

SOUTH METRO FIRE DEPARTMENT

1650 Humboldt Avenue • West St. Paul MN 55118 Phone: (651) 552-4176 • FAX: (651) 552-4195 www.southmetrofire.com

AGENDA BOARD OF DIRECTORS MEETING

Meeting Date:May 17, 2023, at 4:30 PMMeeting Place:South St. Paul Training Room

- Roll Call Board Members: Berry, Francis, Napier, Seaberg, Wippermann
- II. Adopt Agenda

I.

- III. Communications/Recognitions
- IV. Consent Agenda
 - a. April 19, 2023, Meeting Minutes
 - b. April 2023 List of Claims
 - c. April 2023 Bank Reconciliation
 - d. April 2023 Month End Budget Report
 - e. April 2023 Run Summary Report
 - f. Citygate Contract
- V. Committee Reports
 - a. None
- VI. Agenda Items a. 2024 Budget
- VII. Public Comment
- VIII. Adjourn

Next Regular Meeting – June 21, 2023, South St. Paul

MINUTES

SOUTH METRO FIRE DEPARTMENT BOARD OF DIRECTORS

Wednesday, April 19, 2023

South St Paul Training Room

Members Present:	James Francis, Dave Napier, Tom Seaberg, Dennis Wippermann
Also Present:	Mark Juelfs, Deb Wheeler, Sam Seal, Clara Hilger, Char Stark, Terry Johnson, Ryan Garcia Josh Nelson, Brayden Morris, David Babb, Nathan Brandecker, Brad Falteysek
	The meeting was called to order at 4:30 p.m.
ADOPT AGENDA	
	Motion was made to adopt the Agenda by Seaberg; seconded by Wippermann Motion carried.
COMMUNICATIONS/REC	OGNITIONS
	Thank You card from Garlough school teacher, Sheryl Kasella.
	Introduction of new Firefighters.
	Motion was made to approve the Consent Agenda by Wippermann; seconded by Seaberg. Motion carried.
COMMITTEE REPORTS	None
AGENDA ITEMS	
	Presentation of the 2022 Financial Audit Brad Falteysek from Abdo presented the Annual Financial Report. The audit findings provided a clear opinion with no issues on compliance.
	Fire Department Standards of Cover Study and Organizational Review Staff sent out a request for proposal to three firms. Staff identified Citygate and Associates as the best qualified firm to complete the study. The cost to complete the study is \$66,316 and will be divided between the two cities and SMFD. Motion was made to engage in services of Citygate and Associates to perform a Standards of Coverage and Organizational Review by Seaberg; seconded by Francis. Motion carried.
PUBLIC COMMENT	None
MOTION TO ADJOURN	None

Motion to adjourn by Francis; seconded by Seaberg. Motion carried.

The next regular meeting is scheduled on May 17, at 4:30 pm in South St Paul

Respectfully submitted by:

Deb Wheeler

SOUTH METRO FIRE

Summary of List of Claims Board Meeting of May 17, 2023

PAYROLL CHECK REGISTER:

Payroll Period Date Paid Direct Deposit	4/3 - 4/17 4/21/2023	\$	117,140.28
Payroll Period Date Paid Direct Deposit	4/17 - 4/30 5/5/2023	\$	117,227.36
Payroll Period Date Paid Direct Deposit		\$	-
TOTAL NET PAYROL	L	\$	234,367.64

DISBURSEMENT CHECK REGISTER:

Checks	10736 10816	\$ 131,533.84
EFTS	2520 - 2558	\$ 326,023.50

TOTAL DISBURSEMENT CHECKS	\$457,557.34
TOTAL PAYROLL, DISBURSEMENTS, ACH'S	\$691,924.98

Payment Register

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
1-ANCHOR	BAN - ANCHOR	BANK							
<u>Check</u>									
10736	04/17/2023	Open			Accounts Payable	ABDO, LLP	\$3,750.00	\$3,750.00	\$0.00
10737	04/17/2023	Open			Accounts Payable	APPELHOLM/ANGELINE	\$75.88	\$75.88	\$0.00
10738	04/17/2023	Open			Accounts Payable	ASPEN MILLS	\$30.85	\$30.85	\$0.00
10739	04/17/2023	Open			Accounts Payable	AT&T MOBILITY	\$990.50	\$990.50	\$0.00
10740	04/17/2023	Open			Accounts Payable	BOUND TREE MEDICAL	\$1,085.41	\$1,085.41	\$0.00
10741	04/17/2023	Open			Accounts Payable	Buckley/Brandon	\$2,000.00	\$2,000.00	\$0.00
10742	04/17/2023	Open			Accounts Payable	CDW Government	\$4,834.00	\$4,834.00	\$0.00
10743	04/17/2023	Open			Accounts Payable	CNH Architects	\$463.58	\$463.58	\$0.00
10744	04/17/2023	Open			Accounts Payable	DAKOTA COUNTY TREASURER	\$3,406.18	\$3,406.18	\$0.00
10745	04/17/2023	Open			Accounts Payable	Dinges Fire Company	\$1,181.43	\$1,181.43	\$0.00
10746	04/17/2023	Open			Accounts Payable	GALLS, LLC	\$724.24	\$724.24	\$0.00
10747	04/17/2023	Open			Accounts Payable	Geargrid	\$2,105.28	\$2,105.28	\$0.00
10748	04/17/2023	Open			Accounts Payable	INVER GROVE FORD	\$375.23	\$375.23	\$0.00
10749	04/17/2023	Open			Accounts Payable	JOHNSON/TERRANCE	\$39.63	\$39.63	\$0.00
10750	04/17/2023	Open			Accounts Payable	KREMER SPRING,ALIGNMENT & BODY	\$778.23	\$778.23	\$0.00
10751	04/17/2023	Open			Accounts Payable	Kutney, Shawn	\$143.53	\$143.53	\$0.00
10752	04/17/2023	Open			Accounts Payable	LEAGUE OF MN CITIES INS. TRUST	\$1,212.63	\$1,212.63	\$0.00
10753	04/17/2023	Open			Accounts Payable	LEVANDER, GILLEN & MILLER, P.A	\$72.00	\$72.00	\$0.00
10754	04/17/2023	Open			Accounts Payable	Linde Gas and Equipment	\$116.34	\$116.34	\$0.00
10755	04/17/2023	Open			Accounts Payable	LOCAL GOVERNMENT INFORMATION	\$1,030.50	\$1,030.50	\$0.00
10756	04/17/2023	Open			Accounts Payable	MacQueen Emergency Group	\$1,740.27	\$1,740.27	\$0.00
10757	04/17/2023	Open			Accounts Payable	METRO SALES, INC	\$140.17		
10758	04/17/2023	Open			Accounts Payable	MN CHAPTER IAAI	\$270.00		
10759	04/17/2023	Open			Accounts Payable	NINTH BRAIN	\$118.74		
10760	04/17/2023	Open			Accounts Payable	RIVER VALLEY PRINTING	\$528.29	\$528.29	\$0.00
10761	04/17/2023	Open			Accounts Payable	S ST PAUL/CITY OF	\$5,501.87	\$5,501.87	\$0.00
10762	04/17/2023	Open			Accounts Payable	Stryker Sales Corporation	\$471.50	\$471.50	\$0.00
10763	04/17/2023	Open			Accounts Payable	US Bank Equipment Finance	\$117.00	\$117.00	\$0.00
10764	04/17/2023	Open			Accounts Payable	Willems, Dan	\$99.73	\$99.73	\$0.00
10765	04/24/2023	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 1059	\$526.20		
10766	04/24/2023	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 724	\$2,736.00		
10767	04/24/2023	Open			Accounts Payable	STANDARD INSURANCE COMPANY	\$1,199.93		
10768	05/01/2023	Open			Accounts Payable	APPELHOLM/ANGELINE	\$17.79		
10769	05/01/2023	Open			Accounts Payable	ASPEN MILLS	\$449.10		
10770	05/01/2023	Open			Accounts Payable	AT&T MOBILITY	\$990.25		
10771	05/01/2023	Open			Accounts Payable	BATTERIES PLUS	\$60.85		
10772	05/01/2023	Open			Accounts Payable	BOUND TREE MEDICAL	\$224.93		
10773	05/01/2023	Open			Accounts Payable	CARDMEMBER SERVICES	\$13,284.59		
10774	05/01/2023	Open			Accounts Payable	Francis, James	\$100.00		
10775	05/01/2023	Open			Accounts Payable	Further	\$107.85		
10776	05/01/2023	Open			Accounts Payable	GOLDCOM	\$86.76		
10777	05/01/2023	Open			Accounts Payable	GOODYEAR COMMERCIAL TIRE	\$1,618.41		
10778	05/01/2023	Open			Accounts Payable	HENRY SCHEIN	\$51.48		
10779	05/01/2023	Open			Accounts Payable	IMAGE TREND	\$450.00		
10780	05/01/2023	Open			Accounts Payable	Jefferson Fire & Safety, Inc	\$2,916.30		
10781	05/01/2023	Open			Accounts Payable	JOHNSON/TERRANCE	\$14.72		
	20/01/2020						¥ · · · · 2		

Payment Register

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
10782	05/01/2023	Open	Volu Reason	Volucu Date	Accounts Payable	LOCAL GOVERNMENT	\$963.00	Amount	Difference
10102	00/01/2020	opon				INFORMATION	\$000.00		
10783	05/01/2023	Open			Accounts Payable	MacQueen Emergency Group	\$2,945.27		
10784	05/01/2023	Open			Accounts Payable	METRO SALES, INC	\$322.81		
10785	05/01/2023	Open			Accounts Payable	NAPA	\$28.81		
10786	05/01/2023	Öpen			Accounts Payable	Napier/ David	\$100.00		
10787	05/01/2023	Open			Accounts Payable	OXYGEN SERVICE COMPANY	\$70.42		
10788	05/01/2023	Open			Accounts Payable	PERFORMANCE PLUS	\$10,838.00		
10789	05/01/2023	Open			Accounts Payable	Seaberg, Thomas	\$100.00		
10790	05/01/2023	Open			Accounts Payable	Tyler Technologies	\$9,736.00		
10791	05/01/2023	Open			Accounts Payable	WIPPERMANN/DENNIS	\$100.00		
10792	05/01/2023	Open			Accounts Payable	WITMER PUBLIC SAFETY GROUP	\$179.48		
		-				INC			
10793	05/10/2023	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 1059	\$263.10		
10794	05/10/2023	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 724	\$1,550.40		
10795	05/10/2023	Open			Accounts Payable	STANDARD INSURANCE COMPANY	\$1,481.27		
10796	05/12/2023	Open			Accounts Payable	ASPEN MILLS	\$314.35		
10797	05/12/2023	Open			Accounts Payable	Brandecker, Bill	\$75.00		
10798	05/12/2023	Open			Accounts Payable	CNH Architects	\$100.00		
10799	05/12/2023	Open			Accounts Payable	DAHLINGER/ANDREW	\$92.98		
10800	05/12/2023	Open			Accounts Payable	Dinges Fire Company	\$343.12		
10801	05/12/2023	Open			Accounts Payable	DIVE RESCUE INTERNATIONAL, INC	\$2,508.12		
10802	05/12/2023	Open			Accounts Payable	GALLS, LLC	\$566.70		
10803	05/12/2023	Open			Accounts Payable	IMAGE TREND	\$450.00		
10804	05/12/2023	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 724	\$2,297.00		
10805	05/12/2023	Open			Accounts Payable	Jefferson Fire & Safety, Inc	\$982.34		
10806	05/12/2023	Open			Accounts Payable	Kutney, Shawn	\$1,940.91		
10807	05/12/2023	Öpen			Accounts Payable	Linde Gas and Equipment	\$126.52		
10808	05/12/2023	Öpen			Accounts Payable	MacQueen Emergency Group	\$2,465.12		
10809	05/12/2023	Öpen			Accounts Payable	NINTH BRAIN	\$118.74		
10810	05/12/2023	Öpen			Accounts Payable	OXYGEN SERVICE COMPANY	\$68.15		
10811	05/12/2023	Open			Accounts Payable	S ST PAUL/CITY OF	\$5,501.87		
10812	05/12/2023	Open			Accounts Payable	Smith/ Robert	\$2,129.40		
10813	05/12/2023	Open			Accounts Payable	Stryker Sales Corporation	\$1,871.00		
10814	05/12/2023	Open			Accounts Payable	Tyler Technologies	\$1,400.00		
10815	05/12/2023	Open			Accounts Payable	US Bank Equipment Finance	\$117.00		
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Payment Register

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Ра	avee Name	Transaction Amount	Reconciled Amount	Difference
10816	05/12/2023	Open			Accounts Pay		EST ST PAUL/CITY OF	\$21,148.79		
Type Check 1-ANCHOR	Totals: BAN - ANCHOR	BANK Totals			81 Transaction			\$131,533.84	\$32,874.10	\$0.00
				Checks	Status	Count	Transaction Amount	Re	conciled Amount	
					Open	81	\$131,533.84		\$32,874.10	
					Reconciled	0	\$0.00		\$0.00	
					Voided	0	\$0.00		\$0.00	
					Stopped	0	\$0.00		\$0.00	
					Total	81	\$131,533.84		\$32,874.10	
				All	Status	Count	Transaction Amount	Re	conciled Amount	
					Open	81	\$131,533.84		\$32,874.10	
					Reconciled	0	\$0.00		\$0.00	
					Voided	0	\$0.00		\$0.00	
					Stopped	0	\$0.00		\$0.00	
Grand Total	le -				Total	81	\$131,533.84		\$32,874.10	
Grand Total	13.			Checks	Status	Count	Transaction Amount	Reco	onciled Amount	
					Open	81	\$131,533.84		\$32,874.10	
					Reconciled	0	\$0.00		\$0.00	
					Voided	0	\$0.00		\$0.00	
					Stopped	0	\$0.00		\$0.00	
					Total	81	\$131,533.84		\$32,874.10	
				All	Status	Count	Transaction Amount	Reco	nciled Amount	
					Open	81	\$131,533.84		\$32,874.10	
					Reconciled	0	\$0.00		\$0.00	
					Voided	0	\$0.00		\$0.00	
					Stopped	0	\$0.00		\$0.00	
					Total	81	\$131,533.84		\$32,874.10	

Payment Register

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
	BAN - ANCHOR								
<u>EFT</u>									
2520	04/10/2023	Open			Accounts Payable	I C M A RETIREMENT CORP	\$1,360.00	\$1,360.00	\$0.00
2521	04/10/2023	Open			Accounts Payable	IRS - PR TAXES	\$24,431.61	\$24,431.61	\$0.00
2522	04/10/2023	Open			Accounts Payable	MN CHILD SUPPORT	\$355.79	\$355.79	\$0.00
2523	04/10/2023	Open			Accounts Payable	MN DEPT OF REVENUE	\$7,901.87	\$7,901.87	\$0.00
2524	04/10/2023	Open			Accounts Payable	MN II LIFE HSA	\$1,261.18	\$1,261.18	\$0.00
2525	04/10/2023	Open			Accounts Payable	MSRS	\$450.00	\$450.00	\$0.00
2526	04/10/2023	Open			Accounts Payable	MSRS - HCSP	\$2,733.71	\$2,733.71	\$0.00
2527	04/10/2023	Open			Accounts Payable	NATIONWIDE	\$2,680.00	\$2,680.00	\$0.00
2528	04/10/2023	Open			Accounts Payable	PUBLIC EMPLOYEES RETIRE ASSN	\$54,017.26	\$54,017.26	\$0.00
2529	04/21/2023	Open			Accounts Payable	HEALTHPARTNERS	\$36,084.05	\$36,084.05	\$0.00
2530	04/21/2023	Open			Accounts Payable	Further	\$1,356.00	\$1,356.00	\$0.00
2531	04/21/2023	Open			Accounts Payable	MN II LIFE HSA	\$4,462.38	\$4,462.38	\$0.00
2532	04/21/2023	Open			Accounts Payable	Further	\$190.00	\$190.00	\$0.00
2533	04/21/2023	Open			Accounts Payable	CLOVER	\$32.15	\$32.15	\$0.00
2534	04/21/2023	Open			Accounts Payable	OLD NATIONAL BANK	\$114.17	\$114.17	\$0.00
2535	04/21/2023	Open			Accounts Payable	CLOVER	\$8.04	\$8.04	\$0.00
2536	04/30/2023	Open			Accounts Payable	I C M A RETIREMENT CORP	\$1,360.00	\$1,360.00	\$0.00
2537	04/30/2023	Open			Accounts Payable	IRS - PR TAXES	\$23,452.43	\$23,452.43	\$0.00
2538	04/30/2023	Open			Accounts Payable	MN CHILD SUPPORT	\$355.79	\$355.79	\$0.00
2539	04/30/2023	Open			Accounts Payable	MN DEPT OF REVENUE	\$7,667.37	\$7,667.37	\$0.00
2540	04/30/2023	Open			Accounts Payable	MN II LIFE HSA	\$1,261.18	\$1,261.18	\$0.00
2541	04/30/2023	Open			Accounts Payable	MSRS	\$450.00	\$450.00	\$0.00
2542	04/30/2023	Open			Accounts Payable	MSRS - HCSP	\$2,650.04	\$2,650.04	\$0.00
2543	04/30/2023	Open			Accounts Payable	NATIONWIDE	\$2,680.00	\$2,680.00	\$0.00
2544	04/30/2023	Open			Accounts Payable	PUBLIC EMPLOYEES RETIRE ASSN	\$52,927.33	\$52,927.33	\$0.00
2545	04/30/2023	Open			Accounts Payable	Further	\$208.33	\$208.33	\$0.00
2546	04/30/2023	Voided	Wrong Amount	05/05/2023	Accounts Payable	Further	\$1,222.02		
2547	05/05/2023	Open			Accounts Payable	I C M A RETIREMENT CORP	\$1,360.00		
2548	05/05/2023	Open			Accounts Payable	IRS - PR TAXES	\$23,751.55		
2549	05/05/2023	Open			Accounts Payable	MN CHILD SUPPORT	\$355.79		
2550	05/05/2023	Open			Accounts Payable	MN DEPT OF REVENUE	\$7,673.18		
2551	05/05/2023	Open			Accounts Payable	MN II LIFE HSA	\$1,261.18		
2552	05/05/2023	Open			Accounts Payable	MSRS	\$450.00		
2553	05/05/2023	Open			Accounts Payable	MSRS - HCSP	\$2,779.61		
2554	05/05/2023	Open			Accounts Payable	NATIONWIDE	\$2,680.00		
2555	05/05/2023	Open			Accounts Payable	PUBLIC EMPLOYEES RETIRE ASSN	\$52,937.14		
2556	05/05/2023	Open			Accounts Payable	CLOVER	\$165.73		
2557	05/05/2023	Open			Accounts Payable	Further	\$416.66		

