Long Beach, CA
- ◆ Port of Los Angeles, CA
- ◆ Rock Creek Rural FPD, ID
- ◆ Salida FPD, CA
- ◆ Salton Community Services District, CA
- ◆ City of San Luis Obispo, CA
- ◆ City of Soledad, CA
- ◆ City of Surprise, AZ
- ◆ Travis County ESD #6, TX
- ◆ Town of Windsor, CA
- ◆ University of California, Davis
- ◆ University of California, Merced

3.4.2 Fire Standards of Coverage/Deployment Studies

- ◆ City of Alameda, CA
- ◆ City of Bakersfield, CA
- ◆ City of Brentwood, CA
- ◆ City of Cleveland, OH
- ◆ Coastside FPD, CA
- ◆ City of Costa Mesa, CA
- ◆ Cosumnes CSD
- ◆ City of Emeryville, CA
- ◆ City of Enid, OK
- ◆ City of Eureka, CA
- ◆ City of Folsom, CA
- ◆ City of Georgetown, TX
- ◆ Kings County
- ◆ Lakeside Fire Protection District, CA
- ◆ Los Angeles County EMS, CA
- ◆ Marin County, CA
- ◆ Menlo Park FPD, CA
- ◆ City of Minneapolis, MN
- ◆ City of Monterey Park, CA
- ◆ Montecito FPD, CA
- ◆ City of National City, CA
- ◆ North County FPD, CA
- ◆ North Lake Tahoe FPD, NV
- ◆ City of Oakland, CA
- ◆ Ogden City, UT
- ◆ City of Orange, CA
- ◆ City of Palm Springs, CA
- ◆ City of Pasadena, CA
- ◆ City of Redlands, CA
- ◆ City of Roseville, CA
- ◆ Sacramento Metropolitan Fire District, CA
- ◆ San Bernardino, CA
- ◆ City of San Diego, CA
- ◆ San Jose, CA
- ◆ City of San Mateo, CA
- ◆ San Mateo County, CA
- ◆ San Ramon Valley FPD, CA
- ◆ Santa Barbara County, CA
- ◆ Santa Clara County, CA
- ◆ City of Seaside, CA
- ◆ Snohomish County Fire District 1, WA
- ◆ South Placer FPD, CA
- ◆ City of South San Francisco, CA
- ◆ South San Mateo County, CA
- ◆ South Santa Clara FPD, CA
- ◆ Stanislaus Consolidated FPD, CA
- ◆ City of Stockton, CA
- ◆ City of Suisun City, CA
- ◆ Templeton CSD, CA
- ◆ Travis County ESD No. 6, TX
- ◆ City of Vacaville, CA
- ◆ City of Vallejo, CA
- ◆ Vancouver, WA
- ◆ City of Vista, CA
- ◆ City of Yuba City, CA

3.4.3 Consolidations and Contract-for-Service Analyses

- ◆ City of Ukiah and Ukiah Valley Fire District – Feasibility of Establishing a “District Overlay”
- ◆ Cities of Manhattan Beach and Hermosa Beach – Operational Assessment
- ◆ Cities of Hesperia, Adelanto, Victorville, Town of Apple Valley, CA – Public Safety JPA Feasibility Study
- ◆ San Diego County Office of Emergency Services (CA) – Countywide Deployment and Fiscal Study for Regional Fire, Rescue, and EMS Services (57 Total Fire Agencies)
- ◆ UC Davis, Cities of Davis, West Sacramento, and Woodland – Consolidation Feasibility Analysis
- ◆ UC Santa Cruz and City of Santa Cruz – Consolidation Feasibility Analysis
- ◆ City of Emeryville, CA – Assessment of Fire Service Provision Options
- ◆ City of Arcata, CA – Fire Services Feasibility Analysis
- ◆ City of Pinole, CA – Regional Fire Service Delivery Study
- ◆ City of Sausalito and Southern Marin FPD – Fire Consolidation Implementation Analysis
- ◆ Cities of Burlingame, Millbrae, San Bruno, and Town of Hillsborough – Fire Services Merger Technical Implementation
- ◆ Cities of Orange, Fullerton, and Anaheim – Consolidation Feasibility Analysis
- ◆ El Dorado LAFCO (CA) – Countywide Fire and Emergency Services Study
- ◆ City of Lodi, CA – Contract for Services Feasibility Analysis
- ◆ Presidio Trust and National Park Service – Fire Services Reorganization
- ◆ City of Eureka and Humboldt No. 1 Fire Protection District – Consolidation or Contract Fire Services Feasibility Analysis
- ◆ Seaside and Marina Fire Services, CA – Consolidation Implementation Assistance
- ◆ Cities of Pismo Beach, Arroyo Grande, Grover Beach, and Oceano CSD – High-Level Consolidation Feasibility Analysis
- ◆ Cities of Patterson, Newman and West Stanislaus County FPD, CA – Joint Fire Protection Study
- ◆ Cities of Monterey, Pacific Grove, and Carmel, CA – High-Level Consolidation Feasibility Analysis
- ◆ South Santa Clara County Area Fire Departments – Reorganization Feasibility Study
- ◆ City of South Lake Tahoe, CA – Fire Department Consolidation Feasibility Analysis
- ◆ City of Santa Rosa and Rincon FPD, CA – Fire Consolidation Analysis
- ◆ City of Sonoma and Valley of the Moon FPD – Fire Services Reorganization Study
- ◆ City of Covina, CA – Contract-for-Service Analysis
- ◆ Cities of Newark and Union City – Consolidation or ALCO Contract for Services Study
- ◆ Snohomish County Fire District 1, WA – Review of Regional Fire Authority Financial and Level-of-Service Plan
- ◆ Yuba County Valley Floor Agencies – Fire Services Merger Study

3.4.4 General Studies

- ◆ County of Alameda, CA – Incident Management Teams
- ◆ City of Albany, NY – Management Audit
- ◆ Alpine Springs, CA – Services Cost Sharing
- ◆ City of Atascadero, CA – Project Impact and Mitigation Assessment
- ◆ Bay Area UASI – Incident Management Training
- ◆ City of Brentwood, CA – Service Costs and Options
- ◆ Cities of Brea and Fullerton – Fire Resource and Ambulance Plan
- ◆ City of Calistoga, CA – Fire Safety Review
- ◆ City of Chula Vista, CA – Analysis of Overtime Use; Fiscal and Operational Policy Assistance for ALS Plan
- ◆ City of Cloverdale, CA – Impact Fees
- ◆ City of Copperopolis, CA – Prevention
- ◆ Contra Costa County, CA Financial Review
- ◆ City of Corona, CA – Fire Prevention
- ◆ City of Davis, CA – Operations / Management
- ◆ Donnelly Rural FPD, ID – Mitigation
- ◆ El Dorado Hills – Peer Review
- ◆ EMSA – Training Program Development
- ◆ City of Fairfield, CA – Review of the Fire Station Needs for the Fairfield Train Station Specific Plan
- ◆ City of Fremont, CA – Response Statistics; Comprehensive Multi-discipline Type 3 IMT Training Program
- ◆ City of Goodyear, AZ – Fire Department Management Audit
- ◆ Hamilton City FPD, CA – Preliminary Diagnostic Assessment
- ◆ City of Hemet, CA – Costing and Peer Review for Fire Service Alternatives
- ◆ City of North Lake Tahoe, CA – Management Team Workshop
- ◆ City of Patterson, CA – Advance Planning
- ◆ PG&E – Mitigation
- ◆ City of Piedmont, CA – EOC
- ◆ Placer County – Fire Services and Revenue Assessment
- ◆ Port of Long Beach, CA – Mitigation
- ◆ Port of Los Angeles, CA – Performance Audit
- ◆ Port of Oakland/City of Oakland – Domain Awareness Center Staffing Plan Development
- ◆ City of Portland, CA – Public Information Officer Training
- ◆ City of Poway, CA – Overtime Audit
- ◆ City of Roseville, CA – EMS Transport
- ◆ Rancho Cucamonga Fire District, CA – Fire Services Feasibility Review
- ◆ Rancho Santa Fe FPD, CA – EMS Operational and Fiscal Feasibility Review
- ◆ Sacramento Metropolitan Airport, CA – ARFF Study
- ◆ Sacramento Regional Fire/EMS Communications Center – EMS Data Assessment
- ◆ City of Sacramento, CA – Fire Prevention Best Practices
- ◆ Salton CSD, CA – Fire Services Impacts Review
- ◆ City and County of San Francisco – Incident Management Training
- ◆ County of San Mateo – Countywide Fire Service Deployment Measurement System
- ◆ City of Santa Barbara, CA (Airport) – ARFF Study

City of Glendale, AZ

Proposal to Perform a Comprehensive Public Safety Deployment and Performance Review

- ◆ City of Hesperia, CA – Cost Estimate for Hesperia Provided Fire Services
- ◆ Kelseyville FPD, CA – Executive Search
- ◆ Kitsap Public Health District – Emergency Response Plan Review Services
- ◆ City of Loma Linda, CA – Cost of Services
- ◆ City of Milpitas, CA – Fire Services Planning Assistance
- ◆ County of Monterey – EMS Agency Ambulance Systems Issues Review and Analysis
- ◆ County of Monterey – EMS Communications Plan
- ◆ City of Napa, CA – Mitigation
- ◆ Newark-Union City – Fire Services Alternatives
- ◆ Northstar – Fire Impacts and Growth Review
- ◆ Santa Clara County – Incident Management Training
- ◆ Santa Cruz County – Incident Management Training
- ◆ Town of Scotia Company, LLC – Board Training Workshop
- ◆ Sonoma LAFCO – Municipal Services Review
- ◆ South Monterey County Fire Protection District – Needs Assessment
- ◆ Squaw Valley – Assessment of Project Impacts
- ◆ Stanford University, CA – Fire Services System Review Consulting Services
- ◆ City of West Sacramento, CA – Impact Fees
- ◆ Wheatland Fire Authority, CA – Operational Feasibility Review
- ◆ City of Yorba Linda, CA – EOC
- ◆ Yolo LAFCO – Combined MSR/SOI Study

3.5 CLIENT REFERENCES

Below, Citygate provides a list of references for related engagements. We strongly encourage the City to contact these references to see why agencies continue to call on Citygate.

