



CITYGATE ASSOCIATES, LLC
POLICE SERVICES

CITY OF RIVERSIDE, CA

PROPOSAL TO CONDUCT A POLICE
DEPARTMENT HEADQUARTERS
AND FACILITIES SITING STUDY

AUGUST 29, 2019

CITYGATE ASSOCIATES, LLC

WWW.CITYGATEASSOCIATES.COM

600 COOLIDGE DR., STE. 150
FOLSOM, CA 95630

PHONE: (916) 458-5100
FAX: (916) 983-2090



TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
Section A—Cover Letter Proposal.....	1
Section B—Statement of Understanding and Approach.....	2
B.1 General Approach to Address the Requested Scope of Services.....	2
B.2 Project Scope of Work and Methodology.....	2
B.3 Proposed Project Work Plan.....	8
B.4 Final Report Contents.....	15
B.5 Study Components with Which the Department Must Assist.....	16
B.6 Project Site Visits.....	16
B.7 Project Schedule.....	17
B.8 Proactive Project Management.....	17
Section C—Company Information.....	19
C.1 Business History.....	19
Section D—Company Personnel.....	20
D.1 Required Team Skills.....	20
D.2 Project Team and Roles.....	20
D.3 Project Team Organization Chart.....	27
Section E—Experience and References.....	28
E.1 Citygate Project Experience.....	28
E.2 JKA Project Experience.....	33
Section F—Evidence of Insurance.....	35
Section G—Pricing.....	37
G.1 Project Fees.....	37
G.2 Standard Hourly Billing Rates.....	38
G.3 Billing Schedule.....	38

Appendices

Appendix A	Code of Ethics	
Appendix B	Project Team Resumes	
	Chief James Davis, MS.....	1
	Undersheriff Gary Elliott, MS.....	5
	Captain Stephen Crane.....	7
	Eric Lind, MA.....	10
	Chief Stewart Gary, MPA.....	15
	David DeRoos, MPA, CMC.....	19
	JKA – Jeff Katz, AIA.....	22
	JKA – Christie Hanson, AIA, LEED AP BD+C, DBIA.....	23
	JKA – Anthony Damon, AIA, LEED Green Associate.....	24



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

August 27, 2019

City of Riverside
General Services Department
3900 Main Street
Riverside, CA 92522

RE: POLICE DEPARTMENT HEADQUARTERS AND FACILITIES SITING STUDY

To whom it may concern:

Citygate Associates, LLC (Citygate) is pleased to present our proposal to serve the City of Riverside (City) to conduct a Police Department facilities review and headquarters/facilities siting study. Citygate has read and understood all elements identified in the City's Request for Proposals (RFP).

Our qualifications to perform this review are exceptional! Over the last 19 years, Citygate has performed over 300 public safety studies, including many involving facilities evaluation, planning, and siting recommendations. Within recent years, we have conducted significant law enforcement reviews for the California Cities of Adelanto, Apple Valley, Brea, Buena Park, Burlingame, Fullerton, Hesperia, La Habra, San Luis Obispo, Santa Monica, Placentia, Rancho Cucamonga, Victorville, and Yorba Linda; the Arizona Cities of Eloy, Glendale, Goodyear, Maricopa, and Surprise; and Provo, Utah. We have also recently reviewed the operations and staffing of the Monterey County and Yuba County Sheriff's Departments.

Citygate is comprised of consultant-practitioners all with proven histories of leadership, accomplishments, and innovation. We are a "Virtual City Hall." Our Project Team represents decades of experience in municipal government, policing, statistical analysis, architecture, facility evaluation and design, and Community Engagement. These are all necessary elements for exceeding the goals defined in your RFP and, with the active participation of your staff, helping prepare your Police Department for the challenges of 21st Century Policing.

We enthusiastically look forward to serving the growing City of Riverside as it strives to provide the community the highest level of service now and through a new state-of-the-art facility!