Payment Register

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name		Transaction Amount	Reconciled Amount	Difference
2558 5,000 FFT T	05/10/2023	Open			Accounts Paya 39 Transaction		—	\$519.96	¢000 450 60	\$0.00
Type EFT To	BAN - ANCHOR	RANK Totals			39 Transaction	15		\$326,023.50	\$230,450.68	\$0.00
ANCHOR	DAIN - ANCHOR	DAININ TOTAIS			_	_		_		
				EFTs	Status	Count	Transaction Amount	Re	conciled Amount	
					Open	38	\$324,801.48		\$230,450.68	
					Reconciled	0	\$0.00		\$0.00	
					Voided	1	\$1,222.02		\$0.00	
					Total	39	\$326,023.50		\$230,450.68	
				All	Status	Count	Transaction Amount	Re	conciled Amount	
					Open	38	\$324,801.48		\$230,450.68	
					Reconciled	0	\$0.00		\$0.00	
					Voided	1	\$1,222.02		\$0.00	
					Stopped	0	\$0.00		\$0.00	
One of Tetal					Total	39	\$326,023.50		\$230,450.68	
Grand Total	IS:			EFTs	Status	Count	Transaction Amount	Reco	onciled Amount	
					Open	38	\$324,801.48		\$230,450.68	
					Reconciled	0	\$0.00		\$0.00	
					Voided	1	\$1,222.02		\$0.00	
					Total	39	\$326,023.50		\$230,450.68	
				All	Status	Count	Transaction Amount	Reco	onciled Amount	
					Open	38	\$324,801.48		\$230,450.68	
					Reconciled	0	\$0.00		\$0.00	
					Voided	1	\$1,222.02		\$0.00	
					Stopped	0	\$0.00		\$0.00	
					Total	39	\$326,023.50		\$230,450.68	

South Metro Fire Department BANK RECONCILIATION April 30, 2023

Old National Bank Ending Balance - Checking Outstanding Disbursement Checks DIT Adjustments:	\$ 1,715,312.18 (8,010.73)
RECONCILED BALANCE	\$ 1,707,301.45
CITY TREASURER'S BALANCE: Previous Month's Reconciled Balance Daily Receipts Posted Disbursement Checks Issued Payroll Checks and Direct Deposits Rev Prior Month Adj:	\$ 1,453,532.68 760,671.75 (269,940.82) (236,962.16) 0.00
RECONCILED BALANCE	\$ 1,707,301.45
CASH ACCOUNT BALANCE: Adjustments	\$ 1,707,301.45 0.00
RECONCILED BALANCE	\$ 1,707,301.45

Cash by Fund:

		Beginning Balance Net Activity		Ending Balance
General Fund	101-10101	827,836.86	237,303.55	1,065,140.41
Grant Fund	201-10100	899.44	-	899.44
Fire Assistance F	Fund	-	-	-
Debt Service Fu	nd 301-10101	(124.16)	-	(124.16)
Capital Fund	401-10101	624,920.54	16,465.22	641,385.76
	Total	1,453,532.68	253,768.77	1,707,301.45



Month End Report Through 4/30/23 Prior Fiscal Year Activity Included Summary Listing

Account Classification	Adopted Budget	Current Month Transactions	YTD Transactions	YTD Balance	% used/ Rec'd	Prior Year YTD Balance
Fund 101 - General Fund	Duugei	TIANSACLIONS	Transactions	Dalatice	Kec u	Dalarice
REVENUE						
Taxes	1,209,952.00	.00	57,491.32	1,152,460.68	5%	771,881.01
Intergovernmental Revenues	280,612.00	6,566.07	6,539.10	274,072.90	2%	192,768.00
Charges for Services	5,962,128.00	718,172.01	2,798,239.51	3,163,888.49	47%	3,081,235.14
Other Revenue	55,000.00	105.00	21,249.70	33,750.30	39%	48,550.29
Other Financing Sources REVENUE TOTALS	.00. \$7,507,692.00	.00 \$724,843.08	.00 \$2.883.519.63	.00 \$4.624.172.37	+++ 38%	.00 \$4.094.434.44
REVENUE TOTALS	37,307,032,00	372-7.0-5.00	CO. 21 C. COU. 24	502172.37	UN DE	5-1-0-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-
EXPENSE						
Personal Services	6,660,207.00	456,048.08	2,084,908.53	4,575,298.47	31%	4,196,756.70
Supplies	186,115.00	5,826.63	40,106.17	146,008.83	22%	153,072.66
Contractual Services Other Charges	426,228.00	20,714.84 2,457.06	141,620.83 127,048.15	284,607.17 108 <i>.</i> 093.85	33% 54%	264,348.97 119,943.59
Capital Outlay	235,142.00 .00	2,457.06	.00	108,095.85	54% +++	.00
Debt Service	.00	.00	.00	.00	+++	.00
Other Financing Uses	.00	.00	.00	.00	+++	(302,274.00)
EXPENSE TOTALS	\$7,507,692.00	485,046.61	2,393,683.68	\$5,114,008.32	32%	\$4,431,847.92
Fund 101 - General Fund Totals						
REVENUE TOTALS	7,507,692.00	724,843.08	2,883,519.63	4,624,172.37	38%	4,094,434.44
EXPENSE TOTALS	7,507,692.00	485,046.61	2,393,683.68	5,114,008.32	32%	4,431,847.92
Fund 101 - General Fund Totals	\$0.00	\$239,796.47	\$489,835.95	(\$489,835.95)		(\$337,413.48)
Fund 201 - Grant Fund						
REVENUE						
Intergovernmental Revenues REVENUE TOTALS	.00	.00. \$0.00	.00. \$0.00	<u>.00</u> \$0.00	0%	.00 \$0.00
EXPENSE	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Contractual Services	.00	.00	.00	.00	+++	.00
EXPENSE TOTALS	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Fund 301 - Debt Service						
REVENUE						
Intergovernmental Revenues	182,450.00	.00	.00	182,450.00	0%	183,050.00
REVENUE TOTALS	\$182,450.00	.00	.00	\$182,450.00	+++	\$183,050.00
EXPENSE	102 450 00	00	00	102 450 00		102.050.00
Contractual Services EXPENSE TOTALS	<u>182,450.00</u> \$182,450.00	.00	<u>.00.</u> 00.	<u>182,450.00</u> \$182 <i>.</i> 450.00	+++ +++	<u>183,050.00</u> \$183,050.00
Fund 301 - Debt Totals	\$102,430.00	.00	.00	3102,400.00		2102.020.00
REVENUE TOTALS	182,450.00	.00	.00	182 <i>.</i> 450.00	+++	183.050.00
EXPENSE TOTALS	182.450.00	.00	.00	182.450.00	+++	183.050.00
Fund 301 - Debt Totals	\$182,450.00	\$0.00	\$0.00	\$0.00		\$0.00
Fund 401 - Capital Projects REVENUE						
Intergovernmental Revenues	.00	.00	.00	.00	0%	650,000.00
Charges for Services	187,236.00	23,404,50	93,618.00	93,618.00	50%	78,016.00
Other Revenue	.00	.00	.00	.00	+++	.00
Other Financing Sources	.00	.00	.00	.00	+++	(302,274.00)
REVENUE TOTALS	\$187,236.00	\$23,404.50	\$93,618.00	\$93,618.00		\$425,742.00
EXPENSE						
Motor Vehicles	77,057.00	.00	1,373,099.49	(1,296,042.49)	1782%	1,317,000.00
Office Equipment	83,644.00	4,834.00	23,436.29	60,207.71	28%	83,716.80
Other Equipment EXPENSE TOTALS	<u>142,439.00</u> \$303,140.00	<u>2,105.28</u> \$6,939.28	38,148.74	<u>104,290.26</u> (\$1,131,544.52)	<u>27%</u> 473%	<u>36,620.80</u> \$1,437,337.60
LAFENSE TOTALS	\$303,140.00	\$0,939.20	\$1,757,007.52	(\$1,131,341.32)	7,2,0	\$1,737,337.00
Fund 401 - Capital Projects						
REVENUE TOTALS	187,236.00	23,404.50	93,618.00	93,618.00	50%	100,742.00
EXPENSE TOTALS	303,140.00	6,939.28	1,434,684.52	(1,131,544.52)	473%	1,437,337.60
Fund 401 - Capital Projects	(\$115,904.00)	\$16,465.22	(\$1,341,066.52)	\$1,225,162.52		(\$1,336,595.60)
Grand Totals						
REVENUE TOTALS	7,877,378.00	748,247.58	2,977,137.63	4,900,240.37	38%	4,378,226.44
EXPENSE TOTALS	7,993,282.00	491,985.89	3,828,368.20	4,164,913.80	48%	6,052,236.52
Grand Totals	(\$115,904.00)	\$256,261.69	(\$851,230.57)	\$735,326.57		(\$1,674,010.08)

2023 Run Summary South Metro Fire Department



²⁶11.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1.1.4.1

FIRE INCIDENTS

111 Building fire	1	1	1	3									6	14
112 Fire in structure other than in a building				0									0	
113 Cooking fire, confined to container													0	1
114 Chimney fire													0	
116 Fuel													0	
118 Trash		1		1									2	2
121 Fire in mobile home used as fixed residence													0	2
				2									2	
130 Mobile property (vehicle) fire, other				2									2	5
131 Passenger vehicle fire				4									0	5
132 Road Freight or transport vehicle fire				1									1	1
133 Rail vehicle fire													0	
134 Water vehicle fire			1										1	
135 Aircraft Fire													0	
138 Off-road vehicle or heavy equipment fire													0	
142 Brush or bursh & grass mixture fire													0	1
143 Grass Fire				2									2	1
151 Outside rubbish fire													0	1
154 Dumpster fire													0	
163 Outside equipment fire				2									2	
	1	2	2	11	0	0	0	0	0	0	0	0	16	26

OVERPRESSURE RUPTURE, EXPLOSION, OVERHEAT (NO FIRE)

PESCUE & EMERGENCY MEDICAL SERVICE

200 Overpressure rupture, explosion, overheat other													0	
243 Fireworks explosion (no fire)													0	
251 Excesive heat, scorch burns with no ignition	7	4	10	5									26	8
	7	4	10	5	0	0	0	0	0	0	0	0	26	8
														•

RESCOE & EMERGENCI MEDICAL SERVICE					
311 Medical assist, assist EMS crew					
321 EMS call, excluding vehicle accident with injury	449	425	501	492	
322 Motor vehicle accident with injuries	5	6	14	7	
323 Motor vehicle/pedestrian accident (MV Ped)					
324 Motor vehicle accident with no injuries.	3	4	1	2	
341 Search for person on land					
350 Extrication, rescue, other		1			
352 Extrication of victims from vehicle					
353 Removal of victim(s) from stalled elevator	1		3		
355 Confined Space Rescue					
357 Extrication of victim(s) from machinery					
360 Water & ice related rescue, other					
361 Swimming/recreational water areas rescue					

362 Ice Rescue 365 Watercraft rescue 372 Trapped by power lines0 381 Rescue or EMS standby

HAZARDOUS CONDITION (NO FIRE)

	14	8	13	47	0	0	0	0	0	0	0	0	82	28
481 Attempt to burn													0	
471 Explosive, bomb removal													0	
463 Vehicle accident, cleanup		1											1	
462 Aircraft standby													0	
461 Building or structure weakened or collapsed				1									1	
460 Potential accident	1												1	
445 Arch, shorted electrical equipment	1	1	1	13									16	1
444 Power line down	5	1	4	25									35	1
442 Overheated motor	2	1	2	1										
440 Electrical equipment problem		1	1										2	5
424 Carbon monoxide incident	3	2		1									6	5
422 Chemical spill or leak				1									1	1
421 Chemical hazard (no spill or leak)			1										1	
413 Oil spill													1	1
412 Gas leak (natural gas or LPG)	2	1	3	5									11	10
411 Gasoline or other flammable liquid spill			1										1	3
400 Hazardous condition, other													0	1
HAZARDOUS CONDITION (NO FIRE)														

SERVICE CALL

	38	61	56	58	0	0	0	0	0	0	0	0	213	224
561 Unauthorized burning				6									6	5
554 Assist invalid	32	41	45	31									149	147
553 Public service		12	6	3									21	39
551 Assist police or other governmental agency	3	6	3	18									30	25
531 Smoke or odor removal	2	1											3	2
522 Water or steam leak			1										1	4
520 Water problem, other													0	
519 Person in distress													0	
510 Person in distress, other	1	1	1										3	1
500 Service Call, other													0	1
SERVICE CALL														

2023 Run Summary

South Metro Fire Department



BLS Transports

^{2011,100} ^{10,11,00} ^{10,11,10} ^{10,11,10</sub> ^{10,11,10} ^{10,11,10</sub> ^{10,11,10} ^{10,11,10</sub> ^{10,11,10} ^{10,11,10</sub> ^{10,11,10} ^{10,11,10</sub> ^{10,11}}}}}}</sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup></sup>

636

572

GOOD INTENT CALL 600 Good intent call, other 611 Dispatched & canceled en route 621 Wrong location 622 No incident found on arrival at dispatch address 631 Authorized controlled burning 650 Steam, gas, other mistaken for smoke	1 9 11	2 7	1 13	1 16									5	7
611 Dispatched & canceled en route 621 Wrong location 622 No incident found on arrival at dispatch address 631 Authorized controlled burning	9												5	7
621 Wrong location 622 No incident found on arrival at dispatch address 631 Authorized controlled burning		7	13	16										
621 Wrong location 622 No incident found on arrival at dispatch address 631 Authorized controlled burning	11												45	64
622 No incident found on arrival at dispatch address 631 Authorized controlled burning	11			1									1	
631 Authorized controlled burning		1	10	8									30	19
			1										1	1
													0	
651 Smoke scare, odor of smoke	6	5	7	1									19	13
652 Steam, vapor, fog or dust thought to be smoke		1											1	1
653 Smoke from barbeque, tar kettle													0	
661 EMS call, party transported by non-fire agency (661)													0	
671 HazMat release investigation w/no HazMat	3	1	6	3									13	13
ⁿ	30	17	38	30	0	0	0	0	0	0	0	0	115	118
FALSE ALARM & FALSE CALL														
700 False alarm or false call, other	1												1	1
710 Malicious false call		2											2	2
714 Central Station, malicious false alarm	2												2	3
715 Local alarm system, malicious false call	9	1		2									12	7
721 Bomb scare - no bomb													0	
730 System malfunction, other				1									1	
731 Sprinkler activation due to malfunction		1		3									4	6
732 Extinguishment system activation malfunction													0	
733 Smoke detector activation due to malfunction			2	1									3	14
735 Alarm system sounded due to malfunction	3	3	7	2									15	14
736 CO detector activation due to malfunction			3	2									5	9
740 Unintentional transmission of alarm, other													0	1
741 Sprinkler activation, no fire - unintentional	2												2	5
743 Smoke detector activation, unintentional	1	4	3	5									13	25
744 Detector activation, no fire - unintentional													0	4
745 Alarm system activation, no fire - unintentional	4	2	4	6									16	22
7451 False Alarm	11	7	6	7									31	29
746 Carbon monoxide detector activation, no CO	2	1	1	3									7	7
	35	21	26	32	0	0	0	0	0	0	0	0	114	149
SEVERE WEATHER & NATURAL DISASTER														
814 Lightning strike (no fire)			1										1	
	0	0	1	0	0	0	0	0	0	0	0	0	1	0
SPECIAL INCIDENT TYPE														
900 Special type of incident, other													0	
911 Citizen Complaint													0	
<u> </u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not Reported													0	21
	0	0	0	0	0	0	0	0	0	0	0	0	0	17
													r	
MONTHLY RUN TOTAL	583	549	665	684	0	0	0	0	0	0	0	0	2481	2383

138

154

167

177



SOUTH METRO FIRE DEPARTMENT

1650 Humboldt Avenue • West St. Paul MN 55118 Phone: (651) 552-4176 • FAX: (651) 552-4195 www.southmetrofire.com

DATE: May 17, 2023

TO: President and Board

FROM: Mark Juelfs, Fire Chief

RE: Department Study Contract

Summary:

At the April Fire Board meeting Citygate and Associates was selected to perform a Standard of Coverage and Department Review. Staff along with our Legal representatives have reviewed the attached contract for services and brings it to the Fire Board for your approval.

Budget Impact:

The \$66,316 cost of the study will be split among the two Cities and South Metro. South Metro's obligation of \$22,105 will be funded from the contractual services fund.

Recommendation:

Approve the contract with Citygate and Associates to perform a Standards of Cover and Department Review.

Attachment:

Contract between Citygate and Associates and South Metro Fire Department.

AGREEMENT FOR FIRE DEPARTMENT SERVICE EVALUATION

This contract (the "Agreement") is made and entered into this <u>17th</u> day of May, 2023, between the South Metro Fire Department, Minnesota, a Minnesota Joint Powers entity (the "Department"), located at 1650 Humboldt Avenue, West St. Paul, Minnesota, and Citygate Associates, LLC (the "Contractor"), a California limited liability company located at 600 Coolidge Drive, Suite 150, Folsom, CA, 95630.

The Department and the Contractor are referred to herein individually as a "Party" and collectively as the "Parties."

1. <u>Purpose</u>. The purpose of this agreement is to set forth the terms and conditions under which the Contractor will provide certain services to the Department.

2. <u>Scope of Services.</u> The Contractor shall perform a Fire Department Service Evaluation (the "Services") as described in Exhibit A to this Agreement which is incorporated herein by reference. The Services shall comply with all requirements of the Request for Proposals approved by the South Metro Fire Board and incorporated herein by reference. If any conflict exists between this Agreement, the Request for Proposals, and the terms of Exhibit A, the most restrictive standards shall control.

The Contractor agrees to comply with all federal, state, and local laws and ordinances applicable to the Services to be performed under this Agreement, including all safety standards. The Contractor shall be solely and completely responsible for conditions of the job site, including the safety of all persons and property during the performance of the Services. The Contractor represents and warrants that it has the requisite training, skills, and experience necessary to provide the Services and is appropriately licensed by all applicable agencies and governmental entities and will perform the Services with reasonable care and skill.

The Contractor shall not perform any additional Services without the express written permission of the Department.

3. <u>Term.</u> This Agreement shall be effective on the date hereof and shall continue, unless terminated sooner in accordance with the terms of this Agreement, until the Completion Date.

- A. Start date: The Contractor shall commence the provision of Services on: June 1, 2023.
- B. Key Dates: The Contractor agrees to provide the Services on the schedule shown in Exhibit A.
- C. Completion Date: The Contractor shall complete the Services by November 30, 2023.

The Department may terminate this Agreement for convenience at any time. Termination shall be effective upon ten (10) days' written notice to the Contractor.

The Contractor may terminate this Agreement if the Department is in breach of any material obligation contained in this Agreement, which is not remedied by the Department within ten (10) days of written notice.

The Parties may voluntarily terminate this Agreement at any time by mutual agreement.

In the event of termination, the Department shall only be responsible to pay for the Services satisfactorily performed by the Contractor to the effective date of termination, as described in the final invoice to the Department.

4. <u>Compensation</u>. As consideration for the provision of the Services, the Department agrees to pay the Contractor per the Proposed Cost Estimate shown in Exhibit A. Notwithstanding anything to the contrary in Exhibit A, the total cost for all proposed Services shall not exceed \$66,316.00 without prior written approval of the Department.

Contractor shall submit monthly payment invoices to the Department after such Services have been completed.