Stanford University, CA

Project: Fire Services System Review

Ms. Laura Wilson, Police Chief

(650) 723-9633

San Diego County, CA

Project: Regional Deployment Study for

Fire, Rescue, and EMS Services

Mr. Walt Ekard, Former Chief

Administrative Officer

(619) 760-7444

City of Folsom, CA

Project: Police Department Service

Delivery Plan

Mr. Evert Palmer, City Manager

(916) 355-7220

City of Goodyear, AZ

Project: Police Department Management
Study

Mr. Mario Saldamando, Executive

Management Assistant to the City Manager

(623) 882-7066

City of San Diego, CA

Project: Standards of Response Coverage
Study

Mr. Javier Mainar, Fire Chief

(619) 533-4300

El Dorado LAFCO, CA

Project: Countywide Fire and Emergency
Services Study

Mr. Jose Henriquez, Executive Officer

(530) 295-2707

Cosumnes Community Services District

Fire Department, CA

Project: Standards of Cover Study and
Strategic Plan

Ms. Tracey Hansen, Fire Chief

(916) 405-7100

Santa Barbara County, CA

Project: Fire Services Deployment and
Departmental Performance Audit

Mr. Ray Navarro, Division Chief

(805) 681-5500

Santa Monica, CA

Project: Patrol Division Workload and
Alternative Scheduling Plan Review

Ms. Jacqueline Seabrooks, Police Chief

(310) 458-8384

City of Maricopa, AZ

Project: Police Department Management and
Organizational Review

Ms. Brenda Fischer, former City Manager

(623) 930-2870

Sacramento Metropolitan Fire District

Project: Standards of Response Coverage Study
and a Services Reduction (Brownout) Study

Mr. Chris Holbrook, Deputy Chief, Operations

(916) 616-2402

City of Oakland, CA

Project: Comprehensive Multi-Hazard, All-Risk
Fire Service Deployment Study

Ms. Teresa Deloach Reed, Fire Chief

(510) 238-4050

3.6 CITYGATE'S DEPTH IN FIRE SERVICES WORK

This section further describes the depth of Citygate Associates' experience in providing deployment, organizational, and management analysis consulting services.

Directly stated, the Citygate team led by Chief Gary is the **most experienced** with completing deployment studies, headquarters studies, and related public safety assessments in the United States. Why?

Stewart Gary, Citygate's Public Safety Principal and retired Fire Chief, has for over 14 years helped develop the Standards of Response Cover methodologies and teach these to fire service leaders across the U.S and Canada. Chief Gary partnered with the leading software firms to develop the tools necessary for advanced fire services deployment planning. To our knowledge, there is no other fire services deployment analyst with Chief Gary's depth and breadth of experience summarized here:

- ◆ In 1995 Chief Gary was asked to take the Commission on Fire Accreditation Standards of Response Cover (SOC) Manual edition #1 and develop the material into a 40-hour course for the California Fire Academy;
- ◆ In the years to follow, Chief Gary co-authored and edited SOC Manual versions #2 through #4;
- ◆ Chief Gary taught the highly successful SOC class at the California Fire Academy for years and delivered seminars nationally for the Commission on Accreditation to fire service groups including International Fire Chiefs Association Conventions, accreditation applicant agencies, Navy and Air Force Fire Chiefs;
- ◆ Chief Gary, as a consultant since 2001, has worked on over 250 fire service projects. Many of these involved complicated and politically sensitive situations. Most involved some form of partial or total deployment analysis skills;
- ◆ To our knowledge, no other single consultant with his key software partner has done SOC studies on so many large agencies *and been a practicing Fire Chief*.
- ◆ Where Chief Gary's SOC studies have been presented to elected officials in public agency hearings, they have always been universally well received, with the findings and recommendations never being contested or disagreed with by elected officials, fire managers, city managers or labor leaders. This record of positive consultancy results across diverse stakeholder groups is unparalleled. In fact, at the final presentation of our countywide deployment study (led by Chief Gary) for San Diego County to the elected officials, we received these comments:

- “Never before has a study been done that looks across the wide range of jurisdictional lines and at a level of analysis so deep.” – *Second District Supervisor, Dianne Jacob*
- “...I think this is an extraordinary report; ...it’s professionally done and this is probably one of the best presentations that I personally have ever sat through...” – *Supervisor Fourth District, Ron Roberts*

3.7 CITYGATE’S DISTINGUISHING CHARACTERISTICS IN THE MARKETPLACE

In one word – **trust** – founded on these core values:

Ethics: We will use rational information to help elected officials make informed policy choices. Our opinions are not for “sale” to those that might want to slant a recommendation because they are paying for the advice.

Quality: We deliver a complete work product that meets the client’s *local* needs. We do not use one-size-fits-all reports. Our reports clearly use facts to frame appropriate recommendations that the civilian reader can understand. We do not use industry jargon or jump to conclusions that only a fire service or law enforcement individual would understand.

Timeliness: We will offer our clients a realistic timeline and always complete our work within that timeline. Where we have not, it is due to the client needing more time to schedule events or to produce background information.

Sensitivity: We will understand at the project kick-off what the stakeholder issues are and what information will be needed to completely address them. We are careful to respect local issues. We do not take sides. We rationally analyze information and present policy choices. We are quiet, “backstage” experts who let the local officials set and explain public policy.

Independence: Citygate provides a dependable independent voice (perspective, viewpoint, evaluation, assessment). Citygate is not aligned with any special interest group or association.

SECTION 4—PRICING PROPOSAL

4.1 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. There are efficiencies and savings achieved in performing both studies together, and if either study were to be conducted in isolation, the cost would increase due to increased administrative support, oversight, and travel costs.

We will undertake this study for the “not-to-exceed” total costs presented below. Please read Section 4.1.4 on the following page for our discussion of possible cost reductions.

4.1.1 Overall Project Cost

Hourly Fees of Project Team	Reimbursable Expenses	Administration (5% of Hourly Fees)	Total Citygate Project Amount
\$129,275	\$21,873	\$6,464	\$157,612

4.1.2 Project Hours Breakdown

Project	Field Consultants	GIS	Incident Statistics	Citygate Office Support and Document Production	Total
Fire	173	40	40	47	300
Police	221	50	50	47	368
Total	394	90	90	94	668

4.1.3 Project Options

Option	Cost
HERE Street Data ¹	\$3,900
Inclusion of Traffic Congestion in the Mapping Model ²	\$5,119
The Omega Group CrimeView Dashboard Implementation and Advanced Reporting	See Section 4.4

¹ If street data is not available that includes the attributes necessary for the geographic computer model to route response vehicles at appropriate speeds over the City’s road network, including one-way streets and freeway interchange directions, The Omega Group will purchase the required streets and speed data from HERE, a private GIS data vendor, at a cost of \$3,900.

² If the City desires that traffic data be incorporated into the mapping model, an additional cost of \$5,119 will be needed for The Omega Group to perform the necessary analysis.

4.1.4 Note on GIS, Incident Statistical Analysis, and Police Dispatch Costs

In the above pricing Citygate has assumed performing a fresh and independent analysis of the workload demands for both Departments using the best available tools. However, if the City believes that one or both Departments have *outstanding* workload and services geography coverage already done, then we can discuss a cost reduction in Citygate's technical services and have the Citygate team instead peer review the existing Departmental data. However, having not reviewed that data, if it exists to best practices standards, we wanted to present the City with the cost of a full, independent analysis.

If the City also does not feel an in-depth review of the Police dispatch center is needed, a further cost reduction can be taken.

4.2 CITYGATE COST AND BILLING TERMS

The price quoted above is effective for 30 days from the date of receipt for this proposal and includes one (1) draft cycle as described in Task 5 of our Work Plan to be completed by Citygate and the City within 10 working days. 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 up to nine (9) bound color copies of the Final Reports and one (1) reproducible master copy on CD-ROM. The Draft Reports will be considered to be Final if there are no suggested changes within thirty (30) days of the delivery of the Draft Reports.

If the City decides to delay our final presentation in Task 6 after acceptance of the final work products, Citygate will accommodate such a request, but will charge two administrative hours per month to keep the project in suspense until the presentation is delivered. If this causes the billing to exceed the contracted amount, the City will be billed for the additional hours above the contracted amount.

Our policy is to bill monthly for professional fees. Our charges are based on actual time spent by our consultants at their established billing rates, plus a five percent (5%) administration charge in lieu of individual charges for copies, phone, etc. We also bill for travel expenses (at cost) incurred in the prior month's work. Our invoices are payable within thirty (30) days. Citygate's billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter.

We request that ten percent (10%) of the project cost be advanced at the execution of the contract, to be used to offset our start-up costs. This advance would be credited to our last invoice.

4.3 STANDARD HOURLY BILLING RATES

Classification	Rate	Consultant
Citygate President	\$ 225 per hour	David DeRoos
Public Safety Principal	\$ 250 per hour	Stewart Gary
Law Enforcement Senior Associate	\$ 195 per hour	Sam Spiegel
Fire Services Specialist	\$ 195 per hour	Robert Meyer
Human Resources Specialist	\$ 210 per hour	Steven Harman
Fiscal Specialist	\$ 210 per hour	Stanley Feathers
Communications Dispatch Specialist	\$ 195 per hour	Comm Center Solutions
Geo-Mapping Specialist	\$ 195 per hour	The Omega Group
Fire Statistical Specialist	\$ 160/per hour	Michael Fay
Report Project Administrator	\$ 125/per hour	Chad Jackson
Administrative	\$ 95/per hour	Various

4.4 OPTIONAL CRIMEVIEW DASHBOARD INSTALLATION

4.4.1 CrimeView Dashboard

CrimeView Dashboard provides a set of analytical and mapping tools for command staff and patrol officers to collaborate with analysts to create content reflecting crime priorities and decisions of focus.