As President of the firm, I am authorized to execute a binding contract. We are willing to enter into a contract under the terms and conditions prescribed by this RFP and in the Sample Agreement. Please feel free to contact me at our headquarters office, located in Folsom, California, at (916) 458-5100, extension 101, or via email at ddeeroos@citygateassociates.com.

Sincerely,

A handwritten signature in black ink, appearing to read "David C. DeRoos".

David C. DeRoos, MPA, CMC, President

SECTION B—STATEMENT OF UNDERSTANDING AND APPROACH

B.1 GENERAL APPROACH TO ADDRESS THE REQUESTED SCOPE OF SERVICES

Citygate Associates, LLC's (Citygate) project approach for the requested Police Department headquarters and facilities siting study includes all the objectives identified in the City's Request for Proposals (RFP) and is consistent with each Project Team member's experience in police services administration.

Citygate understands that the City is exploring various options for developing a new police headquarters facility within the City that optimizes operational services to the community. This is due, in part, to the strong growth over the last decade and to continued projected steady population growth leading inevitably to greater density and increased calls for service. The City has many options to consider regarding how it best deploys its public safety resources. Community Engagement has been an overriding theme in public safety for years and is arguably woven into each of the *Pillars of the President's Task Force on 21st Century Policing*. Police departments are no longer evaluated simply on their ability to respond to calls quickly, but also on how they choose to collaborate and engage with their respective macro and micro communities. The City is to be commended for its proactive planning and securing of funds to invest in facilities and staff, and the City wisely desires a strategic plan to make the most informed decision about the location and configuration of one or more new facilities.

All the underlying elements of Community Engagement and best practices in policing will inform our understanding and recommendations of the location, size, and functions of Riverside police facilities. We will consider how existing Department facilities work together as a system and whether there are additional, or alternative, facility needs in support of the values, vision, mission, and goals of the City of Riverside.

In addition, our review will serve as a road map for future staffing needs to assist the City in assessing organizational structure, resource allocation, and geographical patrol boundaries to ensure they are adequate, if not optimal, to provide the highest level of service within the City.

As such, our study will include future projections and goals regarding staffing and geographical boundaries, as well as a true analysis of workload, particularly for patrol operations. We will consider how the City's growth in population and development may impact future services.

B.2 PROJECT SCOPE OF WORK AND METHODOLOGY

B.2.1 Citygate Core Project Scope of Work

Citygate will fully address all scope elements outlined in the City's RFP. Citygate has also partnered with Jeff Katz Architecture (JKA) to provide an optional conceptual space needs

assessment and to participate in key project interviews and meetings. First, Citygate's approach to assessing the City's scope of work elements is explained below, followed by JKA's optional scope of work:

- ◆ Provide an evaluation of the three existing policing facilities' functions, operations, and physical locations, related to the community they serve.
- ◆ Based on the evaluation of the City's three policing facilities, determine what if any adjustments to policing operations would be recommended to meet both current and projected future needs of the City of Riverside.
- ◆ Prepare an analysis of what policing functions the proposed new police headquarters, and potential sub-station(s), should provide, and the approximate size of both sworn and professional workforce needed within the proposed Police facility(s). To determine this, Citygate will perform the following:
 - Evaluate the adequacy of staffing levels for current workload and meeting Department command staff's goals and objectives related to staffing and community service level expectations without curtailing service or requiring excessive overtime work. We will consider existing schedules, allocated time for calls for services, follow-up, report writing, court, briefing, etc., as well as unallocated/proactive time, throughout all shifts independently of each other. We will review other work time (e.g., court appearances, injured on duty, and light duty) as well as overtime hours worked.
 - Examine current organizational structure and identify and recommend changes to be made, if any, to improve the provision of police services.
 - Provide a structured and defensible methodology for the Department's staff to use in projecting future staffing needs, including current shift relief factor compared to optimal shift relief factor.
 - Identify where data and community needs indicate new service delivery methods are needed to align with best practices and Department and community culture, with costs and implementation strategies.
 - Identify any redundancies, gaps, and opportunities for applying best practices in the provision of core services.
 - Recommend staffing levels that will allow the Department to maintain or increase its current level of services, including responding to all crimes and requests for service and maintaining robust crime prevention and community service programs, youth services, investigation and forensic