Each invoice shall include in detail the hours worked and a description of the Services performed. The invoice shall be submitted to the Fire Board for approval at the first Fire Board meeting following receipt of the invoice. The Department shall pay Contractor within one (1) week after the invoice has been approved for payment by the Fire Board.

If the Department objects to all or any portion of any invoice, the Department shall notify the Contractor of the dispute with ten (10) days from the date of receipt and shall pay that portion of the invoice not in dispute. Any dispute shall be settled in accordance with Paragraph 8 of this Agreement.

5. <u>Independent Contractor Relationship</u>. It is expressly understood that the Contractor is an "independent contractor" and not an employee of the Department. The Contractor shall have control over the manner in which the Services are performed under this Agreement. The Contractor shall supply, at its own expense, all materials, supplies, equipment and tools required to accomplish the Services contemplated by this Agreement. The Contractor shall not be entitled to any benefits from the Department, including, without limitation, insurance benefits, sick and vacation leave, workers' compensation benefits, unemployment compensation, disability, severance pay, or retirement benefits. Nothing in this Agreement shall be deemed to constitute a partnership, joint venture or agency relationship between the Parties.

6. Insurance Requirements.

The Contractor, at its expense, shall procure and maintain in force for the duration of this Agreement the following minimum insurance coverages:

A. <u>General Liability</u>. The Contractor agrees to maintain Commercial General Liability insurance in a minimum amount of \$1,000,000 per occurrence; \$2,000,000 annual aggregate. The policy shall cover liability arising from premises, operations, productscompleted operations, personal injury, advertising injury, and contractually assumed liability. The Department, including its elected and appointed officials, employees, and agents, shall be endorsed as additional insured.

- B. <u>Automobile Liability</u>. If the Contractor operates a motor vehicle in performing the Services under this Agreement, the Contractor shall maintain Commercial Automobile Liability Insurance, including owned, hired, and non-owned automobiles, with a minimum combined single liability limit of \$1,000,000.
- C. <u>Professional (Errors and Omissions) Liability Insurance.</u> The Contractor will maintain professional liability insurance for all claims the Contractor may become legally obligated to pay resulting from any actual or alleged negligent act, error, or omission related to Contractor's professional services required under this Agreement. The Contractor is required to carry the following minimum limits: \$1,000,000 per occurrence; \$2,000,000 annual aggregate. The retroactive or prior acts date of such coverage shall not be after the effective date of this Agreement and the Contractor shall maintain such insurance for a period of at least two (2) years, following completion of the Services. If such insurance is discontinued, extended reporting period coverage must be obtained by the Contractor to fulfill this requirement.
- D. <u>Workers' Compensation</u>. The Contractor agrees to provide Workers' Compensation insurance for all its employees in accordance with the statutory requirements of the State of Minnesota. The Contractor shall also carry Employers' Liability Coverage with minimum limits as follows:
 - \$500,000 Bodily Injury by Disease per employee
 - \$500,000 Bodily Injury by Disease aggregate
 - \$500,000 Bodily Injury by Accident

The Contractor shall, prior to commencing the Services, deliver to the Department a Certificate of Insurance as evidence that the above coverages are in full force and effect.

The insurance requirements may be met through any combination of primary and umbrella/excess insurance.

The Contractor's policies shall be primary insurance and non-contributory to any other valid and collectible insurance available to the Department with respect to any claim arising out of the Contractor's performance under this Agreement.

The Contractor's policies and Certificate of Insurance shall contain a provision that coverage afforded under the policies shall not be cancelled without at least thirty (30) days' advanced written notice to the Department, or ten (10) days' written notice for non-payment of premium.

7. <u>Indemnification</u>. To the fullest extent permitted by law, the Contractor agrees to defend, indemnify and hold harmless the Department, and its employees, officials, and agents from and against all claims, actions, damages, losses and expenses, including reasonable attorney fees, arising out of the Contractor's negligence or the Contractor's performance or failure to perform its obligations under this Agreement. The Contractor's indemnification obligation shall apply to the Contractor's subcontractor(s), or anyone directly or indirectly employed or hired by the Contractor, or anyone

for whose acts the Contractor may be liable. The Contractor agrees this indemnity obligation shall survive the completion or termination of this Agreement.

8. <u>Dispute Resolution</u>. The Parties shall cooperate and use their best efforts to ensure that the various provisions of the Agreement are fulfilled. The Parties agree to act in good faith to undertake resolution of disputes, in an equitable and timely manner and in accordance with the provisions of this Agreement. If disputes cannot be resolved informally by the Parties, the following procedures shall be used:

- A. Whenever there is a failure between the Parties to resolve a dispute on their own, the Parties shall first attempt to mediate the dispute.
- B. If the dispute is not resolved within thirty (30) days after the end of mediation proceedings, the Parties may pursue any legal remedy.
- 9. General Provisions.
 - A. <u>Entire Agreement</u>. This Agreement supersedes any prior or contemporaneous representations or agreements, whether written or oral, between the Parties and contains the entire agreement.
 - B. <u>Assignment.</u> The Contractor may not assign this Agreement to any other person unless written consent is obtained from the Department.
 - C. <u>Amendments.</u> Any modification or amendment to this Agreement shall require a written agreement signed by both Parties.
 - D. <u>Nondiscrimination</u>. In the hiring of employees to perform work under this Agreement, the <u>Contractor shall</u> not discriminate against any person by reason of any characteristic or classification protected by state or federal law.
 - E. <u>Governing Law.</u> This Agreement shall be governed by and interpreted in accordance with the laws of the State of Minnesota. All proceedings related to this Agreement shall be venued in Dakota County, Minnesota.
 - F. <u>Ownership of Documents.</u> All reports, plans, specifications, data, maps, and other documents produced by the Contractor in the performance of services under this Agreement shall be the property of the Department.
 - G. <u>Government Data/Privacy</u>. The Contractor agrees to abide by the applicable provisions of the Minnesota Government Data Practices Act, Minnesota Statues, Chapter 13, HIPAA requirements and all other applicable state or federal rules, regulations or orders pertaining to privacy or confidentiality. The Contractor understands that all of the data created,

collected, received, stored, used, maintained or disseminated by the Contractor in performing those functions that the Department would perform is subject to the requirements of Chapter 13, and the Contractor must comply with those requirements as if it were a government entity. This does not create a duty on the part of the Contractor to provide the public with access to public data if the public data is available from the Department, except as required by the terms of this Agreement.

- H. <u>Audits.</u> Pursuant to Minn. Stat. Section 16C.05, subd. 5, the Contractor's books, records, documents, and accounting procedures and practices that are relevant to this Agreement, are subject to examination by the Department and either the Legislative Auditor or the State Auditor for a minimum of six years from the end of this Agreement.
- I. <u>Waiver</u>. The waiver by either party of any breach or failure to comply with any provision of this Agreement by the other Party shall not be construed as, or constitute a continuing waiver of such provision or a waiver of any other breach of or failure to comply with any other provision of this Agreement.
- J. <u>Notices.</u> All notices and other communications pursuant to this Agreement must be in writing and must be given by registered or certified mail, postage prepaid, or delivered by hand at the addresses set forth below:

1

Notice to City:	Chief Mark Juelfs South Metro Fire Department 1650 Humboldt Avenue West St. Paul, MN 55118	
Notice to Contractor:	Citygate Associates, LLC Attn: Chief Stewart Gary 600 Coolidge Drive Suite 150 Folsom, CA 95630	

- K. <u>Force Majeure</u>. Except for payment of sums due, neither Party shall be liable to the other or deemed in default under this Agreement, if and to the extent that Party's performance is prevented by reason of *force majeure*. "*Force majeure*" includes war, an act of terrorism, a pandemic or epidemic, fire, earthquake, flood and other circumstances which are beyond the control and without the fault or negligence of the Party affected and which by the exercise of reasonable diligence the Party affected was unable to prevent.
- L. <u>Savings Clause</u>. If any court finds any portion of this Agreement to be contrary to law, invalid, or unenforceable, the remainder of the Agreement will remain in full force and effect.

M. <u>Counterparts.</u> This Agreement may be signed in counterparts, each of which shall be deemed an original, and which taken together shall be deemed to be one and the same document.

IN WITNESS WHEREOF, the Parties, have caused this Agreement to be approved on the date above.

South Metro Fire Department

By:

Dave Napier

Its: President

Attest:

Wendy Berry Its: Secretary

CITYGATE ASSOCIATES, LLC

By:

David C. DeRoos Its: President Exhibit A



PROPOSAL TO PERFORM A STANDARDS OF COVERAGE STUDY AND ORGANIZATIONAL REVIEW

SOUTH METRO FIRE DEPARTMENT

APRIL 11, 2023



 WWW.CITYGATEASSOCIATES.COM

 600 COOLIDGE DRIVE, SUITE 150

 FOLSOM, CA 95630

 FAX: (916) 983-2090



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Appendices

- Appendix A Code of Ethics
- Appendix B Citygate Experience and Qualifications
- Appendix C Project Team Resumes





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

SECTION A—COVER LETTER

April 11, 2023

Fire Chief Mark Juelfs CC: Assistant Fire Chief Mark Erickson, Assistant Fire Chief Terry Johnson South Metro Fire Department | South St. Paul | West St. Paul 1650 Humboldt Ave. West St. Paul, MN, 55118 <u>mjuelfs@smfdmn.org</u>

RE: PROPOSAL TO PERFORM A STANDARDS OF COVERAGE STUDY AND ORGANIZATIONAL REVIEW FOR THE SOUTH METRO FIRE DEPARTMENT

Dear Chief Juelfs:

Citygate Associates, LLC (Citygate) is pleased to present our statement of interest and proposal to perform a standards of coverage study and organizational review for the Cities of West St. Paul and South St. Paul (Cities) South Metro Fire Department (SMFD/Department). This cover letter explains why Citygate is the most experienced fire service consultancy in the US and uniquely eager and capable to serve the South Metro community!

Our qualifications to perform your study are exceptional. Citygate has an extensive background in fire and emergency services consulting, specifically in fire department deployment, standards of coverage and risk assessment, staffing, and strategic/master planning. Over the last 20 years, Chief Gary and his team of subject matter specialists have performed well over 400 fire service studies across the United States, including in Minnesota, Iowa, Kansas, Texas, New Mexico, Oklahoma, Arizona, Utah, California, New York, Ohio, Oregon, Idaho, and Washington. Our deployment studies have served over 27 million residents—nearly five times the population of Minnesota. In other words, Citygate has broad experience with the service delivery challenges across numerous fact patterns and regulatory environments.

Over the years, Chief Gary has led several successful studies in Minnesota, beginning with a deployment review for the City of Minneapolis. Since then, Citygate has completed fire services evaluations in cities such as Eagan, Bloomington, Woodbury, Lakeville, and Inver Grove Heights, all of which were well received. Citygate is currently performing fire services studies in Hastings and Minnetonka. Citygate is also currently engaged in a Standards of Coverage study for Los

Angeles, CA, the Cy-Fair Texas Emergency Services District (outside Houston), and recently completed studies for the cities of Portland, OR and Fort Worth, TX.

In addition, Citygate has executed many of the largest fire and EMS deployment studies we know of, including for the California Counties of San Diego (57 agencies) and El Dorado (14 agencies); the cities of San Diego, Oakland, and Stockton; the Orange County Fire Authority; and the ports of Long Beach and Los Angeles.

Recently, the City of Santa Monica, California, selected Citygate to perform a Standards of Coverage study and provide a strategic plan, stating in a staff report, "As an industry leader... Citygate was the only firm to demonstrate sufficient, relevant experience, to clearly articulate the ability to provide community stakeholder outreach, and to meet the technical expertise standards required."

A.1 CITYGATE ASSOCIATES' KEY STRENGTHS

As a former CAO for the County of San Diego stated: "We work with consultants, obviously, all the time, but the work that Citygate did on this report is some of the best I've seen in my tenure here." (Watch the video clip at this link: <u>www.citygateassociates.com/sdcountyvideo</u>.)

These are not isolated comments by one client; rather, they are a common theme. Time after time, our clients say at the end of public presentations, "This was the best report/study on fire services we have ever received, and now we finally understand the issues and choices." Citygate also has an outstanding track record with our clients. When Citygate commits to a client, we commit to that client's long-term success, far beyond the scope of the initial project.

SMFD is not only hiring a consulting firm but also a carefully selected team of professional individuals who have the qualifications and diversity of experience matching SMFD's unique needs for *all* elements of this study. Our team members are the practice specialists in their fields.

A Standards of Coverage Analysis (SOC), or deployment study, is the multi-step process used to determine fire station locations and crew/apparatus staffing to meet the unique needs of a community. **Chief Stewart Gary**, our Public Safety Principal, literally wrote the book on SOC studies. He was the lead author on the second through fourth editions of the Standards of Response Coverage manual published by the Commission on Fire Accreditation International (CFAI) and has consulted on over 400 fire services projects over the last 20 years—including every study Citygate has conducted in the State of Minnesota.

Chief Landon Stallings is the former Operations Assistant Chief in the Fort Worth Fire Department who retired in 2021 after 35 years of service. During his career he served as a firefighter, Captain, Battalion Chief, Chief Training Officer, Fire Marshal, and Shift Commander. He has worked extensively in managing deployment, special operations, training initiatives, and complex incidents.



Chief Sam Mazza has been with Citygate for over 10 years and has led or participated in more than 80 projects. He is the retired Fire Chief of the City of Monterey, California, where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Prior to his service with Monterey, Chief Mazza spent over 30 years with CAL FIRE. He has worked on and led projects in Minnesota that involved issues like those SMFD is facing.

For over 20 years, Citygate has partnered exclusively with Animated Data, Inc., producer of the **StatsFDTM** statistical analysis tool. In addition, Citygate has partnered with **BERK Consulting**, Inc. for geo-mapping analysis. Since 1988, BERK Consulting, Inc., has worked with local communities and organizations on complex projects, with GIS and data analysis fundamental to their work.

Citygate remains on the leading edge of analysis tools and is the Standards of Coverage thoughtprocess leader. We are the first consultancy in the nation to utilize traffic congestion data to model fire apparatus travel time impacts in rush hour traffic. Citygate also has extensive experience in Minnesota and other states in deeply analyzing staffing programs and facility locations and designing phased, common-sense enhancements.

Why is this experience critical? The South Metro Fire Department is hiring external specialist assistance that knows how to uncover tough issues and how to work them to successful closure. Citygate has a proven track record of knowing the approaches needed and, as importantly, how to effectively communicate the results to *all* project stakeholders for an actionable outcome.

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

* *

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

Sincerely,

C. phl.

Da^kid C. DeRoos, MPA, CMC President cc: Project Team



SECTION B—PROJECT UNDERSTANDING AND APPROACH

B.1 GENERAL APPROACH

Citygate Associates, LLC (Citygate) is pleased to present our proposal to perform a standards of coverage study and organizational review for the Cities of West St. Paul and South St. Paul (Cities) South Metro Fire Department (SMFD/Department).

Citygate will conduct a thorough review and analysis of services, staffing, apparatus, and facility options for the Department. Our work will include, as requested, a comprehensive Standards of Coverage document analyzing resource deployment to determine whether the Department is properly deployed to meet its community's risks and expectations; and a comprehensive review of organizational hierarchy, distribution of workload, and management practices weighed against contemporary organizational principles and business processes. A review of fire station locations and relevant recommendations will also be included, in which Citygate will analyze the Department's current two-station response model to determine its effectiveness in providing present and future services, with comparative response model options analyzed in parallel. In delivering a report that will help create a template for future analysis, Citygate's study will examine the effectiveness of inter-jurisdictional response to evaluate the benefits of the emergency services provided by the Department and its partners.

Citygate's study will be performed in accordance with the methodology outlined in *Standards of Response Coverage* (fifth and sixth editions) as published by the Commission on Fire Accreditation International (CFAI). Our study will also incorporate guidelines and best practices in the field of deployment and risk analysis from the National Fire Protection Association (NFPA), the Insurance Services Office (ISO), the CFAI, relevant federal and state laws and regulations, and other recognized industry best practices.

In addition to our customary techniques of reviewing agency data and documentation and conducting stakeholder listening interviews, Citygate utilizes StatsFDTM to analyze service demand and incident performance, with results plotted on graphs and charts, as well as superimposed over Google Earth images using 3D tools. Citygate also utilizes Esri ArcGIS mapping software to analyze the Department's ability to deliver an initial first-due unit and a multiple-unit Effective Response Force to all sections of the Cities in sufficient time to facilitate desired outcomes.

B.1.1 Key Study Features and Confirmation of Scope of Work

Citygate's proposal addresses each of SMFD's requested scope elements. Key features of our proposed study include:

- •
- Review of background information, including the following:



- Community and service area population and demographics.
- Residential, commercial, industrial, and institutional property uses within the community.
- Policies, agreements, and Department operating guidelines that impact Department staffing practices.
- Mutual and automatic aid agreements.
- Call volumes, statistics, and trends.
- Facilities, equipment, and operational practices.
- Review of response performance, including by time of day and day of week.
- Review and identification of baseline services, service levels, budgets, response times, ISO rating, staffing, facilities, major equipment, and other applicable factors.
- Description of impacts and key findings and other factors on each of the baseline services.
- Outline of desired services and service levels, including new services not currently provided and expanded, joint, reduced, or eliminated services. We will include appropriate items that will meet the proposed Standards of Coverage, including response times / ERF.
- Description of recommended options for providing desired services and service levels, to include personnel, operations, facilities, major equipment, and other associated costs, along with potential options and phases in which recommendations could be implemented.
- Determination regarding the capacity and sufficiency of current staffing levels, with recommendations for whether additional career members or part-time members should be added or eliminated.
- Review of the current fleet of apparatus and recommendations regarding apparatus inventory and staffing.
- Evaluation of the current delivery of emergency medical first response services and recommendations as appropriate.
- Identification of the barriers to achieving desired service levels.

Citygate's skills to address SMFD's questions include:

- Providing SMFD a deep understanding of fire services deployment and staffing work.
- Assessing risks to be protected and growth patterns, using SMFD's Comprehensive Plan.
- Utilizing advanced response performance analytics to model fire apparatus travel time over the Cities' topography and road network.
- Performing deployment analyses fully compliant with the NFPA, the ISO, the CFAI, state and federal mandates/regulation, and Citygate's broad experience with hundreds of departments across the country.
- Closely and continually coordinating with Department and City staff to ensure this study meets the needs of the Department and Cities.
- Interviewing other staff from stakeholder Cities, as needed, to understand projected growth and impacts.
- Performing teleconference interviews as needed with stakeholder City and Department staff.
- Providing monthly written status updates to ensure the project is completed on time and on budget.
- Including in-depth, independent findings and recommendations based on data and facts, with likely timing. Citygate's team strength means we can develop specific recommendations tailored to the local situation *that are implementable*.
- Presenting the Final Report to staff, elected officials, or other audience as desired. In their agency and consulting careers, Citygate's team members *have successfully walked the talk* on fire department review efforts by focusing on the inclusion of culture and communications with rigorous analytic methods to build a business case that elected officials, agency personnel, and the general public can <u>all</u> understand.