Presented below is the cost for the enhanced data analytics package, leveraging the investment in CAD Call for Service data modeling in Citygate’s review. The following additional services will provide Glendale with the CrimeView Dashboard package with CAD data:

Component	Rate
CrimeView Dashboard End-User and Designer Training (One-time Fee)	\$3,300
CrimeView Dashboard Subscription Services (Annual Fee)	\$8,775
Application Configuration (One-time Fee) <i>CrimeView Dashboard is a site license with named user logins</i>	\$18,025
Total First Year Investment	\$30,100

4.4.2 Advanced Reporting Module (CrimeView Dashboard Required)

Advanced Reporting provides a robust business intelligence and reporting framework for the delivery of calls for service analytical results in addition to a broad mix of additional agency performance metrics, benchmarking templates and reporting.

Presented below is the cost for the enhanced data reporting package, leveraging the investment in CAD Call for Service data modeling and Omega report development in Citygate’s review. The following additional services will provide Glendale with the Advanced Reporting Module:

Component	Rate
Advanced Reporting End-User Training (One-time Fee)	\$700
Advanced Reporting Subscription Services (Annual Fee) <i>Advanced Reporting includes twenty-five (25) logins</i>	\$5,000
Application Configuration (One-time Fee)	\$14,525
Total First Year Investment	\$20,225
Combined CrimeView Dashboard and Advanced Reporting Initial Investment	\$50,325

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 is the Public Safety Principal for Citygate Associates. He is currently directing the Rancho Cucamonga police services analysis, recently directed the Hesperia partners JPA feasibility study, and has been working on public safety studies of all types for over a decade. Chief Gary is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. Over the last fourteen years, he has performed over 250 organizational, staffing, and deployment studies. He has worked with The Omega Group for over a decade and understands how to draw staffing and deployment conclusions from data.

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

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

Consulting Experience Includes:

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed or directed over 250 consulting projects. Some of the highlights and recent projects are:

- ◆ For all Citygate Public Safety projects, Mr. Gary has served as our Public Safety Practice Principal.
- ◆ Served in an oversight capacity 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 the city.
- ◆ Served Project Director and Fire Services Principal for the City of Goodyear, AZ Comprehensive Management Audit of the Fire Department.
- ◆ Currently serving as Fire Practice Principal and Project Director for a Standards of Cover Study, Management/Administrative Assessment, and Strategic Plan for the Cosumnes Fire Department.
- ◆ Serving as Fire Services Principal and Project Director to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
- ◆ Served as Practice Principal and Project Director for a police services consolidation or contract for shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra and Yorba Linda.
- ◆ Served as Project Manager, Fire Practice Principal, and Merger Specialist for the City of Rancho Cucamonga Police Services Analysis.

- ◆ Served as Project Director for a project to provide a feasibility study for a public safety Joint Powers Authority for the Cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
- ◆ Served as Public Safety Practice Principal for Citygate's police department consolidation feasibility assessment for the Cities of Burlingame and San Mateo, CA.
- ◆ Served as Project Manager and SOC Specialist for a strategic plan and Standards of Response Coverage study for the City of Beverly Hills Fire Department.
- ◆ Served as the Technical Director on a fire services master strategic plan project for the City of Peoria, AZ.
- ◆ Served as Project Director to conduct a strategic planning process for the Los Angeles County Fire Chiefs Association to provide a framework for regionalizing training across all 31 fire departments in the area.
- ◆ Served as Project Director and SOC Specialist for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate, and cost effective coverage.
- ◆ Served as Project Director and SOC Specialist for Citygate's Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in the County region. Citygate outlined a process designed to establish a blueprint for improving San Diego County's regional fire protection and emergency medical system.
- ◆ Served as Project Director for Citygate's Standards of Response Coverage study for the City of San Diego, CA.
- ◆ Served as Project Director for an extensive Emergency Medical Services Organizational and Operational Review of the Los Angeles County Fire Department.
- ◆ Served as Project Director and SOC Specialist for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
- ◆ Served as Project Director and SOC Specialist for a Fire Department Strategic Plan and Standards of Cover for the City of Corona, to include all facets of fire and non-fire operations.

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 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Response Coverage tools, was

well received by the Department and City Council, which accepted the new strategic plan on a 9-0 vote.

- ◆ In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless ten-company department for which he served as Chief. The LPFD represents one of the few successful city-to-city fire mergers in California. The LPFD consisted of 128 total personnel with an operating budget for FY 00/01 of \$18M. Service was provided from eight stations and a training facility, and two additional stations were under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the *Standards of Cover* system for fire service deployment. He re-worked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
- ◆ Mr. Gary has been a speaker on the proper design of information systems at several seminars for the California League of Cities and the Fortune 100. He has authored articles on technology and deployment for national service publications.

Instructor and Lecturer:

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

Sam Spiegel retired as Chief of Police and Director of Emergency Services for the City of Folsom, California in November of 2010. He served in that capacity for over nine and a half years. During his tenure as Chief, he also served as the interim City Manager / Assistant City Manager. A 39-year veteran in law enforcement, he is recognized as a successful leader and problem solver with strong organizational and leadership development skills. He has proven experience working with community groups, labor unions, city departments, developers, City Councils, and both state and federal legislators.

Throughout his tenure in law enforcement, he performed a myriad of assignments, and is a recognized subject matter expert on Pursuit Policy and Emergency / Critical Incident Management. He has instructed and assisted in the development of many training programs that included Employee and Leadership Development, Continuous Improvement Teams, Interest Based Negotiating, Pursuit Policy Guidelines, Internal Affairs Investigations, High Risk Stops, Role of the Executive Assistant to the Chief, and Crime Prevention Through Environmental Design. He has worked extensively on Economic Development, Business Retention, and Planning issues in fast-paced developing communities.

He holds a Master's Degree in Management, a Bachelor's Degree in Criminal Justice, his State teaching credential, and is a graduate of the P.O.S.T. Command College and the FBI National Academy.

Until his retirement, Chief Spiegel was the Chairman of the Law and Legislative Committee for the California Police Chiefs Association, Past-President of the California Peace Officers Association, and former member of the California Homeland Security Public Safety Advisory Council. He has ten years service to the Governor's Office of Emergency Services, 9-1-1 Advisory Committee, a gubernatorial appointment. He previously served six years as a member of the Commission on Peace Officer Standards and Training Advisory Committee.

Locally, he was the Chairman of the Sacramento Operational Area for emergency preparedness and response, and a member of the Administrative Authority that reviews and awards grant funding for the region.

Appointed in April of 2001, Chief Spiegel guided the growth and development of the Folsom Police Department (FPD) from a small agency of forty-seven sworn officers to a mid-size organization with a staff of ninety sworn personnel. During his tenure, the reputation of the Department expanded as the leadership developed and professionalism grew. The Department is highly regarded statewide for its innovation and expansive programs, both in the community and public safety profession. With members of the Department now serving on State Training committees and as faculty members for instructional institutions, FPD serves as a training component in the innovative Patrol Training Officer Program, regarded as the premiere training model for police officers.

Under Chief Spiegel's leadership, the Law Enforcement Service Delivery Plan model was created. It is still used today to guide the growth of Folsom Police Department. Other innovative programs included the Continuous Improvement Team, Folsom Mounted Unit, Honor Guard, Commercial Enforcement Program, Community Clergy Group, Advisory Committee on Homeless in Folsom and many others. The City of Folsom has been the safest community in Sacramento County for several recent years. Chief Spiegel credits that to the dedication of the

men and woman of the Police Department and the tremendous support and collaboration of the community.

Professional Experience Includes:

- ◆ 2001 – 2010, Chief of Police, City of Folsom, California
 - Jan 1 – Oct 15, 2006, Assistant City Manager, City Manager, Chief of Police, City of Folsom – During this period of time, in addition to Chief of Police, was responsible for overall operations and oversight of all departments in the City as City Manager. FY budget was \$193.3 million; \$58.7 million for the General Fund, \$41.3 million for Enterprise Fund operations, \$28 million for Special Revenue Funds, \$12.4 million for Debt Service Funds, and \$37.9 million for Capital Improvement Program (CIP) projects.
 - Chief of Police – Responsible for the planning, direction and review of all facets of the Police Department and City policing programs. Provided leadership and administrative direction in accordance with Federal, State and local laws; implemented leadership program for professional development and succession planning. Oversight of activities and operation of the Police Department law enforcement investigations, community policing, protection of life and property, crime prevention, administrative support services, community outreach and public relations.
 - Coordinated assigned activities with other City departments and outside agencies; updated the City-wide Emergency Operations Plan; assuming the responsibilities as the Emergency Services Director. Provided highly responsible and complex administrative support to the City Manager; exercised direct technical and functional supervisor over sworn, technical, and clerical staff.
 - Supervised and participated in the development and administration of the Police Department budget; selected, trained, motivated, and evaluated personnel; created the Continuous Improvement Team – a cross-section representation of all levels in the Department empowered to address, solve and implement changes for the overall improvement of the Department and its service to the community. Maintained and fostered positive community relations; cooperated with local and regional law enforcement. Was actively involved in regional law enforcement issues, training, and collaborations. Championed diversity in the community and work place, maintaining open, accessible and sincere communications with employees, labor unions, department heads, community groups, and City Council. Maintained strong presence in the community working collaboratively to enhance the quality of life in Folsom. Annual budget: \$20,000,000.
- ◆ 1996 – 2001, Captain, City of Corona, California
 - Division Commander, Administrative Services Division – which includes Communications, Records, Administration, Community Relations - Crime Prevention, Volunteer Services, Personnel and Training, Computer

Services, Development Plan Review, Grant Administration, Budget Development and Fiscal Management of annual budget. Field Services Division – (106 total personnel) which has included Community Policing Patrol, Canine Teams, Special Response Team (SWAT), FLEX Team (formerly Street Problem Solving & Gang Detail), Problem Oriented Policing Team, Traffic, Reserves, Field Training Officer Program and Mounted Unit.