- crime scene evidence collection, crime suppression, and other services currently offered by the Department.
- Wherever possible, use existing data for the analysis, such as the City’s General Plan and other published planning documents, crime statistics, payroll and overtime work records, and computer-aided dispatch data. Department staff will help provide historical data from the agency’s computer systems and other City sources.
 - Evaluate the Department’s training program, compliance with the Commission on Peace Officer Standards and Training (POST) standards, and relationship to the Department’s stated values, vision, mission, and goals.
- ◆ Make recommendations based on City size and current growth projections for the type of policing models the City could best implement to service the public.
 - ◆ Considering current policing operations, future growth rates and population densities, provide general recommendations for locating any new facilities within the City and the approximate size of the work force of any facility recommended.
 - ◆ Provide analysis of the advantages and disadvantages of a large single administrative/policing facility versus separate administrative office and policing facilities.
 - ◆ Provide recommendations for any emerging technologies and/or trends in policing that may influence discussions today. This will involve using a compilation of Community-Oriented Policing, commitment to Community Engagement, Intelligence Led Policing, Precision Policing, and data-driven policing strategies. We will assess efficiencies of calls for service. We will assess community engagement philosophy and strategy; we will leverage the performance and evaluative processes in place, verifying the current effectiveness and efficiencies of the agency. This includes evaluating and contrasting data to overlay response time standards, officer safety, and call prioritization.
 - ◆ Assess Department member perceptions and expectations of their services by issuing SWOT (Strengths, Weaknesses, Opportunities, and Threats) questionnaires to employees and as appropriate, other City employees that interact with the Department, to obtain perceptions of the Department.
 - ◆ Conduct interviews with stakeholders, including City management, Department staff, Police Officers Association Board members, and selected community stakeholders, to assess goals, expectations, and perceived workload levels.

- ◆ Attend two scheduled on-site meetings with City staff and police administration for interviews and data clarification.
- ◆ Attend one meeting, coordinated and conducted by City staff, to listen to community ideas, suggestions, and concerns.
- ◆ Conduct two on-site mid-project reviews on the same day: one with City staff, police administration, and/or others as desired; and a second with the Public Safety Board.
- ◆ Deliver a presentation of the Final Report to City Council or a group of the City's choosing.
- ◆ Identify practical opportunities for collaboration and formal partnerships consistent with the strategic priorities of the City of Riverside and the Department.
 - Collaborative and formal partnerships with other governmental organizations, non-governmental organizations, private sector entities, and institutions of higher learning have long been understood as force multipliers and opportunities to provide services in a more operationally- and cost-effective and efficient way. Emerging technologies and the need for historical and real-time information sharing have made such collaborations and formal partnerships more important, and virtually essential, for most public safety agencies in United States.

B.2.2 Jeff Katz Architecture (JKA) Optional Conceptual Space Needs Assessment Scope of Work

As an option for the City's consideration, JKA will perform a conceptual space needs assessment, as follows:

- ◆ JKA will participate in meeting with City staff and Police administration to understand the goals of the project.
- ◆ JKA will participate in site walk of existing facilities to obtain general overview of each facility's size and condition.
- ◆ At various points throughout the project, JKA will review Citygate's Draft Report data with a goal of providing a conceptual space needs assessment for new facilities based on the staffing information generated by Citygate.
- ◆ JKA will develop space needs assessment options for a single administrative/policing facility versus separate administrative office and policing facilities.

- ◆ Based on square footage cost data from comparable projects, provide conceptual cost estimates for the project alternatives based on the space needs assessment provided.
- ◆ Participate, as needed, in mid-project and Final Report presentations.

B.2.3 Staffing Analysis and Facilities Review Methodology

A police department is arguably the most visible face of municipal government. Accordingly, contemporary police facilities serve many functions. They are not only operationally efficient and safe working environments, but may serve as a point of engagement with the community through welcoming community rooms and available spaces for other safety-related services. The foundation for understanding the size and optimal location of a police facility is most appropriately built upon a competent workload study detailing the current and projected community needs, service requirements, and staffing levels.