B.2 GENERAL WORK PLAN

Citygate's detailed Work Plan to conduct the requested scope of work is presented in this section. We will review the proposed Work Plan and schedule with SMFD leadership prior to initiating any work, and subject to any mutually agreed upon changes, we will finalize the Work Plan and the accompanying project schedule.

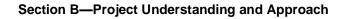


The core methodology used by Citygate in the scope of its fire services master planning work will be that of the Standards of Coverage systems approach to fire department deployment as published by the CFAI. This is a systems-based approach using local risk and demographics to determine the level of protection best fitting the needs of the communities served.

B.2.1 Project Methodology

Citygate will incorporate all eight elements of the CFAI Standards of Coverage process for the community risk assessment / Standards of Coverage (CRA/SOC) element of this study, as follows:

- 1. <u>Existing Deployment</u> Citygate's Project Team will understand and describe the history, formation, authority, and general description of the Department and distinct community it serves; the services provided; and its existing deployment model and performance measures.
- 2. <u>Community Outcome Expectations</u> Citygate will review the Cities' current expectations for fire, EMS, and special hazard responses and will quantify outcome expectations resulting from our stakeholder interviews, as well as common expectations in urban/suburban communities.
- 3. <u>Community Risk Assessment</u> Citygate will conduct a comprehensive community risk assessment, to include a description of the values at risk to be protected, the hazards likely to impact the community served as they relate to services provided by the Department, the probability of occurrence and likely impact severity by hazard type, and an overall assessment of risk by hazard and planning zone.
- 4. <u>Critical Task Study</u> Citygate will review the essential tasks that must be performed and the number of personnel required to deliver a stated outcome for an Effective Response Force (ERF).
- 5. <u>Distribution Study</u> Using Esri's ArcGIS software mapping tool, Citygate will evaluate the effectiveness of existing station locations to understand the existing deployment system performance and test proposed service measures by risk types in different zones for first-due, all-risk units.
- 6. <u>Concentration Study</u> Citygate will also utilize Esri's ArcGIS software mapping tool to evaluate the spacing of existing fire stations to provide an appropriate and timely ERF for larger or more complex emergencies.
- 7. <u>Reliability and Historical Response Effectiveness Studies</u> Using recent response data and our StatsFDTM software tool, Citygate will evaluate historical system performance and the percentage of conformance to established response performance and recognized best-performance goals that the Department's current deployment system delivers.





8. <u>Overall Deployment Evaluation</u> – Citygate's Project Team will provide an overall evaluation of the Department's existing deployment relative to conformance with current performance metrics and recommended best practices for the service area's values at risk, including what is working well, where improvements are needed, and what new resources, if any, would be needed to implement the recommendations. Recommendations will consider the cost and the Cities' ability to implement them. We will also provide updated recommended response performance goals as needed.

Citygate strongly encourages the Department to create an internal project team that will be a representative cross-section of key managers, line personnel, Department data analysts, and labor leadership to not only assist in growing Citygate's understanding of the Department but also to be coached by Citygate in learning state-of-the-art deployment and risk assessment methods and tools.

B.3 PROJECT TEAM QUALIFICATIONS

B.3.1 Citygate Project Team

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 outcome of the project. Citygate has carefully assembled the team members to provide the knowledge, depth, judgment, and sensitivity required to perform this study.

- Citygate consultants adhere to the Code of Ethics provided in **Appendix A**.
- A description of Citygate's extensive qualifications, experience, and references can be found in **Appendix B**.
- Full resumes for each consultant are presented in **Appendix C**.

Primary members of our Project Team include the following experienced consultants.

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



Chief Gary is the Public Safety Principal for Citygate Associates and is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For 14 years, he was a lead instructor, program content developer, and consultant for the Standards of Coverage process. For many years he annually taught a 40-hour course on this systems approach for fire deployment at the California Fire Academy, and he teaches and consults across the United States and Canada on the Standards of Coverage process. Over the last 20 years, he has performed over 400 organizational and deployment studies

on departments ranging from Minneapolis, Minnesota; San Diego, California; San Diego County;



the Sacramento Metropolitan Fire District; and Los Angeles County. He directed every fire services project described in **Appendix B**, including Citygate's many projects in Minnesota.

Chief Landon Stallings, Fire and EMS Specialist



Chief Stallings, the former Operations Assistant Chief of the Fort Worth Fire Department, retired in 2021 after 35 years of service. During his career, he also served as a firefighter, Captain, Battalion Chief, Chief Training Officer, Fire Marshal, and Shift Commander. He has worked extensively in managing deployment, special operations, training initiatives and complex incidents. During his tenure as Fire Marshal, he worked closely with other City departments on large-scale special events, economic development, code adoption and process improvements. Chief Stallings also served as a union

officer in his International Association of Firefighters Local 440, focusing on health and safety issues.

Chief Stallings holds a bachelor's degree in Civil Engineering from the University of Texas at Arlington. He earned a Fire Service Chief Executive Officer certificate from the Texas Engineering and Extension Service. He continues to serve as a Task Force Leader on FEMA-sponsored Urban Search and Rescue Task Force 1, as well as on a FEMA strategic plan subcommittee for US&R. Chief Stallings has been deployed to many federal incidents in multiple states.

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



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

serve as a member of the Monterey County Emergency Operations Center staff. Chief Mazza is also a California state Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer, and National Fire Academy instructor. Chief Mazza has led many deployment and master planning projects.



David DeRoos, MPA, CMC, Citygate President



Mr. DeRoos has 30 years of experience as a consultant to local government, preceded by five years as an assistant to the City Administrator. He earned his undergraduate degree in Political Science/Public Service (Phi Beta Kappa) from the University of California, Davis, and he 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.

B.3.2 Sub-Consultants

Michael Fay (Animated Data), Statistical Specialist



Mr. Fay has assisted Citygate with deployment studies for over 20 years. He has over 30 years' experience as a firefighter, EMS director, educator, consultant, and publisher. As President of Animated Data, Inc., he is the designer and publisher of StatsFDTM, formerly NFIRS 5 Alive. Using standard NFIRS 5 datasets, StatsFDTM quickly performs diagnostic analyses of fire department operations.

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

BERK Consulting, Inc., Geo-Mapping Specialist

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

BERK Consulting will conduct the geo-mapping analysis for the fire station / crew deployment element of the study.



B.3.3 Project Team Organization Chart

The following Project Team organization chart shows the lines of authority in Citygate's Project Team.



SECTION C—SCOPE OF WORK

C.1 DETAILED PROJECT WORK PLAN

The following is our detailed project Work Plan comprised of five tasks incorporating all the scope of work elements discussed in SMFD's RFP. Key team members for each task within the Scope of Work are identified in Section E in a table showing the allocation of consultant hours per task.

Task 1: Initiate and Manage the Project

1.1 Develop a Detailed Work Plan Schedule for the Project

 Citygate will develop a detailed Work Plan schedule for the project. This will assist both the Citygate Project Team and Department staff to monitor project progress.

1.2 Request and Review Department Data and Documentation

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

1.3 Meet with Department Representatives to Initiate the Project

In collaboration with the Department, Citygate will review and finalize a detailed project Work Plan, the schedule, activities, deliverables, roles and responsibilities, and project benchmarks.



- A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. In Citygate's experience, this early effort to clearly define expectations, roles, and lines of communications results in a better focus on substantive issues as the engagement progresses.
- To better understand the issues at stake in this project, Citygate, as appropriate or as requested, will meet with:
 - Elected or appointed community officials, including mayors, members of City Councils, and City Administrators
 - ➢ Fire Chief
 - Fire Department officers and firefighters
 - Regional fire and EMS agencies
 - Community partner stakeholders as identified by the Cities/SMFD.

1.4 Ongoing Project Management

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

Meetings and Deliverables

There is one video conference meeting anticipated for this task to initiate the project, and several videoconference meetings for stakeholder meetings. Citygate will also deliver the final project schedule and data/documentation request in writing.

Task 2: Standards of Coverage Study and Organizational Review

Component A: General Summary of the Community and Constituents Served by the Department

The Citygate team will review, understand, and describe the Department's community, to include:



- Service area general population and demographics.
- History, formation, and general description of the fire agency.



- Governance and lines of authority.
- Organizational design.
- Operating budget, funding, fees, taxation, and financial resources.
- Description of the current services and service delivery infrastructure.

Component B: Analysis and Summary of the Services Provided by the Department

The Citygate team will analyze and summarize the services provided by the Department. This will include:

- Review and evaluation of calls for service demographics from a historical and live traffic perspective.
- Review and evaluation of operational staffing levels and distribution of resources.
- Review and evaluation of administration and support staffing levels.
- Review of Department performance goals, objectives, and measures.

Component C: Examination of the Effectiveness of the EMS Response

• Evaluate the effectiveness and benefits of emergency services including services provided by SMFD and by its partners.

Component D: Analysis and Summary of Community Risk

Citygate will conduct a comprehensive analysis of community risks, including:

- Identification and description of appropriate geographic planning zones.
- Identification and description of values at risk to be protected within the Department's service area.
- Identification, description, and analysis of natural and human-caused fire and nonfire hazards with potential to adversely impact the service area relative to services provided by the Department.
- Determination of probability of occurrence for each identified hazard by planning zone.
- Determination of probable impact severity for each identified hazard by planning zone.
- Determination of overall risk by hazard for each planning zone.



Component E: Review of Historical Fire Service System Performance

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

• Distribution Analysis

Citygate will review the effectiveness of existing station locations to evaluate the deployment system's performance by risk types in different zones for first-due, all-risk units.

Concentration Analysis

Using prior incident statistics of coverage, Citygate will conduct an analysis of the Department's capability to achieve an Effective Response Force (ERF) within best practice response times to resolve more serious/complex emergencies.

Reliability Study

Citygate will utilize StatsFD[™] software to provide a comprehensive statistical analysis of:

- Current response workload of each staffed fire company, including crew unit-hour utilization.
- Concurrent service demand and operational impacts.
- Historical response performance components.
- Mutual and automatic aid provided and received.
- Review of actual or estimated failure rates of individual companies.
- Analysis of call concurrency and impact on effective response force assembly (resource drawdown).

Capacity Study

Citygate's analysis will include a study of maximum emergency service capability of the Department resources inclusive of automatic- and mutual-aid resources.

• Historical and Live Traffic Performance Summary

Citygate's analysis will include actual fire service reflex time performance (response time) by individual components (call processing, turnout, travel time, etc.).

Component F: Performance Objectives and Measures

Citygate's assessment will provide the Department with fire and EMS response performance goals, including those for the first-due and ERF, specific to the nature and type of risks identified, from which it can adjust, if needed, the fire services deployment system, with a clear understanding of the costs involved with any recommended changes.

Component G: Overview of Compliance Methodology

Citygate will work with the Department's management team to develop a methodology that will allow the Department to continually measure future performance. This methodology shall include, but not necessarily be limited to:

- Records Management Systems (RMS) usage policies
- Assignment of oversight responsibilities
- Schedule of assessments
- Review requirements
- Department-adopted metrics.

Component H: Evaluation, Conclusions, and Recommendations to Policy Makers

Citygate will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the optimum levels of service identified in the previous task and the financial impacts of those recommendations. Recommendations shall be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy.

Citygate will further develop one or more long-range options for resource deployment that will improve the Department's level of service for the identified performance objectives and targets. This should include, but is not necessarily limited to, specific recommendations regarding:

- The feasibility of maintaining two fire stations or combining the current two stations into a single station within the response area using South Metro's recently completed station needs assessment.
- Any relocation of existing facilities or a site for a single station.
 - Utilizing the SMFD Assessment Study completed by CNH Architects, Citygate will assess the Department's current, two-station response model and its capacity to meet the Department's long-term needs. Other response models will be addressed and analyzed.
- Selection and deployment of apparatus by type.



- Service delivery recommendations, including deployment of operational staffing based on a two station or single station response model.
- Evaluate and present in graphical and descriptive format for the deployment option(s):
 - > Degree of benefit to be gained through its implementation
 - Extent to which it achieves established performance targets
 - Potential negative consequences.

Citygate's overall deployment analysis summary will include:

- A description of the current deployment system.
- A summary assessment of the current deployment system's ability to protect the assets at risk within the Department, including the number and location of fire stations, the quantity and types of apparatus, operational staffing levels, specialized technical capabilities, and first-due and ERF performance.
- Recommendations, as needed, of revised performance objectives by risk type, including measures and compliance methodologies in alignment with recognized industry best practices, community expectations, and current and prospective future Department resources.
 - The recommended performance goals will be consistent with recognized guidelines from the NFPA, the CFAI, and the ISO.
- Identification of areas that are underserved, inefficient, or over-covered.
- Recommendations as needed for enhancement or stabilization of staffing.
- Recommended deployment or operational changes as appropriate to enhance fire service and EMS delivery, including implementation strategies, recommended timing, and estimated costs.

Meetings and Deliverables

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



Proposal to Perform a Standards of Coverage Study and Organizational Review for the Fire Department

Task 3: Mid-Project Review

3.1 Prepare and Conduct a Preliminary Findings Briefing

- Upon completion of Task 2, Citygate will conduct a videoconference briefing of the SOC, staffing, operations, and fire station findings for the Department. This briefing will also include a discussion of any anomalies in the data and the resolution of any remaining issues.
- Pursuant to input received from the Department, Citygate will make any datadriven changes and then refinements, if needed, will be incorporated into the Draft Report.

Meetings and Deliverables

One videoconference meeting is anticipated for this task to conduct the preliminary findings briefing.

Deliverables for this task will consist of the preliminary findings briefing document in PowerPoint format.

Task 4:Prepare and Deliver the Draft Report

4.1 **Prepare Draft Report with Exhibits**

- The entire Citygate team will prepare a Draft Report, including appropriate statistical and geographic mapping exhibits. This Draft Report will include:
 - An Executive Summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
 - Detailed narrative analysis of each report component structured in easy-toread sections, accompanied by explanatory support to encourage understanding by both staff and civilian readers.
 - Clearly designated recommendations highlighted for easy reference.
 - Supportive charts, graphs, and diagrams, where appropriate.
 - Supportive maps, utilizing GIS analysis, as necessary.
 - Appendices, exhibits, and attachments, as necessary.



• Upon completion of the Draft Report, an electronic version in Microsoft Word will be sent to the Department's project representative for comments using the "track changes" and "insert comments" tools in Word.

4.2 Review Draft Report with Department

• Citygate's normal practice is to review the Draft Report with management personnel to ensure that the factual basis for the recommendations is correct and to allow time for a thorough review. In addition, Citygate takes time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.

Meetings and Deliverables

Citygate will review the Draft Report with the Department via videoconference.

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

Task 5:Prepare and Deliver the Final Report

5.1 **Prepare and Deliver the Final Report**

- The process of Final Report preparation is an important one. Implicit in this process is the need for a sound understanding of how the review was conducted, what issues were identified, why the recommendations were made, and how implementation should be accomplished.
- Based on results of the review process in Tasks 3 and 4, Citygate will prepare and submit an Executive Summary and comprehensive Final Report, including appropriate statistical, mapping, and other exhibits as needed.

The final work product will include:

- A summary of the approach and analyses conducted.
- A summary of the Department's current deployment model and response performance, including any opportunities for improvement.
- Analysis of service delivery expectations, including labor, management, elected officials, and community expectations for delivery of fire service, EMS, and special hazard services.
- An analysis of the values to be protected within the service area, along with identification and evaluation of potential hazards and overall risk.



- An analysis of the efficiency of the current deployment scheme of firefighting resources within the Department's service area.
- An analysis of the Department's ability to meet its fire and EMS first responder deployment needs and expectations.
- Recommendations for deployment of existing resources, including probable growth, within the service area to optimize service delivery.
- Recommendations for deployment of new resources, changes to fire stations, or changes to staffing, if any, to meet current and future service delivery needs.
- Recommendations regarding staffing structure to meet the Cities' needs.
- Provision of supporting data and rationale for all recommendations.
- Provision of supporting statistics and other visual data to fully illustrate the current situation and recommendations.

5.2 Final Report Presentation

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

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

Meetings and Deliverables

There will be one videoconference presentation (or optional on-site meeting) for this task to present key elements of the Final Report.

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

Proposal to Perform a Standards of Coverage Study and Organizational Review for the Fire Department

C.2 STUDY COMPONENTS WITH WHICH THE DEPARTMENT MUST ASSIST

The Department staff have the best capability to collect much of the required data that can assist the Citygate study. Therefore, Citygate asks the Department to assist with:

- Providing data and documents describing the organization, services, budgets, expenses and performance measures, and other information as requested by Citygate, as available.
- Identifying a single point of contact for this project.
- Creating a Planning Assessment Team, to include a representative cross-section of key Department managers, operational staff, data analysts, and other stakeholders as identified.
- Scheduling assistance with personnel representing the Cities and Department.

SECTION D—PROJECT SCHEDULE

D.1 PROPOSED PROJECT SCHEDULE

Citygate is prepared to initiate this review upon execution of a contract for services. Based on our experience with similar studies, we expect this engagement to take approximately six months to complete. Tasks, milestones, and deliverables are indicated in the following project schedule.

	Task	Мс	onth	1	N	lonth	2	N	lon	th 3		Мо	nth 4	4	I	Mon	nth {	5	I	Mon	th 6	5
1	Initiate and Manage Project																					
2	SOC Study and Org. Review																					
3	Mid-Project Briefing																					
4	Draft Report Review																					
5	Deliver the Final Report																					
Issue Document Request			Project Start-Up Meeting					Mid-Project Briefing														
Draft Report Review				Final Report Delivery/Presentation																		

Proposed Project Schedule

D.2 PROJECT MEETINGS

The following is the proposed schedule of meetings to explain/present the project's findings and recommendations:

- ◆ Task 1 There is one video conference meeting anticipated for this task to initiate the project, and several videoconference meetings for stakeholder meetings.
- Task 2 Citygate anticipates the potential for follow-up videoconference meetings with staff, as needed.
- Task 3 One videoconference meeting is anticipated for this task to conduct the preliminary findings briefing.
- ◆ Task 4 Citygate will review the Draft Report with the Department via videoconference.
- ◆ Task 5 There will be a video conference presentation or an optional on-site meeting for this task to present key elements of the Final Report.



SECTION E—TIME/COST ESTIMATE

E.1 PROPOSED COST ESTIMATE

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. Citygate will undertake this study for a "not-to-exceed" total cost based on our Work Plan and Scope of Work, as shown in the following table.

Cost Component	Project Team Consulting Fees	Administration (7.5% of Hourly Fees)	Reimbursable Expenses	GIS Data Cost	Total
Core Project	\$53,910	\$4,044	\$0	\$2,000	\$59,954
Optional On-Site Final Briefing	\$4,160	\$312	\$1,890	\$0	\$6,362
Total Cost Including Option	\$58,070	\$4,356	\$1,890	\$2,000	\$66,316

E.1.1 Core Project Costs

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

E.1.2 Additional Project Option

The following project option can be scoped and budgeted if desired by SMFD.