- ◆ 1985 – 1996, Police Lieutenant, City of Corona, California - Bureau Commander
 - Responsible for one of six major bureaus of a department of 200 full-time employees; performed duties of acting captain. Responsibilities included: presentations before City committees and civic groups; department budget development and management; administrative review and discipline; legal liaison with city attorney; conducted sensitive internal investigations related to city liability; field operations (patrol, traffic, special events, canines) and criminal investigations; crime prevention; personnel hiring and training, records and communications, professional standards and planning. Significant achievements included: design and implementation of Community Policing community office; assisted in design and implementation of Department's strategic plan; writing of federal and state grants; initiated, developed, and delivered community policing-problem solving training department-wide; design of department rules, regulations and policies; enhancement of department radio/communications system; developed, designed, and implemented critical incident/disaster plan, protocol and training.
- ◆ 1982 – 1985, Police Sergeant, City of Corona, California
 - Patrol & Traffic Sergeant, acting lieutenant and watch commander; supervised traffic officers and related investigations; developed and managed traffic citation/records system; served as liaison with city traffic engineer on circulation planning; coordinated Department's responses to developmental plan reviews with City planning; coordinated training of personnel; developed training programs; conducted personnel investigations; conducted disaster preparedness; coordinated hazardous materials response; prepared budgets.
- ◆ 1974 – 1982, Police Cadet / Officer / Deputy Sheriff / Detective, City of Corona/County of Riverside, California
 - Assigned to a variety of positions including Schools, Dispatch, Patrol, Traffic and Commercial Enforcement, Traffic Accident Investigation and Criminal Investigation.
 - Administrative assignments included developing municipal code ordinances relating to traffic.
 - Crimes Persons and Property Detective, responsible for investigation of major crimes including narcotics investigation; development of special funding plans for equipment acquisition; initiated, developed and

implemented criminal intelligence program; trained new detectives; and developed expertise as an expert witness in court.

Specific Achievements and/or Experience:

- ◆ Emergency Operations Plan
- ◆ Mobile Command & Communications Unit
- ◆ Updating to equipment and technologies / Standardization of firearms
- ◆ Dispatch upgrade
- ◆ Expanding the Volunteer Program to encompass the Fire Service and CERT
- ◆ Public Safety Awards and Community Recognition events

Special Activities and Awards:

- ◆ Appointed by Governor Schwarzenegger to State 9-1-1 Advisory Committee
- ◆ Chair, Sacramento Operational Area Council
- ◆ Member six years, Commission on Peace Officer Standards and Training, Advisory Committee
- ◆ Member, Governor's Office of Homeland Security Advisory Council
- ◆ Police Chief of the Year 2003 Presented by WE-TIP National
- ◆ Member, C.L.E.T.S. Advisory Board – California Law Enforcement Telecommunications System
- ◆ Presenter, League of California Cities – *“Collaborative Efforts of Public Safety and Public Works Departments”*
- ◆ Presenter, League of California Cities – *“Collaborative Efforts of Public Safety in the face of Terrorism”*
- ◆ Presenter, Views from the FBI, L.E.T.N., Standardized Emergency Management Systems
- ◆ Subject Matter Expert; Pursuit Driving Guidelines, California Commission on P.O.S.T.
- ◆ Presenter, California Commission on P.O.S.T. Chiefs, Sheriffs and Command Officers Course, *Standardized Emergency Management System*, Palm Springs, CA
- ◆ Member, Riverside County Multi-Casualty Incident Planning Task Force
- ◆ Presenter, California Commission on P.O.S.T. Chiefs, Sheriffs and Command Officers Courses, *New Technologies Facing Law Enforcement, Incident Command System for Executive Staff*
- ◆ California Legislature; *Certificates of Appreciation*
- ◆ American Legion, *Citation for Aircraft Crash Rescue*

Professional Affiliations:

- ◆ American Leadership Forum
- ◆ Former Law & Legislative Chairman - California Police Chiefs Association
- ◆ Past President, Executive Board Member, California Peace Officers' Association
- ◆ Command College Alumni Association
- ◆ FBI National Academy Associates
- ◆ California Public Radio Association
- ◆ California Law Enforcement Association of Records Supervisors
- ◆ American Radio Relay League
- ◆ Police Legal Advisors, California Peace Officers Association
- ◆ Corona Police Officers' Association, Former Vice-President
- ◆ National Airborne Law Enforcement Association
- ◆ International Association of Chiefs of Police

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

Current Consulting Experience Includes:

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

- ◆ Currently serving as Standards of Coverage Specialist to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
- ◆ Served as Fire Services Specialist for an update of the City of Pasadena's Standards of Response Coverage plan.
- ◆ Served as Fire Services Specialist for a Comprehensive Management Audit of the Goodyear, AZ Fire Department to evaluate: (1) effectiveness and management processes of the leadership team; (2) design and direction of the organization; and (3) organizational climate.
- ◆ Served as Fire Services Specialist to Provide an Emergency Medical Services Review for the County of Los Angeles Fire Department.
- ◆ Served as Fire Services Specialist for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.
- ◆ Served as Senior Fire Services Specialist to Provide an Operational Assessment of the Cooperative Fire Department Response Plan between the Cities of Manhattan Beach and Hermosa Beach.
- ◆ Served as Fire Services Specialist for a Comprehensive Fire Department Evaluation and Analysis for the City of Mukilteo, WA.
- ◆ Served as Fire Services Specialist for a Fire Protection and EMS Master Plan for the City of Anacortes, WA Fire Department.
- ◆ Served as Fire Services Specialist to provide a comprehensive master plan for fire prevention services for the City of Corona Fire Department.
- ◆ Served as Accreditation Specialist to develop a fire services strategic plan and pre-accreditation review for University of California, Davis, and City of Davis Fire Departments.

Professional Experience:

January 2010 – Present

Northern Arizona University, Mesa, AZ

Adjunct Professor

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

January 2003 – January 2010

SeaTac Fire Department, SeaTac, WA

Fire Chief/Emergency Management Director

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

November 2000 – January 2003

SeaTac Fire Department, SeaTac, WA

Assistant Fire Chief

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

May 1996 - Nov. 2000

Santa Maria Fire Department, Santa Maria, CA

Division Chief - Fire Marshal/Emergency Services Coordinator

- ◆ Responsible for all Fire Prevention activities for a diverse community of 80,000 constituents. Directly supervised 5 employees. He conducted training for all members of the Department and City staff in emergency preparedness. Also served as Emergency Services Coordinator and Disaster Preparedness Officer for the City. Prepared the Emergency Plan and supporting documents. Acted as Duty Chief on a rotating basis responsible for all emergency responses, training and safety.

January 1993 – May 1996

City of West Hollywood, West Hollywood, CA

Senior Code Enforcement Officer

- ◆ Managed Code Enforcement Section of 4 personnel that enforced fire, building, and municipal codes for a diverse community of 40,000. Responded and

answered citizen complaints, prepared code revisions and amendments, made presentations to the Community, Commissions and City Council.

December 1989 – Oct. 1992

San Clemente Fire Dept., San Clemente, CA

Battalion Chief/Fire Marshal Emergency Services Coordinator

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

Community Service:

- ◆ City of SeaTac Chamber of Commerce
- ◆ YMCA Board of Directors
- ◆ Des Moines Rotary Club

Certifications:

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

Education:

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

Memberships:

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

Mr. Steven Harman retired after a 32-year career in human resource management and joined Citygate Associates. He served as the Director of Human Resources for the City of Livermore, CA for six years where he provided human resource management leadership and technical expertise in all functional areas including executive search, classification and compensation, labor relations, training and development, policy development and implementation along with other responsibilities. Mr. Harman is a skilled, experienced and acknowledged leader in the public sector human resource management community. Mr. Harman has extensive experience in providing human resource management services for public safety functions.

Mr. Harman is active in the profession; he was on the Board of Directors of the International Public Management Association for Human Resources (IPMA-HR) and is currently on the Board of Directors of the IPMA-HR Certification Council. He holds an IPMA-CP, which is the highest level of professional certification offered to public sector human resource professionals.

Related Experience:

- ◆ Served as Project Manager for a Management Review of the Police Department for the City of Maricopa, AZ.
- ◆ Served as Human Resources Consultant for a Patrol Division workload and Served as Project Manager for Citygate's review of the Goodyear, AZ Police Department.
- ◆ Served as Project Manager for a review of the Provo City, UT Police Department's leadership and management approach to implementing its policies regarding the standards of conduct and ethics.
- ◆ Served as senior consultant and project manager for an executive search for the position of Police Chief for the City of Provo, UT.
- ◆ Conducted a successful executive search for a Police Chief for the City of Provo, UT.
- ◆ Served as Senior Human Resource Consultant to provide an Emergency Medical Services Review for the County of Los Angeles Fire Department.
- ◆ Served as Human Resources Consultant for a project to provide a feasibility study for a public safety Joint Powers Authority for the Cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
- ◆ Served as Human Resources Specialist for the City of Rancho Cucamonga Police Services Analysis.
- ◆ Currently serving as Senior Human Resources Specialist to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
- ◆ Served as Human Resources Specialist for domain awareness center staffing plan development for the Port of Oakland and City of Oakland.
- ◆ Served as Project Consultant for a review and assessment of organizational structure, operational functions and levels of staffing for each District department

to enhance organizational and operational current and future needs for the Monterey Peninsula Airport District.

- ◆ Served as Project Manager for Citygate's analysis of the Human Resources Division for the City of Vista, CA.
- ◆ As Director of Human Resources for the City of Vallejo, Mr. Harman was responsible for coordinating and assisting with the administration of discipline for the Vallejo, CA Police Department. As Secretary to the Civil Service Commission, Mr. Harman assisted in defending management's disciplinary action before the Civil Service Commission.
- ◆ Conducted hundreds of successful searches including fire chiefs, police chiefs, city attorneys, department heads, division managers and other key governmental positions.
- ◆ Conducted a search for the City of Los Angeles' Information Technology Agency for the positions of General Manager and Assistant General Manager.
- ◆ Conducted an executive search for the position of Deputy Planning Director for the City of Los Angeles. Mr. Harman performed all aspects of the search including review of applications, conducting interviews, work product preparation and key interfacing with the client.
- ◆ Conducted an executive search for the Los Angeles Animal Services General Manager.
- ◆ Developed and implemented human resources strategic plans so that the goals of the human resource program were aligned with the organizational goals and objectives.
- ◆ Developed and implemented comprehensive employee compensation policies and procedures.
- ◆ Directed organization-wide classification and compensation studies for two public agencies – Butte County, CA and the City of San Leandro, CA.
- ◆ Developed for City Council approval a comprehensive employee compensation policy which required an annual "total compensation" salary and benefit study and report for benchmark job classes.
- ◆ Conducted numerous compensation studies for executive level positions including City Manager, City Attorney, Finance Director, Director of Library Services, Police and Fire Chief, Director of Economic Development, and Community Development Director among others.
- ◆ Developed and implemented strategies for compliance with Accounting Standard #45 and reducing long-term liabilities for retirement health insurance.
- ◆ Successfully negotiated more than 50 labor agreements all within bargaining parameters; concurrently developing a high level of trust with representatives of organized labor.
- ◆ Successfully negotiated the consolidation of two municipal fire departments.