Citygate's AudModTM (Audio Module)

Citygate's *AudModTM* option offers a further way to maximize retention and resulting implementation efforts related to Citygate's Final Report. We offer a fully produced audio "podcast"-style component that is specifically tailored to your agency and engagement, summarizing key points and recommendations from Citygate's report with added narrative context. The result is an easily accessible audio file that can be distributed to internal and external stakeholders and listened to while driving, exercising, etc.—providing stakeholders a means to absorb the content of Citygate's findings and recommendations conveniently from their phones, tablets, or computers. Increasing the permeation of the report you have invested in will increase success for your agency. *If desired*, Citygate can discuss a budget for this specific option with SMFD.



This price quote is effective for three months and includes one (1) Draft Report review cycle as described in Task 4 of our Project Work Plan to be completed by Citygate and SMFD within 30 calendar days of delivery of the Draft Report. Additional draft cycles or processing delays requested by SMFD would be billed in addition to the contracted amount at our time and materials rates. The Draft Report will be considered final if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

E.2 BREAKDOWN OF HOURS BY ACTIVITY

The following table shows a breakdown of the number of hours by activity in the scope of Citygate's proposed Work Plan.

Cost Component	Project Team Consulting Fees	Administration (7.5% of Hourly Fees)	Reimbursable Expenses	GIS Data Cost	Total
Task 1: Initiate and Manage the Project	\$5,425	\$407	\$0	\$0	\$5,832
Task 2: SOC Study and Organizational Review	\$30,970	\$2,323	\$0	\$2,000	\$35,293
Task 3: Mid-Project Review	\$3,020	\$227	\$0	\$0	\$3,247
Task 4: Prepare and Deliver the Draft Report	\$9,830	\$737	\$0	\$0	\$10,567
Task 5: Prepare and Deliver the Final Report	\$4,665	\$350	\$0	\$0	\$5,015
Subtotal	\$53,910	\$4,044	\$0	\$2,000	\$59,954
Optional On-Site Final Presentation	\$4,160	\$312	\$1,890	\$0	\$6,362
Total Cost Including Option	\$58,070	\$4,356	\$1,890	\$2,000	\$66,316



Proposal to Perform a Standards of Coverage Study and Organizational Review for the Fire Department

E.3 HOURLY RATES AND PROJECT HOURS

Task	David DeRoos	Stewart Gary	Samuel Mazza	Landon Stallings	Michael Fay	BERK Consulting	Report Project Administration	Administrative Support	Total Hours
Hourly Rate	\$260	\$260	\$250	\$195	\$195	\$215	\$140	\$100	
1. Initiate and Manage the Project	6	5	0	7	0	0	0	12	30
2. Standards of Coverage Study	2	21	8	36	30	40	8	4	149
3. Mid-Project Briefing	2	4	0	4	0	0	2	4	16
4. Prepare and Review the Draft Report	2	10	0	18	0	0	20	4	54
5. Prepare and Deliver the Final Report	2	5	0	5	0	0	10.5	4	26.5
Total Hours	14	45	8	70	30	40	40.5	28	275.5
Consulting Fees of Project Team	\$3,640	\$11,700	\$2,000	\$13,650	\$5,850	\$8,600	\$5,670	\$2,800	\$53,910

Hourly Rates with Anticipated Hours per Task

E.4 BILLING SCHEDULE

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

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.



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

CITYGATE EXPERIENCE AND QUALIFICATIONS



Firm Profile

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



Citygate also provides services in general management consulting, community development, strategic planning, financial analysis, organizational development, animal care and control, leadership development, and character-based human capital solutions.

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

Related Experience Summary

Over the last 20 years, Chief Stewart Gary and his team of specialists have performed well over 400 fire service studies, which have covered over 27 million residents—nearly five times the population of Minnesota.

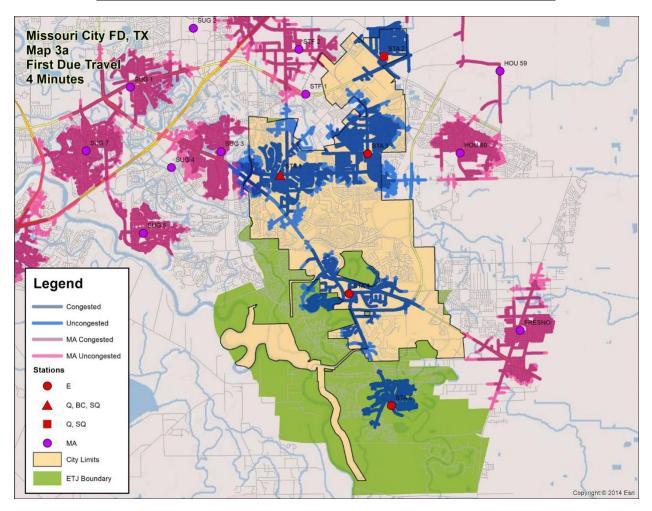
Chief Gary has led several successful studies in Minnesota, beginning with a deployment review for the City of Minneapolis. Since then, Citygate has completed fire services evaluations in cities such as Eagan, Bloomington, Woodbury, Lakeville, and Inver Grove Heights, all of which were well received. We are currently performing fire services studies for Hastings and Minnetonka.

Distinguishing Services

Citygate's reports are distinguished as the most in-depth, easy-to-use operational tools in the marketplace. Citygate remains on the leading edge of analytic tools as the SOC thought-process leader and is the first consultancy in the nation to utilize traffic congestion data from which to model fire apparatus travel times impacted by rush hour. This is the same data used to display



traffic congestion on mobile devices by coloring road networks green, orange, and red. We have successfully used this tool in many cities across the country, including in Minnesota.





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

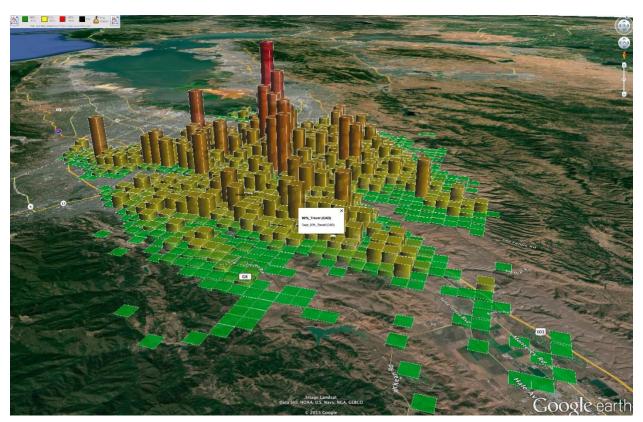


Hour	Station 5	Station 4	Station 1	Station 3	Station 2
00:00	13.71%	13.90%	17.84%	7.09%	0.84%
01:00	12.32%	13.02%	12.43%	9.13%	0.47%
02:00	9.89%	9.23%	8.49%	7.01%	0.56%
03:00	9.98%	11.59%	8.33%	7.48%	1.06%
04:00	8.85%	12.90%	5.58%	7.50%	0.43%
05:00	9.91%	12.01%	10.00%	7.53%	0.43%
06:00	20.55%	15.20%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

Sample – City of Pearland Fire Station Unit-Hour Utilization

Local policy choices regarding effective public safety are often difficult. When the agency partners with Citygate, officials and residents of the Cities will clearly see and understand the deployment information upon which policy must be based.





Sample – San Jose Fire Department Response Time by Volume

REFERENCES

In addition to the following, Citygate has many more excellent references SMFD may contact. We would be pleased to provide additional reference information upon request.

City of Bloomington, MN - Fire Department Service Evaluation

Citygate conducted a Standards of Coverage assessment for the Bloomington Fire Department, including an analysis of the services provided by the Department, an examination of the effectiveness of inter-jurisdictional response, an assessment of the community risks, a review of historical fire service system performance, and the provision of fire and EMS response performance goals.

Contact: Ulie Seal, Fire Chief Email: <u>useal@bloomingtonmn.gov</u> Phone: (952) 563-4811 Address: 10 West 95th Street, Bloomington, MN 55420



City of Woodbury, MN – *Public Safety Staffing Study*

Citygate conducted a public safety staffing study for the City of Woodbury, Minnesota, including a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.

Contact: Lee Vague, Public Safety Director/Police Chief Email: <u>lee.vague@woodburymn.gov</u> Phone: (651) 714-3600 Address: 2100 Radio Drive, Woodbury, MN 55125

City of Eagan, MN – <u>Staffing, Emergency Medical Services, and Response Times Study</u>

Citygate completed a staffing, emergency medical services, and response times study for the City of Eagan, Minnesota. The City desired a performance review of the delivery of all Fire Department services, analysis of staffing and response times delivered by the existing combination paid career/volunteer service model, development of a roadmap for a future staffing model, emergency medical services response options for the community, and an analysis of response times compared to relevant standards, similar departments, or both. Eagan was faced with the reality of decreased availability and retention of paid-on-call firefighters. This reality is the result of changes in America that cannot be avoided. Our recommendations helped the City identify a path forward to sustainable and reliable fire protection. Citygate's Final Report was enthusiastically received by Fire Department and City personnel.

Contact: Mike Scott, Former Fire Chief (Retired) Email: Private contact information available upon request Phone: Private contact information available upon request Address: 1001 Station Trail, Eagan, MN 55123

FURTHER QUALIFICATIONS

The following are just a few examples of Citygate's experience in providing community risk assessments; Standards of Coverage analyses; fire services staffing, operations, and facility analyses; and master plans for public agencies, demonstrating Citygate's stellar background experience to perform these services. Citygate strongly encourages SMFD to contact these agencies to see why agencies continue to call on Citygate for their fire and emergency services consulting needs!

City of Minnetonka, MN – Fire Department Operational and Physical Asset Study

Citygate is currently conducting a fire department operational and physical asset study for the City of Minnetonka, Minnesota. This study will entail a thorough review and analysis of services, staffing, apparatus, and facility options for the Department, including a comprehensive Standards of Coverage document analyzing resource deployment to determine whether the Department is



properly deployed to meet its community's risks and expectations. This assessment will also include a staffing plan to meet the needs identified in the SOC analysis, a long-term apparatus plan, and a review of fire station locations and recommendations. The staffing analysis will identify strengths and weaknesses, if any, of the current staffing plan.

City of Eagan, MN – <u>Staffing, Emergency Medical Services, and Response Times Study</u>

Citygate completed a staffing, emergency medical services, and response times study for the City of Eagan, Minnesota. The City desired a performance review of the delivery of all Fire Department services, analysis of staffing and response times delivered by the existing combination paid career/volunteer service model, development of a roadmap for a future staffing model, emergency medical services response options for the community, and an analysis of response times compared to relevant standards, similar departments, or both. Eagan was faced with the reality of decreased availability and retention of paid-on-call firefighters. This reality is the result of changes in America that cannot be avoided. Our recommendations helped the City identify a path forward to sustainable and reliable fire protection. Citygate's Final Report was enthusiastically received by Fire Department and City personnel.

City of Woodbury, MN – *Public Safety Staffing Study*

Citygate conducted a public safety staffing study for the City of Woodbury, Minnesota, including a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.

City of Bloomington, MN – *Fire Department Service Evaluation*

Citygate conducted a Standards of Coverage assessment for the Bloomington Fire Department, including an analysis of the services provided by the Department, an examination of the effectiveness of inter-jurisdictional response, an assessment of the community risks, a review of historical fire service system performance, and the provision of fire and EMS response performance goals. "We looked at a lot of firms and we picked Citygate because we knew they wouldn't tell us just what we wanted to hear but what we needed to hear."

—Lee Vague, Public Safety Director & Police Chief, Woodbury, MN

City of Pearland, TX – <u>Standards of Coverage and Staffing Utilization Study</u>

Citygate completed a Standards of Coverage and staffing utilization study for the City of Pearland, Texas. The study was conducted to help determine how to best staff and equip the Department to meet its mission in light of rapid and anticipated continued growth. The City desired a performance review of the delivery of all Fire Department services, as well as recommendations to ensure service delivery meets best practices. The Final Report was received by the City Council with great



support and positivity, as the Council unanimously voted in favor of implementing all Citygate's recommendations.

City of Hastings, MN – *Fire Department Services Evaluation*

Citygate is currently performing a fire department services evaluation for the City of Hastings, Minnesota, Fire Department. This assessment will establish recommended minimum requirements relative to the organization and deployment of fire suppression operations, emergency medical operations, and special operations for the Department to consider and will create a template for future analysis and long-term financial planning.

City of Inver Grove Heights, MN – *Fire Department Services Evaluation*

Citygate recently completed a fire department services evaluation for the City of Inver Grove Heights, Minnesota. The core methodology used by Citygate for this deployment analysis work is that of the Standards of Coverage systems approach to fire department deployment. This includes a community risk assessment and analyses of distribution, concentration, and reliability and historical response effectiveness.

City of Lakeville, MN – *Fire Department Service Evaluation*

Citygate recently completed a fire department services evaluation for the City of Lakeville, Minnesota. This evaluation is scheduled to take place across two phases. The first phase will utilize the Standards of Coverage assessment process to establish recommended minimum requirements relative to the organization and deployment of fire suppression operations, emergency medical operations, and special operations for consideration by the Department, as well as create a template for future analysis. The second phase will include a comprehensive performance analysis with the identification of capacity levels and constraints of Department staffing services based on the data analysis resulting from the first phase.

City of Minneapolis, MN – *Fire Station Location and Staffing Study*

In 2004, Citygate conducted a review of the arrangement for fire protection services within the City of Minneapolis, Minnesota, including a review of existing City Fire Department performance expectations for Citywide fire station, staffing, and apparatus needs. This project included assistance with the purchase and implementation of the FireViewTM deployment analysis software program, with coaching and advising Fire Department staff in deployment analysis.

The culmination of the study effort was a written report with statistical and map-based exhibits justifying fire services deployment based on the risks and community expectations in Minneapolis.

City of Eagan, MN – *Fire Services Merger between the Cities of Burnsville and Eagan*

Citygate assisted with the research of creating a fire district to serve the Cities of Eagan and Burnsville, Minnesota. This entailed an initial peer review of the Cities' study in support of their grant application to the state. Once funding permits, Citygate will coach and assist staff with the



issues to be researched, how to build cost and cost-share models, co-draft briefing materials, and co-present briefings regarding the completed feasibility assessment.

City of Surprise, AZ – Public Safety Master Plan

Citygate assisted the City of Surprise by developing a comprehensive Public Safety Master Plan that will enable the Police and Fire-Medical Departments to complete their organizational and programmatic goals while falling in line with the City of Surprise General Plan 2035 and City Council Strategic Plan. We developed an organizational strategy that serves as a blueprint for 15year goals for public safety, but also details specific three-year implementation steps. To accomplish these objectives, Citygate comprehensively assessed all facets of the public safety operations, including mission, goals, policies, practices, deployment, facilities, equipment, programming, organizational structure, and staffing levels.

City of Rio Rancho, NM – Fire and Rescue Operations Staffing Study

This study included a review of the organizational structure, a gap analysis, a review of shift structure impacts, and a review of alternative service delivery methods. To achieve the necessary informational certainty to make staffing decisions, a rigorous data analysis was a chief component of this study. After completing the analysis, Citygate recommended an adaptive deployment model alternative staffing for ambulance response by the City. This report then formed the basis for staffing and deployment decisions affecting the Fire Department going forward. The report was well received by the City Council, City staff, and fire labor. Since the report, the major recommendation of the report has been budgeted and implemented by the City.

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

Citygate conducted a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District in San Bernardino County, California. This project included a comprehensive community risk assessment, Standards of Coverage analysis, fiscal and staffing analysis, and future needs assessment.

City of Redlands, CA - Fire Department Assessment and Deployment Study

Citygate completed a deployment study and assessment of the City of Redlands Fire Department. This study entailed a review of organizational conditions, an analysis of future service demands and service delivery options, and development of a strategic plan to guide the Department over the next five years.



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

Citygate completed a comprehensive community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department to ensure quality improvement and the highest level of service through accreditation, credentialing, and education.

Snohomish County Fire District 1, WA – <u>Standards of Coverage Study</u>

Citygate completed a Standards of Coverage study for the Snohomish County Fire District 1, with a performance review of the delivery of all fire department emergency response services and a review of the provision of options or alternatives for those items needed to meet best practices. Citygate provided guidance for any identified siting/relocation of fire station locations to provide long-range service delivery; an evaluation of mutual/automatic aid agreements and their effectiveness; and an analysis of alternative deployment plans to fit the District's needs.

City of San Diego, CA – Standards of Coverage Update Analysis

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

City of San Diego, CA – <u>Standards of Coverage Study</u>

Citygate conducted a fire service Standards of Coverage deployment study for the San Diego Fire-Rescue Department, which serves a population over 1.25 million. The study broke new ground by determining the appropriate number of additional fire stations critically needed and then recommended Fast Response Squads staffed by two firefighters/paramedics for adaptive peakhour deployment. The study independently reviewed in depth the existing fire and emergency medical risks to be protected and the current and desirable response system to meet 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.

Kings County, CA – Standards of Coverage and Staffing Study

Citygate conducted a Standards of Coverage and staffing study, intended by the County as a foundation for future planning and resource allocation. Citygate reviewed projected growth, service delivery system alternatives, resources, deployment, operations, values at risk, and operational support systems.



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

"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."*

—Walter Ekard, former Chief Administrative Officer San Diego County

Citygate completed a project to implement a phased process designed to establish a blueprint for improving the County of San Diego's regional fire protection and emergency medical system. The study assessed 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 multiple-hazard events; bolster day-to-day operations for local agencies; and enhance the delivery of fire and emergency medical services in the County.

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 at the following link: http://www.citygateassociates.com/Fire_San_Diego_County_Study.html.

Citygate Client Summary

In addition to the projects cited previously, Citygate presents a list of additional fire services clients.

Fire Standards of Coverage / Deployment Studies

- City of Alameda, CA
- Alameda County, CA
- Alameda County Fire Department, CA
- City of Bakersfield, CA
- City of Berkeley, CA
- City of Bloomington, MN
- ٠ City of Brea, CA
- ٠ City of Brentwood, CA
- City of Calexico, CA
- City of Carlsbad, CA
- Carpinteria-Summerland FPD, CA
- Central FPD of Santa Cruz County, CA
- Chino Valley Fire District, CA
- City of Cleveland, OH
- Coastside FPD, CA
- City of Costa Mesa, CA

- City of Ogden, UT
- City of Orange, CA
- Orange County Fire Authority, CA
- City of Orem, UT
- City of Palm Springs, CA
- City of Pasadena, CA
- City of Pearland, TX
- ٠ City of Portland, OR
- ♦ ♦ City of Redlands, CA
- City of Roseville, CA
- ٠ Ross Valley Fire Department, CA
- ¢ City of Sacramento, CA
- Sacramento Metropolitan Fire District, CA
- ٠ City of San Bernardino, CA
- City of San Diego, CA
- City of San Jose, CA

Citygate Experience and Project Team Resumes



- ♦ Cosumnes CSD, CA
- City of Eagan, MN
- East Contra Costa County FPD, CA
- El Dorado Hills Fire District, CA
- City of Emeryville, CA
- ♦ City of Enid, OK
- City of Eureka, CA
- City of Fairfield, CA
- City of Folsom, CA
- City of Fremont, CA
- City of Georgetown, TX
- City of Hastings, MN
- City of Huntington Beach, CA
- City of Inver Grove Heights, MN
- Kings County, CA
- Lakeside FPD, CA
- City of Lakeville, MN
- City of Los Angeles, CA
- ♦ Los Angeles County EMS, CA
- City of Manhattan Beach, CA
- Marin County, CA
- Menlo Park FPD, CA
- City of Merced, CA
- City of Milpitas, CA
- City of Minneapolis, MN
- Missouri City, TX
- Montecito FPD, CA
- City of Monterey, CA
- City of Monterey Park, CA
- City of Morgan Hill and Partners, CA
- City of Mountain View, CA
- National City, CA
- North County FPD, CA
- North Lake Tahoe FPD, NV
- Novato Fire Protection District, CA
- City of Oakland, CA

Master/Strategic Plans

- ♦ Alameda County, CA
- City of Anacortes, WA
- City of Andover, KS
- ♦ Aptos/La Selva FPD, CA
- City of Atwater, CA
- City of Belmont, CA
- City of Beverly Hills, CA
- ♦ Butte County, CA
- ♦ City of Carlsbad, CA
- Clark County FPD No. 6, WA
- City of Corona, CA
- ♦ Cosumnes CSD, CA
- City of Dixon, CA
- ♦ City of DuPont, WA
- East Contra Costa County FPD, CA

Citygate Experience and Project Team Resumes

- City of East Jefferson, WA
- El Dorado Hills Fire District, CA

- City of San Luis Obispo, CA
- City of San Marcos, CA
- City of San Mateo, CA
- San Mateo County, CA
- San Ramon Valley FPD, CA
- Santa Barbara County, CA
- City of Santa Clara, CA
- Santa Clara County, CA
- City of Santa Monica, CA
- City of Seaside, CA
- Snohomish County Fire District 1, WA
- Snohomish County Fire District 4, WA
- Solano County LAFCO, CA
- South County Fire Authority, CA
- Southern Marin FPD, CA
- South Placer FPD, CA
- City of South San Francisco, CA
- South San Mateo County, CA
- ♦ South Santa Clara FPD, CA
- Stanislaus Consolidated FPD, CA
- City of Stockton, CA
- ♦ Suisun City, CA
- City of Sunnyvale, CA
- City of Tacoma, WA
- Templeton CSD, CA
- Travis County ESD No. 6, TX
- City of Valdez, AK
- ♦ City of Vacaville, CA
- ♦ City of Vallejo, CA
- ◆ Valley Center FPD, CA
- City of Vancouver, WA
- Ventura County FPD, CA
- City of Victorville, CA
- City of Vista, CA
 City of Washington
- City of Woodland, CA
- Yuba City, CA
- Monterey County, CA
- ♦ Mountain House CSD, CA
- City of Mukilteo, WA
- City of Napa, CA
- Napa County, CA
- City of Newark, CA
- City of Oakdale / Oakdale Rural FPD, CA
- City of Oceanside, CA
- City of Orange, CA

Salida FPD, CA

Salton CSD, CA

Port of Long Beach, CA

Port of Los Angeles, CA

Rock Creek Rural FPD, ID

City of San Luis Obispo, CA

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City of Peoria, AZ
 Presidio Trust, CA

- ♦ Fresno County, CA
- Groveland Community Services District, CA
- ♦ Lakeside FPD, CA
- City of Lancaster, TX
- Los Angeles Area Fire Chiefs Association, CA
- Los Angeles County, CA
- ♦ Madera County, CA
- City of Mont Belvieu, TX

Consolidations and Contract-for-Service Analyses

- City of Arcata, CA Fire Services Feasibility Analysis
- Cities of Brea and Fullerton, CA Feasibility Analysis for Providing Multi-City Fire Services under JPA Jurisdiction
- Cities of Burlingame, Millbrae, and San Bruno and Town of Hillsborough, CA – Fire Services Merger Technical Implementation
- City of Covina, CA Contract-for-Service Analysis
- Cities of Eagan and Burnsville, MN Fire Services Merger
- El Dorado LAFCO (CA) Countywide Fire and Emergency Services Study
- City of Emeryville, CA Assessment of Fire Service Provision Options
- City of Eureka and Humboldt No. 1 FPD, CA Consolidation or Contract Fire Services Feasibility Analysis
- City of Greenfield and the Greenfield Fire Protection District, CA – Fire Services Reorganization Study
- Heartland Communications Facility Authority, CA Second Phase Merger Feasibility Study
- City of Hermosa Beach, CA Analysis of Contract for
 Fire Services Proposal
- Cities of Hesperia, Adelanto, and Victorville and Town
 of Apple Valley, CA Public Safety JPA Feasibility
 Study
- Kern County Participating Cities, CA Fire Services Review
- Lawrence Livermore National Security (CA) Fire Consulting Services
- City of Lodi, CA Contract for Services Feasibility Analysis
- Cities of Manhattan Beach and Hermosa Beach, CA Operational Assessment
- Cities of Monterey, Pacific Grove, and Carmel, CA High-Level Consolidation Feasibility Analysis
- Cities of Newark and Union City, CA Consolidation or ALCO Contract for Services Study
- Cities of Orange, Fullerton, and Anaheim, CA Consolidation Feasibility Analysis
- Cities of Patterson and Newman, and West Stanislaus County FPD, CA – Joint Fire Protection Study
- City of Pinole, CA Regional Fire Service Delivery Study

- City of Santa Monica, CA
- City of Soledad, CA
- City of Surprise, AZ
- Travis County ESD #6, TX
- City of Turlock, CA
- Town of Windsor, CA
- University of California, Davis
- University of California, Merced
- City of Yucaipa, CA
- Placer County, CA Fire Service Consolidation Implementation Plan
- Presidio Trust and National Park Service (CA) Fire Services Reorganization
- City of Ridgecrest, CA Evaluation of Fire Services Options and Fire Services Contract Assistance
- San Bernardino County, CA EMS Ambulance System Joint Venture Design Options Study
- City of San Diego Fire-Rescue Department, CA Ambulance Contract Analysis and System Re-Bid Design
- San Diego County Office of Emergency Services (CA)

 Countywide Deployment and Fiscal Study for Regional Fire, Rescue, and Emergency Medical Services (57 Total Fire Agencies)
- City of San Luis Obispo, CA Police/Fire Dispatch Merger Analysis
- Cities of San Mateo, Foster City, and Belmont, CA JPA Workshop
- City of Santa Rosa and Rincon FPD, CA Fire Consolidation Analysis
- City of Sausalito and Southern Marin FPD, CA Fire Consolidation Implementation Analysis
- Seaside and Marina Fire Services, CA Consolidation Implementation Assistance
- Snohomish County Fire District 1, WA Review of Regional Fire Authority Financial and Level-of-Service Plan
- City of Sonoma and Valley of the Moon FPD, CA Fire Services Reorganization Study
- City of South Lake Tahoe, CA Fire Department Consolidation Feasibility Analysis
- South Santa Clara County Area Fire Departments, CA
 Reorganization Feasibility Study
- City of Taft, CA Evaluation of Fire Services Options and Fire Services Contract Assistance
- City of Tehachapi, CA Evaluation of Fire Services Options and Fire Services Contract Assistance
- UC Davis and Cities of Davis, West Sacramento, and Woodland, CA – Consolidation Feasibility Analysis
- UC Santa Cruz and City of Santa Cruz, CA Consolidation Feasibility Analysis
- City of Ukiah and Ukiah Valley Fire District, CA Feasibility of Establishing a "District Overlay"

Citygate Experience and Project Team Resumes



 Cities of Pismo Beach, Arroyo Grande, and Grover Beach and Oceano CSD, CA – High-Level Consolidation Feasibility Analysis

General Studies

- Alameda County Health Care Services Agency (CA) – EMS System Consultation Services
- Alameda County, CA Union City Fire Station Closure Analysis
- Alameda County, CA Incident Management Teams
- City of Albany, NY Management Audit
- City of Alpine Springs, CA Services Cost Sharing
- City of Atascadero, CA Project Impact and Mitigation Assessment
- Bay Area UASI (CA) Incident Management Training
- Cities of Brea and Fullerton, CA Fire Resource and Ambulance Plan
- City of Brentwood, CA Service Costs and Options
- City of Calistoga, CA Fire Safety Review
- Camas-Washougal, WA Capital Facilities Plan
- Chabot-Las Positas Community College District, CA – Fire Services and EMS Training Facility Review
- City of Chula Vista, CA Analysis of Overtime Use; Fiscal and Operational Policy Assistance for ALS Plan
- City of Cloverdale, CA Impact Fees
- Contra Costa County, CA Financial Review
- City of Copperopolis, CA Fire Prevention
- City of Corona, CA Fire Prevention
- City of Costa Mesa, CA Potential Fire Station #6 Closure Impact Evaluation
- City of Davis, CA Operations / Management
- Donnelly Rural Fire Protection District, ID Mitigation
- East Contra Costa Fire Protection District, CA Mapping Analysis
- City of El Dorado Hills, CA Peer Review
- City of Encinitas, CA Fire Station Review
- EMSA Training Program Development
- City of Fairfield, CA Review of the Fire Station Needs for the Fairfield Train Station Specific Plan
- City of Fremont, CA Response Statistics; Comprehensive Multi-Discipline Type 3 IMT Training Program
- City of Glendale, AZ Public Safety Audit City of Goodyear, AZ – Fire Department Management Audit

- City of Victorville, CA Fire Services Options Review
- Yuba City, CA Fire Services Organizational Review
- Yuba County Valley Floor Agencies, CA Fire Services Merger Study
 - Orange County Fire Authority Service Level Assessment of the Emergency Medical Services Department
 - Orange County Fire Authority Service Level Assessment of the Executive Leadership Team and Human Resources Functions
 - Orange County Fire Authority Service Level Assessment of the Fleet Services Division
 - City of Paso Robles, CA Fire Services Review and City Council Workshop
 - City of Patterson, CA Advance Planning
 - PG&E Mitigation
 - City of Piedmont, CA Emergency Operations Center Training
 - Placer County, CA Fire Services and Revenue Assessment
 - PlumpJack Squaw Valley Inn, CA Emergency Preparedness and Evacuation Plan Review
 - City of Portland, OR Public Information Officer Training
 - Port of Long Beach, CA Mitigation
 - Port of Long Beach, CA Update of Port Multi-Hazard Firefighting Study
 - Port of Los Angeles, CA Performance Audit
 - Port of Oakland/City of Oakland Domain Awareness Center Staffing Plan Development
 - City of Poway, CA Overtime Audit
 - Rancho Cucamonga Fire District, CA Fire Services Feasibility Review
 - Rancho Santa Fe Fire Protection District, CA EMS Operational and Fiscal Feasibility Review
 - City of Roseville, CA EMS Transport
 - City of Sacramento, CA Fire Prevention Best Practices
 - Sacramento Metropolitan Airport, CA Aircraft Rescue and Firefighting Study
 - Sacramento Regional Fire/EMS Communications Center, CA – EMS Data Assessment
 - City of Salinas, CA- Comprehensive Fiscal Feasibility Analysis and Facilitation of the Development of a JPA Governance Agreement
 - Salton CSD, CA Fire Services Impacts Review
 - City of San Bernardino, CA Evaluation of City Fire Service Proposals
 - City of San Diego Fire-Rescue Department, CA

 Emergency Command and Data Center Staffing Study



- City of Hemet, CA Costing and Peer Review for Fire Service Alternatives
- City of Hermosa Beach, CA Analysis of Los Angeles County Fire District's Contract for Fire Services Proposals
- City of Hesperia, CA Cost Estimate for Hesperia-Provided Fire Services
- Kelseyville Fire Protection District, CA Executive Search
- Kings County, CA Fire Department Station Location Services
- Kings County, CA High-Speed Rail Project Impact Analysis
- Kitsap Public Health District, WA Emergency Response Plan Review Services
- City of Loma Linda, CA Cost of Services
- City of Long Beach, CA Public Safety Risk Assessment for the Queen Mary Vessel
- Los Angeles County, CA Hyperion Plant Emergency Sewage Release After-Action Review
- Los Angeles County, CA After-Action Review of Woolsey Fire Incident
- Los Angeles County, CA Fire Services Impact Review
- Madera County, CA Fire Station Siting Analysis
- City of Manhattan Beach Evaluation of Site Options for Fire Station 2
- Maui County, HI Performance and Fiscal Audit of the Department of Fire and Public Safety
- Menlo Park Fire Protection District Site Assessments for Fire Stations 3, 4, and 5
- City of Millbrae, CA Fire and Police Service Impacts for Millbrae Station Area Plan
- City of Mill Valley, CA Fire and Emergency Medical Services Study
- City of Milpitas, CA Fire Services Planning Assistance
- Monterey County, CA EMS Agency Ambulance Systems Issues Review and Analysis
- Monterey County, CA EMS Communications Plan
- Monterey County, CA Office of Emergency Services Tabletop Exercise for Elkhorn Slough
- ♦ City of Napa, CA Mitigation
- Newark-Union City, CA Fire Services Alternatives
- City of North Lake Tahoe, CA Management Team Workshop
- Northstar Resort, CA Fire Impacts and Growth Review
- City of San Diego Fire-Rescue Department, CA
 Fire Communications Center and Lifeguard

- Orange County Fire Authority Service Level Assessment of the Emergency Command Center Dispatch Review City and County of San Francisco, CA – Incident Management Training
- City of San Jose, CA Fire Department Organizational Review
- San Mateo County, CA Countywide Fire Service Deployment Measurement System
- City of Santa Barbara, CA (Airport) Aircraft Rescue and Firefighting Study
- Santa Barbara County, CA EMS Consultation Services
- City of Santa Clara, CA Fire Protection Assessment
- Santa Clara County, CA Incident Management Training
- Santa Cruz County, CA Incident Management Training
- Town of Scotia Company, LLC Board Training Workshop
- Cities of Seaside and Marina, CA Fire Station Location Study
- Snohomish County Fire District 1, WA Peak Hour Ambulance Use Study
- Solano County, CA Advice and Consultation Services
- Sonoma LAFCO (CA) Municipal Services Review
- Southern Marin Emergency Medical Paramedic Services, CA – EMS Resources Deployment Analysis
- Southern Marin Fire Protection District, CA Ad Hoc Consulting Services
- South Monterey County Fire Protection District, CA – Needs Assessment
- City of South San Francisco, CA Provision of Station Deployment Coverage GIS Maps
- Squaw Valley Resort, CA Assessment of Project Impacts
- Stanford University Fire Services System Review Consulting Services
- Tracy Rural Fire Protection District, CA Fire Analysis
- City of West Sacramento, CA Impact Fees Study
- Wheatland Fire Authority, CA Operational Feasibility Review
- City of Woodland, CA Fire Station Location Peer Review
- Yolo LAFCO (CA) Combined MSR/SOI Study
- City of Yorba Linda, CA Emergency Operations Center Training
- Yuba County, CA Comprehensive Services Delivery and Staffing Review



APPENDIX C

PROJECT TEAM RESUMES



CITYGATE ASSOCIATES, LLC

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

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

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

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

Relevant Experience:

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

- Served as Public Safety Principal for a staffing, emergency medical services, and response times study for the City of Eagan, Minnesota.
- Served as Public Safety Principal for a public safety staffing study for the City of Woodbury, Minnesota, which entailed a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.
- Served as Public Safety Principal for a fire department service evaluation for the Bloomington Fire Department in Bloomington, Minnesota.
- Served as Public Safety Principal and Project Director for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.
- Currently serving as Public Safety Principal for a fire department services evaluation for the City of Inver Grove Heights, Minnesota.
- Currently serving as Public Safety Principal for a Fire Department services evaluation for the City of Lakeville, Minnesota. The first phase will entail a

Standards of Coverage assessment; the second phase will include a comprehensive performance analysis with the identification of capacity levels and constraints of Department staffing services based on the data analysis resulting from the first phase.

- Served as Project Manager for determining fire station location and crew staffing needs for the City of Minneapolis Fire Department.
- Served as Public Safety Principal for a fire services merger study between the Cities of Burnsville and Eagan, Minnesota.
- Served as Public Safety Principal and Project Manager for a comprehensive public safety Master Plan enabling the Police and Fire-Medical Departments to complete their organizational programmatic goals while falling in line with the General Plan 2035 for the City of Surprise, Arizona, and the City Council Strategic Plan.
- Served as Project Director for a fire and rescue operations and staffing study for the City of Rio Rancho, New Mexico.
- Served as Public Safety Principal to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
- Currently serving as Public Safety Principal to perform a fire department services evaluation for the City of Hastings, Minnesota.
- Served as Public Safety Principal for a deployment study and assessment of the City of Redlands Fire Department.
- Served as Public Safety Principal for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
- Served as Project Manager for Standards of Coverage deployment analysis for the Snohomish County Fire District 1 in the State of Washington.
- Served as Public Safety Principal and Project Director for a Standards of Coverage update for the San Diego Fire-Rescue Department.
- Served as Project Director for Citygate's Standards of Coverage study for the City of San Diego, California.
- Served as Public Safety Principal to provide a Standards of Coverage and staffing study for Kings County, California.
- Served as Project Director and Standards of Coverage Specialist for Citygate's regional fire services deployment study for the County of San Diego, including 57 fire agencies in the County region. Citygate outlined a process designed to establish a blueprint for improving the County's regional fire protection and emergency medical system.

Relevant Non-Citygate Experience:

- In 2002, Mr. Gary led a seminar that taught the Standards of Coverage (SOC) methodology to members of the Clark County Fire Department.
- In 2005 and into 2006, Mr. Gary coached and assisted the Clark County Fire Department with the initial draft of their rural SOC documents. He advised County



GIS on how to prepare the necessary mapping and response statistics analysis. He then coached the project manager on collecting risk assessment information on each rural area, which he then wove into an integrated draft set of risk statements and proposed response policies for each rural area.

- In 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and SOC tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9–0 vote.
- In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless 10-company department for which he served as Chief. The LPFD represents one of the few successful city-to-city fire mergers in California. The LPFD consisted of 128 total personnel with an operating budget for fiscal year 2000/2001 of \$18 million. Service was provided from eight stations and a training facility, with two additional stations under construction.
- ♦ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the SOC system for fire service deployment. He reworked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
- ♦ In 1994, Mr. Gary effectively led the Livermore Fire Department's addition of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully revoted after Proposition 218) to help pay for this increased service. In 1995, Mr. Gary assisted the City Council and the firefighters' union in reaching a new understanding on staffing, and a fifth Fire Company was added to better serve the northwest area of Livermore.
- During his tenure in Carlsbad, he successfully master-planned and opened two additional fire stations and developed the necessary agreements between the development community and the City Council.
- Mr. Gary has developed fire apparatus replacement plans; procured fire apparatus; supervised the development of community disaster preparedness and public education programs; facilitated permit streamlining programs in the Fire Prevention and Building Departments; improved diversity in the Livermore Fire Department by hiring the first three female firefighters in the City; supervised the Livermore City Building Department, including plan check and inspection services for two years; and master-planned future growth in the north Livermore area for an additional 30,000 people in a "new town" area.
- Mr. Gary facilitated a successful regional dispatch consolidation between Poway and the City of San Diego Fire Department. He developed and implemented fire department computer records systems for Carlsbad and Livermore.