- ◆ Served as Program Chair for the 2006 IPMA-HR International Training Conference, Solving the Generational Collide, Las Vegas, Nevada, October 2006.
- ◆ Presented at numerous human resource management conferences.
- ◆ Served as a certified expert witness in state and federal court in matters pertaining to recruitment and selection, assessment and employment discrimination.
- ◆ Received the 2005 NCCIPMA-HR Agency Award of Excellence.

Detailed Work Experience:

- ◆ Director of Human Resources, City of Livermore, CA (9/2002-9/2008)
 - As a member of the City's leadership team, responsible for formulating and implementing human resource policies, practices and procedures for an organization with more than five hundred employees. Facilitated annual leadership team retreats and other organization-wide planning activities. Supervised a staff of eight engaged in recruitment, classification, training and development, employee benefits management, labor relations and related functions. Managed a departmental budget of \$1.2 million and an employee benefits budget of more than \$5 million. Designated as the chief spokesperson for the labor relations program.
- ◆ Director of Human Resources, Labor Relations and Risk Management, City of Vallejo, CA (3/2000-9/2002)
 - As a member of the City's executive management teams, was responsible for the full range of human resource and risk management activities for this city of 120,000 population. Supervised a staff of sixteen engaged in recruitment, classification, training, benefits, risk management and labor relations functions. Served as Executive Secretary to the Civil Service Commission. Managed a departmental budget of \$1.2 million and a risk management budget of more than \$6 million. Personally responsible for directing an effective, proactive labor relations program.
- ◆ Human Resources Director, City of San Leandro, CA (1994-3/2000)
 - Reporting to the City Manager, responsible for managing and directing the human resource program for this city of 75,000 population. Managed and directed a six person staff performing the traditional personnel management functions including recruitment, classification and compensation, employee benefits management, training and development along with related administrative and managerial responsibilities.
- ◆ Human Resources Director, Butte County, CA (1992-1994)
 - Reporting to the County Administrator, was responsible for managing and directing the human resources program for an organization with 1,700 employees. Supervised a staff of eight.

Mr. Stanley E. Feathers has served as City Manager, Assistant City Manager, Finance Director, Budget Manager and has served extended duty as interim Community Development Director. He has over 25 years of management experience in both county and city government. His executive experience includes virtually all aspects of local government with much of it focused on “hands-on” analysis, policy development and implementation of initiatives. He has experience in a diverse array of public policy areas and issues. Through his wide ranging experience he has developed approaches to resolving complex problems by emphasizing simple but elegant solutions. This is critical to long-term success in an increasing complex governmental environment limited by the availability of resources. This approach focuses on sound empirical analysis, collaboration, and teamwork. His experience includes governmental finance, budget, business systems, human resources, labor relations, contract management, planning and community development, public safety, information and business technology, risk management, legislative advocacy, public works, major capital projects, and a wide variety of other areas.

Mr. Feathers recently retired and has since assisted Central Valley Cities in dealing with financial, budget and organizational issues related to the impact of the housing and economic meltdown. He just completed serving as interim City Manager for the City of Oakdale, a full-service city in the central valley. Mr. Feathers holds an undergraduate degree in the social sciences with concentrations in economics, political science, and social psychology and a master’s degree in public administration from California State University Stanislaus.

Related Experience:

Since joining Citygate, Mr. Feather’s consulting experience includes:

- ◆ Served as Project Manager and Lead Fiscal Specialist for the Town of Gilbert, AZ staff modeling over a 20-year time horizon.
- ◆ Currently serving as Senior Associate and Fiscal Specialist to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
- ◆ Served as Fiscal Specialist for the City of Rancho Cucamonga Police Services Analysis.
- ◆ Currently serving as Senior Associate and Fiscal/Business Process Specialist for an independent financial review of elements related to the County’s Ambulance RFP for the County of Contra Costa.
- ◆ Served as Senior Associate and Fiscal Specialist for a project to provide a feasibility study for a public safety Joint Powers Authority for the Cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
- ◆ Served as Senior Associate and Fiscal Specialist for an extensive Emergency Medical Services Organizational and Operational Review and Strategic Plan for the Los Angeles County Fire Department.
- ◆ Served as Senior Associate and Fiscal Specialist for a project to analyze the Sacramento Metropolitan Fire District’s revenue-to-expense plans to determine if

the planning to date meets both fire service and local government fiscal best practices.

- ◆ Served as Senior Associate and Fiscal Specialist for Fire Services Deployment Study for the City of San Bernardino.
- ◆ Served as Senior Associate and Fiscal Specialist for the Relocation Study of Fire Station #4 to Serve the Napa Pipe Project for the City of Napa.
- ◆ Served as Senior Associate and Fiscal Specialist for the Lakeside Fire Protection District Standards of Cover Assessment and Strategic Fiscal Review.
- ◆ Served as Senior Associate and Fiscal Specialist to conduct a shared fire services analysis for the Fire Agencies on the Valley Floor of Yuba County.
- ◆ Served as Senior Associate and Fiscal Specialist for the provision of consulting services regarding fire prevention's best practices for the City of Sacramento, CA.

Other Related Experience:

The following is a detailed listing of Mr. Feathers' experience in local government over the past 25 years. The range and scope of this experience has included virtually every functional area in which cities are involved:

- ◆ **City Management** – Provided executive oversight of all city services and responsibilities. Served as both City Manager and Assistant City Manager. This includes all aspects of city management, operations, department head supervision, city council relations, agenda process, media relation, intergovernmental relations, legislative analysis, and strategic planning.
- ◆ **Information Technology** – Significant involvement with city-wide information technology from management system conversion, development of information technology practices and policies, investigations related to fraud against governmental agencies, and outsourcing of information technology functions.
- ◆ **Budget** – Has been involved in the management, analysis, development, and monitoring of governmental budgets throughout his career. His expertise extends to every aspect from strategic long-range planning to day-to-day operations and performance management. His experience includes police, fire, public works, community development, parks and recreation, engineering, enterprise operations such as wastewater, water, airport, golf courses, community center, and major capital projects in all areas of city infrastructure. His experience includes preparation of feasibility studies, indirect and direct cost allocation studies, long-range financial projections and modeling, enterprise and governmental operations cash flow projections, utility rate analysis and projections and a host of varying analytical studies.

- ◆ **Finance** – Has extensive experience including all aspects of governmental finance including preparation of annual financial statements, the annual financial audit, required financial reporting and disclosure, bond issuance and debt issues including analysis of ongoing bond requirements and continuing disclosure necessary to comply with relevant bondholder agreements and covenants. His debt and financing issues experience has mainly centered on capital improvement projects for City infrastructure including public safety facilities, redevelopment projects, wastewater and water enterprise facilities and other governmental facilities. His background includes experience in investment, business process improvement, cash management, banking, investments, financial systems design, upgrade and conversion.
- ◆ **Contract Negotiation and Management** – Served as the lead negotiator in numerous contract negotiations during his career. Many have been both complex and multifaceted negotiations. They include: a \$62 million wastewater plant design build contract; a settlement of a controversial and longstanding dispute over a reimbursement agreement between a benefit district’s land owners, lead developer, and the city which was key to economic development strategies for the city; an intense and ultimately successful negotiation between the city, Firefighters labor association and Cal-Fire to transition city fire services to Cal-Fire and produce significant cost savings for the city; professional service contracts for legal services with city attorneys and special counsels; department heads agreements; interagency agreements for utility (water and wastewater) services; and a variety of other areas with significant implications.
- ◆ **Community Development** – Served as interim Community Development Director on several occasions. His experience includes economic development, general plan updates, specific plans, development agreements, reimbursement agreements, capital facility fee studies, tax sharing agreements, most aspects of current as well as advance planning. He has been involved in economic development activities including successful endeavors with major retailers.
- ◆ **Human Resources** – Served as the City Human Resources Director and has also supervised the Director of Human Resources and Risk Manager. Served as Chief labor relations negotiator on many occasions. Successfully negotiated many labor relations contracts. Conducted classifications studies, executive recruitments, updated and modified administrative policies as well as created new directives, updated personnel rules as state of labor laws changed. Conducted reorganizations in virtually every city department over his career including combining or splitting departments to improve the business processes and the value of services as well as outsourcing service to private sector service providers.
- ◆ **Intergovernmental Relations** – As City Manager and Assistant City Manager Mr. Feathers has been involved in a significant number of inter-agency endeavors including multi-agency contracts to provide transportation, planning, sanitations

services, wastewater services, and fire services. These include working with partner agencies, and local Councils of Governments.

Additional Related Experience Includes:

- ◆ Valley Chapter Chair – California Municipal Finance Officers Association, 2008-2009.
- ◆ Past part-time Faculty Member – Golden Gate University, Masters in Business/Public Administration Program.
- ◆ Developed National Association of Counties (NaCo) award winning Integrated Quality Control System.
- ◆ Project coordinator on California State pilot project – on-line computer cross-match system for fraud prevention system.