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- Mr. Gary has been a speaker on the proper design of information systems at several seminars for Fire Chiefs, the California League of Cities, and the Fortune 100. He has authored articles on technology and deployment for national fire service publications.
- Mr. Gary is experienced as an educator in teaching firefighting, paramedicine, and citizen CPR programs. As a community college instructor, he taught management and fire prevention. He has been an instructor for State Fire Training and the San Diego Paramedic program.

Instructor and Lecturer:

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

Presentations:

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

Publications:

- Edited, partially wrote, and co-developed the second, third, and fourth editions of the *Commission on Fire Accreditation Standards of Response Cover Manual*.
- "System of Cover: Using the Accreditation Commission's SOC systems approach for deployment," *Fire Chief*, February 2001.
- "Data to Go: Designing and implementing wireless data technologies for the fire service," *Fire Chief*, December 2000.

Memberships:

International Association of Fire Chiefs – Fairfax, Virginia

- California Fire Chiefs Association Rio Linda, California
- National Fire Protection Association Quincy, Massachusetts



CITYGATE ASSOCIATES, LLC

SAMUEL MAZZA, CFC, CFO, EFO

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

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

Relevant Experience:

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

- Served as Senior Fire Services Specialist for a fire department service evaluation for the Bloomington Fire Department in Bloomington, Minnesota.
- Currently serving as Senior Fire Services Specialist and Project Manager for a fire department services evaluation for the City of Inver Grove Heights, Minnesota.
- Currently serving as Senior Fire Services Specialist and Project Manager for a Fire Department services evaluation for the City of Lakeville, Minnesota. The first phase will entail a Standards of Coverage assessment; the second phase will include a comprehensive performance analysis with the identification of capacity levels and constraints of Department staffing services based on the data analysis resulting from the first phase.
- Served as Senior Fire Services Specialist and Project Manager to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
- Currently serving as Senior Fire Services Specialist and Project Manager to perform a fire department services evaluation for the City of Hastings, Minnesota.
- Served as Senior Fire Services Specialist and Project Manager for a deployment study and assessment of the City of Redlands Fire Department.

- Served as Senior Fire Services Specialist and Project Manager for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
- Served as Senior Fire and Emergency Services Specialist to conduct a Standards of Coverage update for the City of San Diego Fire-Rescue Department.
- Served as Senior Fire Services Specialist and Project Manager to provide a Standards of Coverage and staffing study for Kings County, California.
- Serving as Senior Fire Services Specialist and Project Manager for a Standards of Coverage study and the development of a Strategic Plan for East Jefferson Fire-Rescue in East Jefferson, Washington.
- Currently serving as Senior Fire Services Specialist and Project Manager for a Fire Services Master Plan for the City of Lancaster, Texas, to assist the City and fire department in determining the timing and location of a fourth fire station and developing a longer-term fire services master plan that provides a safe, effective, and appropriately sized response force for fires, medical emergencies, and other events requiring a specialized emergency fire response.
- Currently serving as Senior Fire Services Specialist and Project Manager to conduct a comprehensive operations assessment of the City of Valdez, Alaska, Fire/EMS Department to assist the City and Department in identifying opportunities to improve the delivery of fire, emergency medical, and other technical emergency services.
- Currently serving as Senior Fire Services Specialist and Project Manager for a community risk assessment and Standards of Coverage study for the City of Brea, California, to assist the City and Fire Department in providing a safe, effective, and appropriately sized response force for fires, medical emergencies, and other events requiring a specialized emergency response.
- Served as Senior Fire Services Specialist and Project Manager to provide a Standards of Coverage assessment for the City of Merced Fire Department.
- Currently serving as Fire and Emergency Services Specialist for a service delivery and staffing study for Portland Fire and Rescue in the City of Portland, Oregon.
- Served as Senior Fire Services Specialist for a Standards of Coverage assessment for the Ross Valley Fire Department, based out of San Anselmo, California.
- Served as Senior Fire Services Specialist and Risk Assessment Specialist to perform a comprehensive Standards of Coverage and headquarters staffing adequacy review for the City of Santa Clara Fire Department.

Relevant Non-Citygate Experience:

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



Significant Programs/Projects:

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

Instructor and Lecturer:

 Instructor – Executive Analysis of Community Risk Reduction (second-year Executive Fire Officer Program curriculum) – National Fire Academy in Emmitsburg, Maryland



 Instructor – ICS-100, ICS-200, ICS-300, ICS-400, IS 700a, IS 800b – California State University, Monterey Bay

Presentations:

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

Publications:

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

Memberships:

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



CITYGATE ASSOCIATES, LLC

With 35 years in the fire service, Chief Stallings served as a firefighter, Captain, Chief Training Officer, Fire Marshal, Shift Commander, and Assistant Chief commanding the Operations Division of the Fort Worth Fire Department.

Chief Stallings started his career with the Fort Worth Fire Department in 1986, completing his college education while working in the city's busiest stations. His work included special operations within the high-rise, hazardous materials, structural collapse, and dive rescue programs where in each he served as an instructor and program coordinator. In 2000, he was promoted to Battalion Chief and assigned to the central business district, where he directed many training initiatives and managed large-scale incidents. In 2008, he was assigned the role of Chief Training Officer, where he oversaw health and safety, recruitment, hiring, and certification training for recruits and incumbents. In 2009, he was assigned to the position of Fire Marshal, where he developed codes and standards related to mineral production, special events, and fire code amendments for adoption by city council. In 2015, he was promoted to Deputy Chief and assigned to a Shift Commander position supervising a daily staffing of 243 personnel. In this position, Chief Stallings developed a daily risk analysis and special operations deployment matrix for high-risk weather events. In 2018, he was promoted to Assistant Chief and assigned to oversee the entire division, where he negotiated collective bargaining and automatic/mutual aid agreements and established a strategic plan to coordinate deployment and facilities with significant growth.

Chief Stallings has a bachelor of science degree in Civil Engineering from the University of Texas at Arlington. He served as an adjunct instructor for the Tarrant County College Fire Science program focusing on incident command courses. He was an International Code Council (ICC) certified Building Official and Fire Marshal and an NFPA fire protection specialist and Certified Safety Professional (CSP). Chief Stallings served for many years as the second Vice President of IAFF Local 440 in Fort Worth, where he worked on numerous staffing and health and safety initiatives.

Currently, Chief Stallings is a Task Force Leader for Texas A&M Task Force 1—one of 28 FEMA-sponsored Urban Search and Rescue teams. He also serves on a FEMA strategic plan subcommittee for urban search and rescue, and on the Fort Worth Employees Retirement Fund board as the representative for retirees.

Memberships Include:

- International Association of Fire Chiefs
- National Fire Protection Association
- Texas State Fire Marshals Association
- ♦ IAFF Local 440
- Board of Certified Safety Professionals

Relevant Experience:

• Currently serving as Fire and EMS Specialist for a Fire Master Plan, Community Risk Assessment, Standard of Cover, and Compliance Audit for the Cy-Fair Fire Department / Harris County Emergency Services District #9.



Relevant Non-Citygate Experience:

- In 1995, while a VP for Local 440, manually collected 3 years of staffing data from 33 fire stations to develop a demand profile that determined the optimal ratio of relief firefighters needed to augment deployment.
- In 1996, while a VP for Local 440, developed a Fair Labor Standards Act compliant schedule for dispatchers that is still in use today and now utilized in many departments throughout the country.
- In 2003, led the study of large-scale incident water supplies and changes to hydrant connections to improve the use of master streams at commercial incidents thus reducing firefighter risk at non-life safety incidents.
- Twice coordinated citywide efforts to improve Insurance Service Office credit for dispatch, water supplies and fire department operations. In 2004, as a VP for Local 440 resulting in a Class 2 rating, in 2014, as a Shift Commander, resulting in a Class 1 rating.
- In 2009, worked extensively with an industry and community subcommittee to draft detailed operational and setback policies for urban gas well drilling that were adopted by city council as amendments to the International Fire Code
- In 2010, Developed and maintained water supplies mapping of newly annexed areas and coordinated deployment of water tenders and compressed air foam systems on a multi-year program until water service could be extended to new areas of the City.
- In 2010, worked with the aviation community to develop alternative methods to total foam flooding systems in Group II hangars at the municipal airport.
- In 2011, served on a Texas Commission on Fire Protection committee to develop statewide standards for Fire Inspectors. Developed a training program to certify 160 line personnel to conduct ongoing fire safety inspections.
- In 2011, served as the co-chair of the regional Life Safety Committee that aligned and coordinated Fire Marshal expectations for all events related to Super Bowl XLV.
- In 2018, represented the city in collective bargaining negotiations and developed significant improvements to leave time policy and emergency callback.
- In 2019, led the deployment of peak demand units, aerial deployment analysis and revision of the safety chief model to reduce battalion chief response times.
- In 2020, developed and gained medical director approval for alternate method of respirator protection and sterilization resulting in sustained operations during mask shortages.

Employment:

Assistant Chief of Operations FWFD, Fort Worth, Texas

(2017–2021)



Deputy Chief/	Shift C	Tommander								
FWFD, Fort W	Vorth, 7	Fexas	(2015–2017)							
Deputy Chief/	Fire M	larshal								
FWFD, Fort W	(2009–2014)									
Chief Training	g Offic	er								
FWFD, Fort Worth, Texas (2008)										
Battalion Chie	ef									
FWFD, Fort W	Vorth, T	Гехаs	(2001–2006)							
Fire Departme	ent Ope	erations								
FWFD, Fort W	Vorth, 7	Гехаs	(1986–2001)							
Task Force Le	eader /	FWFD Agency Representative for Texas Task Force 1								
FWFD, Fort W	Vorth, T	Fexas	(Current)							
Education:										
•	Bache	lor of Science in Civil Engineering, University of Texas at Arli	ngton – 1999							
•	Fire Se	ervice Chief Executive Officer Program, Texas A&M Universit	y - 2012							
Certificates:										
•	Certifi	ed Safety Professional (2014)								
•	NFPA	-Certified Fire Protection Specialist (2013)								
•	 ICC-Certified Building Official and Fire Marshal (2012) 									
•	Nation	nal Association of Underwater Instructors Dive Instructor (1998								
•	Texas	Commission on Fire Protection:								
	\triangleright	Advanced Firefighter								
	\triangleright	Hazardous Materials Technician (1995)								
	\triangleright	Inspector Basic (2008)								
	\triangleright	Instructor III (2008)								
•	Texas	Forest Service: TIFMAS All Hazards/Structural (2011)								
•	Texas	Department of Health:								
	\triangleright	EMT								
	\triangleright	Skills Examiner								
Relevant Trai	ining:									
•	Nation	hal Fire Academy:								
	\triangleright	Command and Control of Multiple Alarm Incidents (2001)								
	\triangleright	Command and Control of Incidents Involving Target Hazards	(2002)							
Project Team R	Resume	es								

- Incident Command for Highrise Operations (2002)
- Texas Wildfire Association:
 - > NWCG S-109 Introduction to Wildland Fire Behavior (2011)
 - NWCGS G-330 Wildland Training for Structural Firefighters (2011)
- Technical Rescue:
 - Structural Collapse Technician (2004)
 - Structural Collapse Technician II (2007)
 - Rope Rescue Technician (2004)
 - Hazardous Materials Technician (1995)
 - Trench Rescue Technician (1995)
 - ➢ NASA Ames Collapse Rescue (2005)
 - Vehicle and Machinery Technician (2006)
 - ➢ Bus Extrication (1998)
- Texas Engineering Extension Service:
 - Enhanced Incident Management Unified Command Course (2009)
 - Emergency Operations Center Operations and Planning for All-Hazards (2009) Swiftwater Rescue Technician (2001)
 - $\succ \qquad \text{Fire Officer I (2004)}$
 - Trench Rescue (1997)
- FDIC West Boot Camp for Battalion Chiefs (2002)
- Arizona State University School of Public Affairs Fire Service Institute (2001)
- ♦ NIMS 100-800 Courses

Published Work:

- When it Rains, Firehouse Magazine, October 2007
- Branigan's Building Construction for the Fire Service, Fifth Edition, 2013, Contributor and Technical Reviewer



CITYGATE ASSOCIATES, LLC

DAVID C. DEROOS, MPA, CMC

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

Relevant Experience:

- For all Citygate projects, Mr. DeRoos reviews work products and is responsible for ensuring that each project is conducted smoothly and efficiently within the schedule and budget allocated and that the project deliverables are in conformance to Citygate's quality standards.
- Served in an oversight capacity for a staffing, emergency medical services, and response times study for the City of Eagan, Minnesota.
- Served in an oversight capacity for a public safety staffing study for the City of Woodbury, Minnesota, which entailed a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.
- Served in an oversight capacity for a fire department service evaluation for the Bloomington Fire Department in Bloomington, Minnesota.
- Served in an oversight capacity for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.
- Currently serving in an oversight capacity for a fire department services evaluation for the City of Inver Grove Heights, Minnesota.
- Currently serving in an oversight capacity for a Fire Department services evaluation for the City of Lakeville, Minnesota. The first phase will entail a Standards of Coverage assessment; the second phase will include a comprehensive performance analysis with the identification of capacity levels and constraints of Department staffing services based on the data analysis resulting from the first phase.
- Served in an oversight capacity for determining fire station location and crew staffing needs for the City of Minneapolis Fire Department.
- Served in an oversight capacity for a fire services merger study between the Cities of Burnsville and Eagan, Minnesota.
- Served in an oversight capacity to perform a comprehensive public safety Master Plan that will enable the Police and Fire-Medical Departments to complete their organizational programmatic goals while falling in line with the General Plan 2035 for the City of Surprise, Arizona, and the City Council Strategic Plan.
- Served in an oversight capacity for a fire and rescue operations and staffing study for the City of Rio Rancho, New Mexico.



- Served in an oversight capacity to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
- Currently serving in an oversight capacity to perform a fire department services evaluation for the City of Hastings, Minnesota.
- Served in an oversight capacity for a deployment study and assessment of the City of Redlands Fire Department.
- Served in an oversight capacity for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
- Served in an oversight capacity for a Standards of Coverage deployment analysis for Snohomish County Fire District 1 in the State of Washington.
- Served in an oversight capacity for a Standards of Coverage update for the San Diego Fire-Rescue Department.
- Served in an oversight capacity for Citygate's Standards of Coverage study for the City of San Diego, California.
- Served in an oversight capacity to provide a Standards of Coverage and staffing study for Kings County, California.
- Served in an oversight capacity for a regional fire services deployment study for San Diego County, including 57 fire agencies in the County region. Citygate outlined a phased process designed to establish a blueprint for improving the County's regional fire protection and emergency medical system.

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



Introduction

The 2024 budget package includes this summary along with the general fund spread sheet, a summary spread sheet of all funds, and the 10-year capital plan.

General Fund

- For the 2024 budget I am proposing a general fund increase of 9.6%.
- The proposed increase results in a general fund budget of \$8,220,820 compared to \$7,505,963 in 2023.
- 92% or \$661,265 of the \$718,127 increase is attributed to the personnel services budget lines. The primary drivers are the contractual COLA increase, implementing the second year of the compensation study, PERA contributions, and the projected increases to both health and workers compensation insurance. The remaining 8% increase derives from increased office supply expenses, maintenance costs on equipment, fuel price increases, and equipment cost increases.

Revenues

Ambulance Services

- Estimating a 5% CPI increase on transport rate per contract agreement with MHealth Fairview. The CPI for January 2022-December 2022 was 5.1%.
- Keep the number of transports for the 2024 budget at 2023 budget number of 1900.
- Proposed 2023 transport revenue increase of \$26,330 above the 2023 budgeted amounts.

Fire Services Fees

- Remains at the same amount as the 2023 budget number of \$22,300.

Charges for Services

- Zero increase to the two Cities current contribution of \$2,627,078. Previously the Fire Board wanted increases placed onto the EMS taxing levy.

EMS Taxing District Revenue

- Increase EMS taxing district levy from \$1,209,952 to \$1,938,696. Previously the Fire Board wanted increases placed onto the EMS taxing levy.

Other Revenue

- Increase state fire aid from \$230,612 to \$243,666 in 2024.
- Revenues received from insurance dividends and reimbursable overtime opportunities are unpredictable, therefore this budget line has been kept flat.
- The 2023 budget included \$50,000 in revenue from the training redistribution payments that are paid in the second year of the State of Minnesota's budget biennium. 2024 will be the first year of the State of Minnesota's 2024-2025 budget biennium. Therefore \$50,000 was removed from the other revenue budget line for 2024.

Expenditures

Personal Services

Salaries

- 2024 is the second year of a two-year agreement with both labor unions. This budget proposal has the agreed upon COLA's and the implementation of the second year of the compensation study.
- The 2024 budget for salaries has been increased from \$4,484,669 in 2023 to \$4,905,124 in 2024, an increase of \$420,455 or 9.4%.

<u>Overtime</u>

- The 2024 budget for overtime has been increased from \$302,315 to \$322,462 in 2024, an increase of \$20,147 or 6.7% to account for the increased overtime rate from increased salaries.

Sick Leave Buyout

- The labor agreements stipulate that one half of an employee's unused sick leave will be paid to them at the end of the year. In a typical year we pay out 52% of the allotted sick time. The 2024 budget for sick leave buyout has been increased from \$56,718 in 2023 to \$58,487 in 2024, an increase of \$1,769 or 3.1%.

PERA Contributions

PERA contribution increases are based on the projected increase in salaries. The 2024 budget for PERA has been increased from \$839,030 in 2023 to \$916,220 in 2024, an increase or \$77,190 or 9.2%.

Insurance - Medical, Dental, Life

- The 2024 budget uses an assumption of a 12% increase.
 - This assumption does not provide any allowance for changes during openenrollment, which can significantly change premiums costs...because we are a small employer with age-banded rates.
- Dental insurance premiums expected to increase about 2.5%.
- Life insurance base premium rate is not expected to increase; however, there is an actual increase in premium cost as everyone gets a year older each year of about 2.5%.
- The 2024 budget for insurance has been increased from \$560,965 in 2023 to \$629,847 in 2024, an increase of \$68,882 or 12.3%.

Worker's Compensation

- In general, worker's comp rates for police and fire have been increasing, mainly due to increased medical costs related to mental health and our increasing experience mod. As a result, South Metro saw a significant increase in our premium for 2023.
- The 2024 budget for workers compensation insurance has been increased from \$332,024 in 2023 to \$398,023 in 2024, an increase of \$65,949 or 19.9% increase.

Supplies

 Increase related to the costs associated with fuel and firefighting equipment such as hose, boots, and gloves. The 2024 budget for supplies has been increased from \$146,740 in 2023 to \$173,524 in 2024, an increase of \$26,784 or 18.3% increase.

Other Services & Charges

- Slight reduction in costs for training, conferences, and schools
- Slight decrease in communications and technology.

- Insurance costs have been reduced due to the reduction in the amount of excess liability insurance MHealth required us to carry.
- Increase in Professional Services due to the increased costs of contractual services.
- Increase in Software/IT services from the implementation of Microsoft 365 and Logis expenses.
- The 2024 budget for other services and charges has been increased from \$564,972 in 2023 to \$572,451 in 2024, an increase of \$27,479 or 1.3% increase.

Capital Fund

- There are two adjustments to the Capital plan for 2024 for your review.
 - 1. Currently we replace one ambulance every three years and maintain that ambulance in a front-line status for 9 years (six years as either ambulance 1 or ambulance 2 and then three years as ambulance 3). After nine years as a front-line ambulance, it is moved to reserve status for three additional years. Prior to adding ambulance 3 nearly five years ago, we kept an ambulance in service for 9 years. The capital plan makes an adjustment to purchase an ambulance every two years. Ambulances would be in a front-line status for the same six years but then move to reserve status for two years and then be removed from service. This would bring us more in line with our previous schedule. In addition, this should reduce the increased maintenance costs as vehicles age and should get us more when we trade in the ambulance at 8 years old compared to 12 years old.
 - 2. There is also a \$35,000 expense to add a vehicle for our inspection division. Currently we have no utility vehicle available during the day to use for training or transporting equipment between the stations or from fire scenes. The capital plan includes purchasing a vehicle like a Chevy Equinox and outfitting it with emergency equipment. This will allow us to free up a pick-up truck that is currently used by the inspectors to be used as a utility vehicle.
- Capital fund contribution increase for 2024 of 20% or \$37,447.
- The proposed budget results in an increase to each City in the amount of \$18,724 for a total capital fund contribution of \$112,342 compared to \$93,618 in 2023.

Debt Service Fund

- Debt for the two engines purchased in 2019.
- Each City contributes \$99,325 in 2024.

Grant Fund

- Continue to pursue grant opportunities – Assistance to Firefighters Grant, Hazmat, and Prevention.

Scholarship Fund

- Continue to award one recipient annually.

City Impacts

The proposed budget for all accounts results in an increase to each city of .7% or \$20,224. The total contribution from each City in 202 is \$2,832,745 up from \$2,812,521 in 2023.

2024 Preliminary Budget

General Fund

		Budget 2021	Budget 2022	0		Proposed 2024		Change 2024-2023%	Change)24-2023
General Fund									
Revenues									
Ambulance Services (34205)	\$	559,480	\$ 586,150	\$	685,672	\$	712,002	3.8%	\$ 26,330
Fire Services (34956)	\$	17,515	\$ 18,052	\$	22,300	\$	22,300	0.0%	\$ -
Charges for Services - South St Paul (34961)	\$	2,499,873	\$ 2,627,078	\$	2,627,078	\$	2,627,078	0.0%	\$ 0
Charges for Services - West St Paul (34960)	\$	2,499,873	\$ 2,627,078	\$	2,627,078	\$	2,627,078	0.0%	\$ 0
EMS Taxing District Revenue (31000, 31020, 31040,31910)	\$	550,000	\$ 825,000	\$	1,209,952	\$	1,938,696	60.2%	\$ 728,744
Other Revenue	\$	233,534	\$ 248,589	\$	330,316	\$	293,666	-11.1%	\$ (36,650)
State Fire Aid (33420)	\$	183,534	\$ 198,589	\$	230,612	\$	243,666	5.7%	\$ 13,054
Insurance Dividend (36235)	\$	15,000	\$ 15,000	\$	15,000	\$	15,000	0.0%	\$ -
Other Revenue (33455, 33499, 33699, 36210, 36230, 3623	ε\$	35,000	\$ 35,000	\$	85,000	\$	35,000	-58.8%	\$ (50,000)
Total Revenues	\$	6,360,274	\$ 6,931,947	\$	7,502,693	\$	8,220,820	9.6%	\$ 718,127

	Budget Budget 2021 2022		Budget 2023		Proposed 2024	Change 2024-2023%	Change)24-2023		
Expenditures									
Personal Services									
Salaries - Regular (101)	\$ 3,845,278	\$	4,144,203	\$	4,484,669	\$	4,905,124	9.4%	\$ 420,455
Salaries - Overtime (102)	\$ 285,624	\$	272,286	\$	302,315	\$	322,462	6.7%	\$ 20,147
Staffing - Emergency Callback	\$ 21,203	\$	21,317	\$	22,659	\$	24,185	6.7%	\$ 1,525
Staffing - Maintain Minimum	\$ 100,494	\$	88,823	\$	94,415	\$	100,769	6.7%	\$ <i>6,355</i>
Staffing - National Guard/Reserve	\$ 10,602	\$	5,329	\$	5,665	\$	6,046	6.7%	\$ 381
Fire Prevention Division	\$ 13,650	\$	16,210	\$	17,231	\$	18,390	6.7%	\$ 1,160
Operations - DCSOT/MN-TF1	\$ 14,312	\$	14,389	\$	15,295	\$	21,766	42.3%	\$ 6,471
Admin - Annual Department Meeting/Training	\$ 17,050	\$	17,142	\$	23,698	\$	25,293	6.7%	\$ 1,595
EMS Training	\$ 27,829	\$	29,578	\$	32,290	\$	18,138	-43.8%	\$ (14,151)
Operational Training	\$ 76,419	\$	77,543	\$	88,042	\$	107,874	22.5%	\$ 19,832
Severance Pay (111)				\$	10,000	\$	10,000	0.0%	\$ -
Sick Leave Buyout (112)	\$ 47,680	\$	51,417	\$	56,718	\$	58,487	3.1%	\$ 1,769
PERA (121)	\$ 723,850	\$	774,179	\$	839,030	\$	916,220	9.2%	\$ 77,190
FICA & Medicare (122)	\$ 64,347	\$	68,622	\$	74,436	\$	81,309	9.2%	\$ 6,873

Insurance - Medical, Dental, Life (131)	\$ 514,031	\$	554,221	\$	560,965	\$	629,847	12.3%	\$ 68,882
Worker's Compensation Premium (151)	\$ 171,983	\$	267,422	\$	312,074	\$	378,023	21.1%	\$ 65,949
Worker's Compensation Deductible (152)	\$ 15,000	\$	20,000	\$	20,000	\$	20,000	0.0%	\$ -
Supplies									
Office Supplies (200)	\$ 11,965	\$	11,965	\$	11,965	\$	13,740	14.8%	\$ 1,775
General Supplies	\$ 6,000	\$	6,000	\$	6,000	\$	6,000	0.0%	\$ -
Fire Code Books	\$ 240	\$	240	\$	240	\$	240	0.0%	\$ -
Training Manuals	\$ 1,000	\$	1,000	\$	1,000	\$	1,000	0.0%	\$ -
Public Education Materials	\$ 1,725	\$	1,725	\$	1,725	\$	3,500	102.9%	\$ 1,775
Department Meeting Expenses	\$ 3,000	\$	3,000	\$	3,000	\$	3,000	0.0%	\$ -
Fuel (212)	\$ 50,914	\$	50,914	\$	51,675	\$	67,734	31.1%	\$ 16,059
Unleaded Gasoline	\$ 31,200	\$	31,200	\$	35,775	\$	46,110	28.9%	\$ 10,335
Diesel Fuel	\$ 19,714	\$	19,714	\$	15,900	\$	21,624	36.0%	\$ 5,724
Uniforms (217)	\$ 35,075	\$	36,150	\$	36,900	\$	38,100	3.3%	\$ 1,200
Equipment Parts (220)	\$ 19,500	\$	19,500	\$	15,000	\$	21,500	43.3%	\$ 6,500
Building Supplies (223)	\$ 6,800	\$	6,800	\$	6,250	\$	7,500	20.0%	\$ 1,250
General Supplies (230)	\$ 20,050	\$	21,050	\$	24,950	\$	24,950	0.0%	\$ -
Firefighting Consumables	\$ 4,850	\$	4,850	\$	5,350	\$	5,350	0.0%	\$ -
EMS Consumables	\$ 10,600	\$	11,600	\$	14,100	\$	14,100	0.0%	\$ -
General Supplies	\$ 4,600	\$	4,600	\$	5,500	\$	5,500	0.0%	\$ -
Minor Equipment (240)	\$ 33 <i>,</i> 975	\$	57,975	\$	•	\$	41,175	19.8%	\$ 6,800
Firefighting Equipment	\$ 21,100	\$	49,100	\$		\$	28,300	11.0%	\$ 2,800
EMS Equipment	\$ 1,000	\$	1,000	-		\$	5,000	400.0%	\$ 4,000
Station Equipment	\$ 7,875	\$	7,875	\$	7,875	\$	7,875	0.0%	\$ -
Other Services & Charges									
Training, Conferences & Schools (310)	\$ 57,800	\$	63,800	\$	63,080	\$	69,930	10.9%	\$ 6,850
Professional Development	\$ 20,500		20,500	\$	-	\$	22,200	8.3%	\$ 1,700
Operational Training	\$ 31,950	\$	37,950	\$	37,930	\$	43,080	13.6%	\$ 5,150
Prevention & Enforcement Training	\$ 5,350	\$	5,350	\$	4,650	\$	4,650	0.0%	\$ -
Communications (320)	\$ 51,200	\$	52,100	\$	56,200	\$	55,400	-1.4%	\$ (800)
Responder Notification	\$ 1,500		1,500		1,500	-	700	-53.3%	\$ (800)
Cell Phones/Air Cards/Stipends	\$ 16,500	-	16,500	\$	18,500		18,500	0.0%	\$ -
Radio User Fees	\$ 21,300	•	22,200		22,800	\$	22,800	0.0%	\$ -
CAD Mobile Fees	\$ 3,600		3,600	\$	3,600	\$	3,600	0.0%	\$ -
Station Alerting License	\$ 8,300	\$	8,300	\$	8,300		8,300	0.0%	\$ -
Station Alerting Maintenance Fee				\$	1,500		1,500	0.0%	\$ -
General Liability Insurance (361)	\$ 37,096		42,166		57,000		40,500	-28.9%	\$ (16,500)
Auto Fleet	\$ 18,857	\$	20,004	\$	6,000	\$	6,500	8.3%	\$ 500

Property Package	\$ 18,239	\$ 22,163	\$ 1,000	\$ 1,000	0.0%	\$ -
Municipal Liability			\$ 12,000	\$ 13,000	8.3%	\$ 1,000
HealthEast Excess Coverage			\$ 30,000	\$ 12,000	-60.0%	\$ (18,000)
Data Breech Coverage	\$ -	\$ -	\$ 3,000	\$ 3,000	0.0%	\$ -
Deductible			\$ 5,000	\$ 5,000	0.0%	\$ -
Professional Services (398)	\$ 236,347	\$ 252,818	\$ 249,948	\$ 261,975	4.8%	\$ 12,027
Financial Services - Audit, etc.	\$ 17,650	\$ 17,900	\$ 19,200	\$ 19,450	1.3%	\$ 250
SMF Board Member Compensation	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	0.0%	\$ -
HealthEast Administrative Support	\$ 27,685	\$ 29,052	\$ 33,516	\$ 33,516	0.0%	\$ -
Legal Services	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	0.0%	\$ -
Dispatch Services	\$ 145,757	\$ 137,746	\$ 133,009	\$ 133,009	0.0%	\$ -
Copier Lease and Maintenance	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,200	60.0%	\$ 1,200
Annual Medical Review/Fit Testing/Mantoux	\$ 14,505	\$ 18,820	\$ 20,273	\$ 21,850	7.8%	\$ 1,577
Employee Assistance Program	\$ 750	\$ 750	\$ 750	\$ 750	0.0%	\$ -
Par360 and Mental Health Checkups			\$ 18,000	\$ 18,000	0.0%	\$ -
Firefighter Background Check			\$ 3,200	\$ 3,200	0.0%	\$ -
Leadership Training			\$ 6,000	\$ 15,000	150.0%	\$ 9,000
Grant Writing Services	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -
Software / IT Support (401)	\$ 47,183	\$ 79,683	\$ 113,238	\$ 126,240	11.5%	\$ 13,002
Fire/EMS Records Management Licensing	\$ 11,150	\$ 11,150	\$ 10,600	\$ 10,600	0.0%	\$ -
LOGIS Server Contract & Support	\$ 19,245	\$ 19,245	\$ 25,350	\$ 28,350	11.8%	\$ 3,000
Software & Applications	\$ 16,788	\$ 49,288	\$ 77,288	\$ 87,290	12.9%	\$ 10,002
Equipment Maintenance (404)	\$ 71,420	\$ 71,420	\$ 96,398	\$ 112,198	16.4%	\$ 15,800
Vehicle & Equipment Repair	\$ 53,250	\$ 53,250	\$ 58,250	\$ 72,250	24.0%	\$ 14,000
Annual Equipment Certification & Testing	\$ 11,770	\$ 11,770	\$ 38,148	\$ 39,948	4.7%	\$ 1,800
Certifications & Memberships (433)	\$ 12,331	\$ 12,431	\$ 24,681	\$ 17,581	-28.8%	\$ (7,100)
Licensing & Certifications	\$ 6,605	\$ 6,655	\$ 18,805	\$ 12,100	-35.7%	\$ (6,705)
Professional Memberships	\$ 5,081	\$ 5,131	\$ 5,231	\$ 5,481	4.8%	\$ 250
Operational Expenses (490)	\$ 825	\$ 825	\$ 825	\$ 825	0.0%	\$ -
Kitchen Fire Trailer Rental	\$ 825	\$ 825	\$ 825	\$ 825	0.0%	\$ -
Total Expenditures	\$ 6,360,274	\$ 6,931,947	\$ 7,502,693	\$ 8,220,820	9.6%	\$ 718,128

Capital	Capital Fund	Replacement											
Level		Cycle (Yrs)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Budget Revenue		\$ 187,236	\$ 224,683	\$ 269,620	\$ 323,544	\$ 388,253	\$465,903	\$ 559,084	\$ 587,038	\$ 616,390	\$ 647,209	\$ 679,570
	General Fund Balance Transfer		\$ 100,901	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Capital Fund Balance January 1st		\$ 639,648	\$627,482		\$ 585,700	\$ 368,105	\$ 629,913	\$ 632,602	\$ 869,032	\$ 965,502	\$ 843,197	\$ 132,229
	Engine 1	10	1 /	1 - 7 -	1 - 7	1 /	1 7	1/	1 7	\$1,278,682	1 /	1 / -	1 - 7 -
Level 3	Engine 2	10								\$1,278,682			
ē	Ladder 1	25											
	Ladder 2	25											
7	Ambulance 2	6		\$ 325,000						\$ 435,531			
Level 2	Ambulance 1	6						\$ 376,000					
[e]	Ambulance 3	6				\$ 358,000						\$ 479,754	
	Boat 2	30											
	Utility 1	15									\$ 113,139		
	Utility 2	15					¢ 70.070						
	Inspector (Pickup)	15				ć 70.255	\$ 73,873						
	Chief 1 (SUV-Short)	10				\$ 70,355 \$ 70,355							
	Chief 3(SUV-Short) Chief 2 (SUV Long) - 2 (6 as Ch2 -6 as Chief 4)	10 6	\$ 70,195			\$ 70,355			\$ 94,068				
	Chief 4 (SUV Long)	10	\$ 70,195						Ş 94,008				
	Inspector (Car)	10		\$ 35,000									
	Command Module - Chief 2	6	\$ 6,862	\$ 33,000					\$ 9,196				
	Command Module - Chief 3	10	φ 0,002			\$ 7,719			<i>\ 5</i> ,200				
	Topper for Utility Vehicle	15	\$ 3,500			· · /· ==							
	Brush 2	15	, .,				х						
	Utility Trailer	20										х	
	Zodiac	15		\$ 7,000									
	Boat Motors	15					\$ 22,000						
	SCBA	13									\$ 612,836		
	Rapid Diver Equipment	10									\$ 16,431		
	Turnout Gear	1	\$ 42,000	\$ 200,000			\$ 33,612	\$ 35,298			\$ 40,040	\$ 41,642	\$ 43,307
	Helmets	1	\$ 4,500	\$ 4,700	\$ 4,888	\$ 5,084	\$ 5,287	\$ 5,498	\$ 5,718	\$ 5,947	\$ 6,185	\$ 6,432	\$ 6,690
	Boots	10											
	Ballistic Vests	10				4		\$ 37,006					
	Firefighter Self-Rescue Equipment	10				\$ 19,500							
	Ladder 1 Equipment		\$ 45,000	ć									
	Fire Hose	4	\$ 12,000	\$-		\$ 26,002				\$ 30,419			
	Thermal Imagers Individual Thermal Imagers	4				¢ 20,002				ə 50,419			
-	Air Bags	10								\$ 30,493			
1	Rope Rescue Equipment	10					\$ 20,300			÷ 30,+33			
Level	Extrication Equipment - Ambulances	10					\$ 45,000						
Ş	Hose Tester	10					,						
Ĩ	Monitoring	10		\$ 2,000				\$ 34,066					
	AEDs	3	\$ 5,000	\$ 8,000	\$ 15,183			\$ 17,079			\$ 19,211		
	LUCAS Device (4)												
	Power Cots - A1 & A2	7											
	Power Loading - A1 & A2	7											
	Power Stair Chair	10											

Training Props	2			\$	8,857			\$	9,580			\$	10,361			\$	11,207			\$	12,121		
Training Manikins	10																						
Beds	8	\$	3,000	\$	8,540	\$	8,882													\$	11,688	\$	12,156
Chairs	6	\$	7,000									\$	7,592	\$	8,857								
Office Furniture	2			\$	6,959			\$	7,527			\$	8,141			\$	8,805			\$	9,524		
Appliances - stoves, refrig, washer/dryer																							
Gear Washer	15																					\$	16,901
Gear Dryer	15																						
Gear Lockers		\$	2,500																				
SCBA Equipment Washer	15																						
SCBA Compressor & Fill Station	20																						
Vehicle Exhaust Collection System																							
Fitness Equipment	3	\$	8,439					\$	9,493					\$	10,678					\$	12,011		
Station Alerting	15																			\$	270,142		
Investigation - Camera	5	\$	3,900									\$	4,745									\$	5,773
Computers	4	\$	12,897	\$	18,413	\$	13,949	\$	14,507	\$	15,087	\$	15,691	\$	16,318	\$	16,971	\$	17,650	\$	18,356	\$	19,090
Mobile Computers	4	\$	13,847	\$	10,033	\$	10,434	\$	10,852	\$	11,286	\$	11,737	\$	12,207	\$	12,695	\$	13,203	\$	13,731	\$	14,280
800 MHz Radio - mobile & portable	13	\$	32,000																	\$	582,776		
Boat Electronics	10	\$	22,000																			\$	32,565
Boat Motors	15																						
LaserFiche Document System	10																						
Payroll Software	10																						
New World Add-ons		\$	8,500																				
Office 365 Transition				\$	20,000																		
Website/Social Media																							
Total		Ś	303,140	Ś	654,502	Ś	78.746	Ść	541.139	Ś	226.445	Ś	563.214	Ś	422.653	Ś	590,568	Ś	838.695	\$1	.458.177	Ś	150,762

Year-End Capital Fund Balance

\$ 624,645 \$ 294,826 \$ 585,700 \$ 368,105 \$ 629,913 \$ 632,602 \$ 869,032 \$ 965,502 \$ 843,197 \$ 132,229 \$ 761,037

Vehicle Percentage Increase	5.00%
All other	4.00%