Lynn A. Freeman is one of the principal consultants/co-founders of Comm Center Solutions. In addition to consulting, Lynn holds the position of Deputy Director of the Critical Support and Logistics Division for the Simi Valley Police Department. Lynn has worked for the Simi Valley Police Department for 37 years in a variety of assignments. She started in the dispatch center as a Public Safety 9-1-1 Dispatcher, promoted to Communications Manager and then most recently to Deputy Director. Reporting directly to the Chief of Police, Lynn is responsible for administrative oversight of five civilian units including: Communications (9-1-1/Dispatch), Crime Analysis, Fiscal, Records Management, and Fleet and Facility Management. Lynn is tasked with development and implementation of Department's \$29 million budget and directs staff of 40 employees, including five managers.

Previously, she was the communications manager at Simi Valley Police Department, a position Lynn held from 1990 to 2013, Lynn was responsible for oversight of day-to-day operations of the Communications Unit. In 2012, Lynn served as project co-manager for \$1.6 million, highly complex, highly efficient, fully redundant, multi-agency, regional Next Generation 9-1-1 system serving four different locations.

Lynn has built dispatch centers literally from the ground up, including a new facility in 1998 and the total remodel of communication centers with the most recent in 2012. In addition, Lynn has managed a multitude of projects and upgrades, including implementation of two computer aided dispatch (CAD) systems, voice logging recorders, 9-1-1 systems, and satellite/back-up facility. While the communications manager, Lynn developed new positions in the Center, including shift supervisors, initiated job-sharing opportunities, and secured part-time assistance.

Lynn was employed as a civil litigation paralegal for a personal injury law firm from 1981 to 2007. Lynn's responsibilities included assisting attorneys with personal injury and medical malpractice litigation, managing a caseload of over 200 clients. Lynn's duties included preparing court documents, conducting research, and client communications.

Lynn is a certified Emergency Number Professional, holds a Center Manager Certificate, Public Safety Telecommunications Certificate and Civil Litigation Certificate. Lynn's formal education accomplishments include an Associate's Degree in Administrative of Justice, and Bachelor's and Master's degrees in Emergency Management, with a minor in Public Safety Telecommunications.

Professional Experience Includes:

- ◆ 2013 – Present, Co-founder & Principal Consultant, Comm Center Solutions
 - Providing consulting services through comprehensive analysis to develop realistic solutions for issues challenging public safety communications centers and civilian law enforcement personnel.
- ◆ 1977 – Present, Simi Valley Police Department
 - Deputy Director – Police Administration, Critical Support & Logistics (2012 – Present) – Reporting directly to the Chief of Police, responsible for administrative oversight of five civilian units including: Communications (9-1-1/Dispatch), Crime Analysis, Fiscal, Records Management, and Fleet and Facility Management.

- Communications Manager (1990 – 2012) – Responsible for oversight of day-to-day operations of the Communications Unit and all personnel issues.
- Dispatcher/Training Dispatcher (1977 – 1990) – Received, processed, and dispatched police calls for service. Assisted officers and citizens. Trained new personnel.
- ◆ 1981 – 2007 – L.M. Schulner & Associates
 - Civil Litigation Paralegal – Assisted attorneys with personal injury and medical malpractice litigation.

Specific Achievements and/or Experience:

- ◆ Communications Center walk-station implementation, 2009
- ◆ Routing on Empirical Data (RED) project to reroute wireless 9-1-1 calls, 2006 – 2011
- ◆ Operation Unveil, Opening of Air Force One at Reagan Library, 2005
- ◆ Operation Serenade, President Reagan’s Funeral, 2004
- ◆ Developed Tactical Dispatcher Team, 2002
- ◆ Coordinated Alternate Public Safety Answer Point, East County Sheriff’s Station, 2000
- ◆ Implemented Computer Aided Dispatch (CAD) systems, 1994 and 2004
- ◆ Developed Senior Dispatcher rank, 1997
- ◆ Supervised installation of original 9-1-1 system, 1983
- ◆ Managed Communications Center remodels, 1983, 1998, and 2012

Special Activities and Awards:

- ◆ Meritorious Service Award, Chief’s Award, Simi Valley Police Department, 2010
- ◆ Leadership Simi Valley, graduate, 2010
- ◆ Civilian of the Year, Simi Valley Police Department, 2006
- ◆ Chaired Recognition Committee, 2001 – 2009

Professional Affiliations:

- ◆ National Emergency Number Association (NENA)
- ◆ Association of Public-Safety Communications Officials, International (APCO)
- ◆ Municipal Management Association of Southern California

Recognizing a void in public safety 9-1-1 professional consultants and specialists, Danita and her partner formed an all-inclusive consulting agency to address any and all issues in public safety communications centers. Specializing in providing public safety agencies with an array of services to meet the increasing challenges in today's public safety communications, Comm Center Solutions' expertise includes personnel issues, operations, staffing, investigations, incident reconstruction, quality assurance, Next Generation 9-1-1, and project management. Comm Center Solutions offers balanced, insightful, and tested solutions for 9-1-1 challenges. With over 70 years of combined service in dispatch centers, Comm Center Solutions' experience is unmatched.

Danita L. Crombach is one of the principle consultants/co-founders of Comm Center Solutions. Danita is widely recognized as a leader in many areas of public safety communications. Danita has been actively involved in organizations such as the National Emergency Number Association (NENA), most recently as President of the California chapter of NENA (CALNENA). She is a Senior Member with the Association of Public-Safety Communications Officials, International (APCO), and served as Secretary for the Southern California chapter (CPRA). Danita has also been involved with the Commission on Peace Officer Standards and Training (POST) and, at POST's request, has participated in many committees, most notably as the POST Region 8 (Ventura County, Santa Barbara County and San Luis Obispo County) Representative on the Public Safety Dispatcher Advisory Council (PSDAC). After completing her term, Danita was asked to remain on the PSDAC as a legislative advisor and as a member of the Best Practices Committee.

In her role as CALNENA President, Danita ignited a groundswell of action within the public safety communications industry, the Federal Communications Commission (FCC), and the wireless service providers with a filing that demonstrated a radical reduction in the delivery of accurate wireless 9-1-1 caller information in recent years. As a result, FCC workshops were conducted, meetings were held, and proposed rules are nearing implementation. Once finalized, the FCC will have the ability to take enforcement action with wireless service providers that do not comply with the rules in the specified timeline and provide the best level of service available to the public.

Danita has also worked closely with the California State 9-1-1 Office as a member of the Working Group and has twice been involved in determining the funding model that is used to disseminate State Emergency Telephone Number Account (SETNA) funds to California public safety answering points (PSAPs). With a long-standing, and well deserved, reputation for partnership, creativity and success, Danita has routinely been called upon by the State 9-1-1 Office to spearhead pilot projects such as a \$1.6 million state-of-the-art Next Generation 9-1-1 Regional Hosted Solution in Ventura County that included four PSAPs and the Routing on Empirical Data (RED) project to reroute wireless 9-1-1 calls to the appropriate PSAP.

In her last assignment as the communications manager with the Ventura County Sheriff's Office, Danita instituted a wide variety of changes and programs—all designed to enhance efficiency and employee retention, while improving service to the public. To begin with, she replaced a sworn captain as the Department's first civilian manager—something she had previously done with Inglewood Police and Fire Departments. She promptly replaced the sergeants with civilian supervisors and restructured the chain of command. Danita also updated and eventually replaced the computer aided dispatch (CAD) system. After overseeing fundamental and innovative changes to recruiting and training, Danita secured significant, warranted increases in employee

compensation. Once implemented, these changes helped recruit and retain a staff of more than 35, including two managers and six supervisors.

Danita's project management skills were initially developed as a supervisor with the Oxnard Police and Fire Departments, when the communications center was moved to a new location within the building. Following that, she was recruited and joined the project management team with the San Jose Police and Fire Departments as they built their communications center from the ground up. As a participant in this project, Danita worked with a team tasked with everything from equipment, furniture and carpet selection to recruiting, hiring, and training a team of more than 190 telecommunicators, trainers, and supervisors from across the United States.

Danita is a long-standing certified Emergency Number Professional, holds a Center Manager Certificate, Academy Instructor Certificate, Public Safety Telecommunications Certificate, and numerous certificates for course completion specific to public safety communications and leadership. She was instrumental in the development of the California POST 120-hour Basic Dispatcher Course and has been a presenter at basic, intermediate, and advanced courses.

Professional Experience Includes:

- ◆ 2013-Present – Co-founder & Principal Consultant, Comm Center Solutions
 - Providing consulting services through comprehensive analysis to develop realistic solutions for issues challenging public safety communications centers.
- ◆ 1997-2014 – Communications Manager, Ventura County Sheriff's Office
 - Responsible for oversight of day-to-day operations of the Communications Center, with 35 employees, serving more than 350,000 people in five contract cities and the unincorporated areas of Ventura County. Collaborate with allied agency managers, State 9-1-1 Office representatives, POST and others. Project co-manager on \$1.6 million Next Generation 9-1-1 Regional Hosted Solution. Project manager on facility reconfiguration and upgrade in 2012. Managed projects to replace and upgrade CAD systems, 9-1-1 phone systems, voice logging recorders, and facility design.
- ◆ 1994-1997 – Communications Manager, Inglewood Police & Fire Departments
 - Responsible for managing daily operations and long-term planning for a consolidated police and fire 9-1-1 emergency communications center with 23 employees and \$1.2 million budget. Introduced 9-1-1 for Kids program, implemented a quality assurance program, developed performance standards, revised operations training manual, revised policies and procedures manual, and replaced divisional recruitment, testing, and selection process. Completed a \$750,000 communications center renovation, which included procuring new radio and telephone equipment, as well as ergonomic furniture.
- ◆ 1992-1994 – Director of Operations, A & R Financial and Insurance
 - Recruited to oversee business operations of a financial services agency with sole responsibility for improving efficiency and professionalism.

Responsible for quality assurance, customer service, and coordinating reporting procedures to the Peace Officers Research Association of California (PORAC).

- ◆ 1989-1992 – Public Safety Communications Instructor, San Jose Police & Fire Departments
 - Member of the original management team responsible for the multi-million dollar development and start-up of the new San Jose Police and Fire Communications Center (co-located). Also responsible for providing supervision and formal classroom training for 190 public safety communications employees of all levels and coordinating the Critical Incident Stress Debriefing (CISD) program and the Communications Training Officer (CTO) permanent curriculum committee. Responsible for budget forecasting, course development, scheduling, labor relations, evaluation of students, and recruiting and selecting new employees.
- ◆ 1989-1992 – Instructor (Part-time), Ventura College, West Valley College, Evergreen College
 - Instructor for various POST-certified courses including topics such as ethics, leadership, evaluation procedures, presentation skills, negligent performance, communication skills, and telephone/radio procedures.
- ◆ 1982-1989 – Public Safety Dispatch Supervisor, Oxnard Police and Fire Departments
 - Participated in consolidation of police and fire communications center. Responsible for supervising up to five dispatchers in a consolidated police/fire communications center. Created and implemented communications training officer (CTO) program. Developed policies and procedures.

Specific Achievements and/or Experience:

- ◆ Influenced FCC rulemaking on the timely delivery of accurate caller location information on wireless 9-1-1 calls
- ◆ Appointed to the POST Public Safety Dispatcher Advisory Council, Region 8 Representative, Legislative Representative and Best Practices Committee
- ◆ Appointed to State 9-1-1 Office Working Group to review current funding model
- ◆ Elected and served as President of the California chapter of the National Emergency Number Association (NENA)
- ◆ Reduced overtime by \$200,000 in early 2010 when compared to 2009
- ◆ Participated as the Beta, and follow-up, site for the State of California's Routing on Empirical Data (RED) project
- ◆ In response to emergency evacuation, oversaw renovation of a warehouse and relocated the Sheriff's Communications Center within 32 days, April 2006
- ◆ Retained staffing by securing a 42% pay increase for dispatchers in July 2006

- ◆ Replaced the CAD system in 2002
- ◆ Civilianized the supervisor positions in the SCC in 2000
- ◆ Coordinated Alternate Public Safety Answer Point, East County Sheriff's Station, 2000
- ◆ Completed \$750,000 communications center renovation in Inglewood within budget and on time
- ◆ Developed and implemented the San Jose Communications Training Officer (CTO) program

Special Activities and Awards:

- ◆ 2009 nominee for "Superior Customer Service" and "Integrity" Management Council Awards
- ◆ 2008 nominee for "Integrity" Management Council Award
- ◆ Profiled in APCO, International, Magazine, January 2007
- ◆ 2006 Public Servant of the Year, Camarillo Chamber of Commerce
- ◆ 2002 recipient of the "Mentoring" Management Council Award
- ◆ 1996 Employee of the Year, Inglewood Police Department
- ◆ Received the San Jose Police Department's Special Achievement Award for developing and coordinating the Communications Critical Incident Stress Debriefing (CISD) team
- ◆ Received a California State Senate Commendation in 1989 for developing a CTO program, recruiting program and founding the Tri-Counties Communications Association

Professional Affiliations:

- ◆ National Emergency Number Association (NENA), President California chapter (active since 1996)
- ◆ Association of Public-Safety Communications Officials, International (APCO), Senior Member and former Secretary of California chapter (active since 1986)
- ◆ POST Public Safety Dispatcher Advisory Council (2010 – Present)

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

Relevant Experience:

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

Education:

- ◆ BA, University of Massachusetts

Additional Interests:

- ◆ Licensed amateur radio operator for over 40 years
- ◆ Technical background in wireless communication

Mr. DeRoos is the President of Citygate Associates. He earned his undergraduate degree in Political Science/Public Service (Phi Beta Kappa) from the University of California, Davis and holds a Master of Public Administration degree from the University of Southern California. Mr. DeRoos has over five years of operational experience as a local government administrator in budgeting, personnel, and land use planning, as well as thirty years of consulting experience performing operations and management reviews of local government functions. Prior to becoming a Principal in Citygate in 1991 he was a Senior Manager in the local government consulting division of Ernst & Young.

Relevant Experience Includes:

- ◆ For each of the Citygate public safety projects shown below, Mr. DeRoos reviewed work products and was responsible for ensuring that each project was conducted smoothly and efficiently within the schedule and budget allocated, and that the project deliverables were in conformance to Citygate's and the client's quality standards.
- ◆ Served in an oversight capacity for a Management Review of the Police Department for the City of Maricopa, AZ.
- ◆ Served in an oversight capacity for Citygate's review of the Goodyear, AZ Police Department.
- ◆ Served in an oversight capacity for a Fire Department Strategic Plan and Standards of Response Coverage study for the City of Corona to include all facets of fire and non-fire operations including but not limited to fire prevention, fire administration, emergency medical services, fire investigation, fire training, disaster preparedness, hazardous materials, administrative support positions, information systems, capital facilities and apparatus, fire department fees, regional issues, and fire public education.
- ◆ Served in an oversight capacity for an organizational and staffing review for the City of Albany, CA, including the Police Department. This study assessed the City's organizational structure to investigate potential cost savings and service improvements and to develop strategies for providing services in a tight fiscal environment.
- ◆ Served in an oversight capacity for Citygate's Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in the County region. Citygate implemented a phased process designed to establish a blueprint for improving San Diego County's regional fire protection and emergency medical system.
- ◆ Served an oversight capacity to perform a Standards of Cover Study, Management/Administrative Assessment, and Strategic Plan for the Cosumnes Community Services District.
- ◆ Served in an oversight capacity for a police services consolidation or contract for shared services analysis for the cities of Brea, Buena Park, Fullerton, La Habra and Yorba Linda.

- ◆ Served in an oversight capacity for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost effective coverage.
- ◆ Served in an oversight capacity for the City of Rancho Cucamonga Police Services Analysis.
- ◆ Served in an oversight capacity for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
- ◆ Served in an oversight capacity for a police dispatch shared services analysis for the cities of Brea, Buena Park, Fullerton, La Habra and Placentia.
- ◆ Served in an oversight capacity for a Standards of Response Cover Planning analysis for the City's of Pasadena's Fire Department. This study included a review of the adequacy of the existing deployment system from the current fire station locations, and based on that analysis and the need to rebuild some of the fire stations, analyzed different fire station location scenarios. Served in an oversight capacity for Citygate's police department consolidation feasibility assessment for the cities of Burlingame and San Mateo, CA.
- ◆ Served as Project Director for California's statewide Parole Agent III workload and staffing study. The scope of the study involved the identification of social service- and correctional-related tasks; the frequency and time required for completion; the determination of required staffing levels; and the development of formulae for determining sufficient supervisory staffing levels.
- ◆ Performed eight General Management and Operations Studies for the City of Corona's Police Department, Fire Department, Management Services Department (including Human Resources), Housing and Development Department, Building and Planning Departments, Public Works Department, Utility Services Department, and Public Library. These studies examined such crucial factors as performance measures, organizational structure, human resource management and allocation, department policies and procedures, strategy and planning, leadership, operations, resource allocation, training, and management information systems.

Mr. DeRoos is a member of several professional and civic associations. He has taught for the U.C. Davis Extension College and for graduate classes in Public Administration, Administrative Theory and Labor Relations for Golden Gate University, and Non Profit and Association Management for the University of Southern California. He speaks and trains frequently on the topic of Leadership, Character and Values, and has also been a speaker for the American Planning Association (APA), written for the California APA Newsletter and the California Redevelopment Journal, and has been a speaker on redevelopment, Base Closures, and related issues across the US. Mr. DeRoos holds a certificate in Public Sector Labor Management Relations from U.C. Davis, and is a Certified Management Consultant (CMC).

EXHIBIT B
Professional Services Agreement

SCHEDULE

The Project Schedule is provided in Section 1.7- Project Schedule of Consultant's July 16, 2015 "Proposal to Perform a Comprehensive Public Safety Deployment and Performance Review of the Police and Fire Departments, City of Glendale," which is attached hereto as Exhibit A. An excerpt identifying the Project Schedule is also attached to this Exhibit B.

7. Provision of supporting statistics and other visual data to fully illustrate the current situation and consultant recommendations. This information shall be provided in both hard copy format and computerized format with accompanying Microsoft PowerPoint presentation.

1.6 STUDY COMPONENTS WITH WHICH THE DEPARTMENTS MUST ASSIST

The Departments is are in the best position, and have the best capability, to provide most, if not all, of the internal data needed to complete the scope of work required for this project. Therefore, Citygate anticipates that the Departments will assist with this project by:

- ◆ Providing electronic incident response data in a format requested by Citygate.
- ◆ Returning SWOT (Strengths, Weaknesses, Opportunities, & Threats) forms provided by Citygate for the various non-operational functions in a timely manner to keep the project on schedule.
- ◆ Via a document request questionnaire issued by Citygate, submitting existing Department documents describing organization, services, budgets, expenses and performance measures, if any.
- ◆ Providing other Department data timely as requested by Citygate.

1.7 PROJECT SCHEDULE

Citygate anticipates this project will span six months. Citygate is available to start the project immediately upon the award of a contract. A detailed Work Plan schedule is presented below:

Work Plan Timeline

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
1: Initiate and Manage Project	█	█	█	█	█	█
2: Deployment Review		█	█	█		
3: In-Depth Department Review			█	█	█	
4: Forecasting and Draft Reports				█	█	█
5: Prepare and Deliver Final Reports					█	█

EXHIBIT C
Professional Services Agreement

COMPENSATION

METHOD AND AMOUNT OF COMPENSATION

Compensation shall be billed, documented and paid in accordance with Section 4 – Pricing Proposal of Consultant's July 16, 2015 "Proposal to Perform a Comprehensive Public Safety Deployment and Performance Review of the Police and Fire Departments, City of Glendale," which is attached hereto as Exhibit A.

NOT-TO-EXCEED AMOUNT

The total amount of compensation paid to Consultant for full completion of all work required by the Project during the entire term of the Project must not exceed **\$161,512.00**.

DETAILED PROJECT COMPENSATION

See attached.

SECTION 4—PRICING PROPOSAL

4.1 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. There are efficiencies and savings achieved in performing both studies together, and if either study were to be conducted in isolation, the cost would increase due to increased administrative support, oversight, and travel costs.

We will undertake this study for the “not-to-exceed” total costs presented below. Please read Section 4.1.4 on the following page for our discussion of possible cost reductions.

4.1.1 Overall Project Cost

Hourly Fees of Project Team	Reimbursable Expenses	Administration (5% of Hourly Fees)	Total Citygate Project Amount
\$129,275	\$21,873	\$6,464	\$157,612

4.1.2 Project Hours Breakdown

Project	Field Consultants	GIS	Incident Statistics	Citygate Office Support and Document Production	Total
Fire	173	40	40	47	300
Police	221	50	50	47	368
Total	394	90	90	94	668

4.1.3 Project Options

Option	Cost
HERE Street Data ¹	\$3,900
Inclusion of Traffic Congestion in the Mapping Model ²	\$5,119
The Omega Group CrimeView Dashboard Implementation and Advanced Reporting	See Section 4.4

¹ If street data is not available that includes the attributes necessary for the geographic computer model to route response vehicles at appropriate speeds over the City’s road network, including one-way streets and freeway interchange directions, The Omega Group will purchase the required streets and speed data from HERE, a private GIS data vendor, at a cost of \$3,900.

² If the City desires that traffic data be incorporated into the mapping model, an additional cost of \$5,119 will be needed for The Omega Group to perform the necessary analysis.

4.1.4 Note on GIS, Incident Statistical Analysis, and Police Dispatch Costs

In the above pricing Citygate has assumed performing a fresh and independent analysis of the workload demands for both Departments using the best available tools. However, if the City believes that one or both Departments have *outstanding* workload and services geography coverage already done, then we can discuss a cost reduction in Citygate's technical services and have the Citygate team instead peer review the existing Departmental data. However, having not reviewed that data, if it exists to best practices standards, we wanted to present the City with the cost of a full, independent analysis.

If the City also does not feel an in-depth review of the Police dispatch center is needed, a further cost reduction can be taken.

4.2 CITYGATE COST AND BILLING TERMS

The price quoted above is effective for 30 days from the date of receipt for this proposal and includes one (1) draft cycle as described in Task 5 of our Work Plan to be completed by Citygate and the City within 10 working days. 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 up to nine (9) bound color copies of the Final Reports and one (1) reproducible master copy on CD-ROM. The Draft Reports will be considered to be Final if there are no suggested changes within thirty (30) days of the delivery of the Draft Reports.

If the City decides to delay our final presentation in Task 6 after acceptance of the final work products, Citygate will accommodate such a request, but will charge two administrative hours per month to keep the project in suspense until the presentation is delivered. If this causes the billing to exceed the contracted amount, the City will be billed for the additional hours above the contracted amount.

Our policy is to bill monthly for professional fees. Our charges are based on actual time spent by our consultants at their established billing rates, plus a five percent (5%) administration charge in lieu of individual charges for copies, phone, etc. We also bill for travel expenses (at cost) incurred in the prior month's work. Our invoices are payable within thirty (30) days. Citygate's billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter.

We request that ten percent (10%) of the project cost be advanced at the execution of the contract, to be used to offset our start-up costs. This advance would be credited to our last invoice.

4.3 STANDARD HOURLY BILLING RATES

Classification	Rate	Consultant
Citygate President	\$ 225 per hour	David DeRoos
Public Safety Principal	\$ 250 per hour	Stewart Gary
Law Enforcement Senior Associate	\$ 195 per hour	Sam Spiegel
Fire Services Specialist	\$ 195 per hour	Robert Meyer
Human Resources Specialist	\$ 210 per hour	Steven Harman
Fiscal Specialist	\$ 210 per hour	Stanley Feathers
Communications Dispatch Specialist	\$ 195 per hour	Comm Center Solutions
Geo-Mapping Specialist	\$ 195 per hour	The Omega Group
Fire Statistical Specialist	\$ 160/per hour	Michael Fay
Report Project Administrator	\$ 125/per hour	Chad Jackson
Administrative	\$ 95/per hour	Various

4.4 OPTIONAL CRIMEVIEW DASHBOARD INSTALLATION

4.4.1 CrimeView Dashboard

CrimeView Dashboard provides a set of analytical and mapping tools for command staff and patrol officers to collaborate with analysts to create content reflecting crime priorities and decisions of focus.

Presented below is the cost for the enhanced data analytics package, leveraging the investment in CAD Call for Service data modeling in Citygate’s review. The following additional services will provide Glendale with the CrimeView Dashboard package with CAD data:

Component	Rate
CrimeView Dashboard End-User and Designer Training (One-time Fee)	\$3,300
CrimeView Dashboard Subscription Services (Annual Fee)	\$8,775
Application Configuration (One-time Fee) <i>CrimeView Dashboard is a site license with named user logins</i>	\$18,025
Total First Year Investment	\$30,100

4.4.2 Advanced Reporting Module (CrimeView Dashboard Required)

Advanced Reporting provides a robust business intelligence and reporting framework for the delivery of calls for service analytical results in addition to a broad mix of additional agency performance metrics, benchmarking templates and reporting.

Presented below is the cost for the enhanced data reporting package, leveraging the investment in CAD Call for Service data modeling and Omega report development in Citygate’s review. The following additional services will provide Glendale with the Advanced Reporting Module:

Component	Rate
Advanced Reporting End-User Training (One-time Fee)	\$700
Advanced Reporting Subscription Services (Annual Fee) <i>Advanced Reporting includes twenty-five (25) logins</i>	\$5,000
Application Configuration (One-time Fee)	\$14,525
Total First Year Investment	\$20,225
Combined CrimeView Dashboard and Advanced Reporting Initial Investment	\$50,325

APPENDIX A

CODE OF ETHICS

EXHIBIT D
Professional Services Agreement

DISPUTE RESOLUTION

1. Disputes.

- 1.1 Commitment. The parties commit to resolving all disputes promptly, equitably, and in a good-faith, cost-effective manner.
- 1.2 Application. The provisions of this Exhibit will be used by the parties to resolve all controversies, claims, or disputes ("Dispute") arising out of or related to this Agreement-including Disputes regarding any alleged breaches of this Agreement.
- 1.3 Initiation. A party may initiate a Dispute by delivery of written notice of the Dispute, including the specifics of the Dispute, to the Representative of the other party as required in this Agreement.
- 1.4 Informal Resolution. When a Dispute notice is given, the parties will designate a member of their senior management who will be authorized to expeditiously resolve the Dispute.
 - a. The parties will provide each other with reasonable access during normal business hours to any and all non-privileged records, information and data pertaining to any Dispute in order to assist in resolving the Dispute as expeditiously and cost effectively as possible;
 - b. The parties' senior managers will meet within 10 business days to discuss and attempt to resolve the Dispute promptly, equitably, and in a good faith manner, and
 - c. The Senior Managers will agree to subsequent meetings if both parties agree that further meetings are necessary to reach a resolution of the Dispute.

2. Arbitration.

- 2.1 Rules. If the parties are unable to resolve the Dispute by negotiation within 30 days from the Dispute notice, and unless otherwise informal discussions are extended by the mutual agreement, the Dispute will be decided by binding arbitration in accordance with Construction Industry Rules of the AAA, as amended herein. Although the arbitration will be conducted in accordance with AAA Rules, it will not be administered by the AAA, but will be heard independently.
 - a. The parties will exercise best efforts to select an arbitrator within five business days after agreement for arbitration. If the parties have not agreed upon an arbitrator within this period, the parties will submit the selection of the arbitrator to one of the principals of the mediation firm of Scott & Skelly, LLC, who will then select the arbitrator. The parties will equally share the fees and costs incurred in the selection of the arbitrator.
 - b. The arbitrator selected must be an attorney with at least 15 years' experience with commercial construction legal matters in Maricopa County, Arizona, be independent, impartial, and not have engaged in any business for or adverse to either Party for at least 10 years.
- 2.2 Discovery. The extent and the time set for discovery will be as determined by the arbitrator. Each Party must, however, within 10 days of selection of an arbitrator deliver to the other Party copies of all documents in the delivering party's possession that are relevant to the dispute.

- 2.3 Hearing. The arbitration hearing will be held within 90 days of the appointment of the arbitrator. The arbitration hearing, all proceedings, and all discovery will be conducted in Glendale, Arizona unless otherwise agreed by the parties or required as a result of witness location. Telephonic hearings and other reasonable arrangements may be used to minimize costs.
- 2.4 Award. At the arbitration hearing, each Party will submit its position to the arbitrator, evidence to support that position, and the exact award sought in this matter with specificity. The arbitrator must select the award sought by one of the parties as the final judgment and may not independently alter or modify the awards sought by the parties, fashion any remedy, or make any equitable order. The arbitrator has no authority to consider or award punitive damages.
- 2.5 Final Decision. The Arbitrator's decision should be rendered within 15 days after the arbitration hearing is concluded. This decision will be final and binding on the Parties.
- 2.6 Costs. The prevailing party may enter the arbitration in any court having jurisdiction in order to convert it to a judgment. The non-prevailing party will pay all of the prevailing party's arbitration costs and expenses, including reasonable attorney's fees and costs.

3. **Services to Continue Pending Dispute.** Unless otherwise agreed to in writing, Consultant must continue to perform and maintain progress of required Services during any Dispute resolution or arbitration proceedings, and City will continue to make payment to Consultant in accordance with this Agreement.

4. **Exceptions.**

- 4.1 Third Party Claims. City and Consultant are not required to arbitrate any third-party claim, cross-claim, counter claim, or other claim or defense of a third party who is not obligated by contract to arbitrate disputes with City and Consultant.
- 4.2 Liens. City or Consultant may commence and prosecute a civil action to contest a lien or stop notice, or enforce any lien or stop notice, but only to the extent the lien or stop notice the Party seeks to enforce is enforceable under Arizona Law, including, without limitation, an action under A.R.S. § 33-420, without the necessity of initiating or exhausting the procedures of this Exhibit.
- 4.3 Governmental Actions. This Exhibit does not apply to, and must not be construed to require arbitration of, any claims, actions or other process filed or issued by City of Glendale Building Safety Department or any other agency of City acting in its governmental permitting or other regulatory capacity.