Staffing ratios in the form of officers to population and response times have been the traditional guide for determining staffing levels. They have served for decades as measures of law enforcement performance. Most police departments and police professional organizations now deem them to be of limited use.

Current thinking about police staffing and performance reflects a move away from a more dominant focus on inputs and toward measuring the achievement of desired outcomes. It also reflects a greater interest in measuring overall organizational effectiveness rather than merely citing various efficiencies that are often used as a poor substitute for the results or outcomes the public expects and deserves.

Based on the effective lifespan of police facilities, they are considered to be 20- to 50-year investments. A detailed understanding of issues—such as current and projected calls for service volume (by geographic areas), evolving best practices like Intelligence Led Policing with its emphasis on prevention and real-time data availability, community engagement and expectations, and the interaction and interdependency of police functions—is key to understanding both size and location of such an investment.

Through a process of data and document review, interviews, and on-site walk-throughs, Citygate will review the existing police facilities for key areas of current and projected functions. This will include congruency between City/Department values, vision, mission, and goals, floor plans/space needs, infrastructure maintenance, ease of access to and communication with related working groups, general technology needs, appropriate equipment, parking, storage, work areas, and community access.

B.2.4 Value and Use of Data

Police Department Advanced Data Overview

Our methodology and planning tools will combine to plan for officer safety, community safety, personnel, support, and technologies to ensure the City’s planning has articulable and strategic insight to enhance its decision-making regarding prioritization and allocation of resources. Examination of historical and forecasted future risk, using incident computer records, is key to “right-sizing” police deployment to areas of need for the future. Citygate will build comprehensive exhibits and models of criminal activity which account for geography, time, criminal trends and severity. These will result in deployment profiles that anticipate future growth.

We know how to assess the accuracy and reliability of data, how to determine relevancy of data in correlation to decision-making processes, how to best convert insights into actionable content, and how to structure actionable content for optimal usability without additional workload for the client.

Workload

We recognize every police agency, and the community it serves, are unique. While there are many “standard” formulas for appropriate deployment, we will work with the City to identify the appropriate deployment for your community. Our experience, technical expertise, and academic background, along with our ability to understand the unique challenges and opportunities faced by your agency and community as well as your values, vision, mission, goals, and objectives, guides our understanding of the appropriate workload distribution.

Response Times

The current national best practice is to measure percent completion of a goal (e.g., 90 percent of the emergency responses) rather than an average measure of emergency call response time. Mathematically, this is called a “fractile” measurement.¹ This is because the measure of average only identifies the central or middle point of response time performance for all calls for service in the data set. Using an average makes it impossible to know how many incidents had response times that were way over or just over the average. Using the fractile measurement with 90 percent of responses in mind, Citygate will evaluate response time performance for single- and multiple-unit calls for service, by priority. This type of analysis is extremely helpful in assessing response coverage and determining appropriate response time goals.

¹ A *fractile* is that point below which a stated fraction of the values lie. The fraction is often given in percent; the term percentile may then be used.

B.3 PROPOSED PROJECT WORK PLAN

Our Work Plan for this Police Department headquarters and facilities siting study for the Riverside Police Department is comprised of six tasks and includes all the services set forth in the RFP. We intend to review our Work Plan and schedule with the City and Department project team prior to beginning work. After obtaining additional input, we will finalize our Work Plan and the accompanying schedule.

Citygate's Work Plan has been developed consistent with our Project Team members' experience in law enforcement management and the many similar reviews we have recently conducted. This Work Plan addresses all items requested in the City's RFP, and includes engagement with City Council members, community stakeholders, City management, and employee associations as outlined in Tasks 1 and 3.

Task 1: Initiate and Manage the Project

Subtasks

- ◆ Develop detailed Work Plan schedule for the project.
 - Citygate will develop a detailed integrated work schedule and final project timeline. These tools will assist both the consultants and City staff to monitor the progress of the study.
- ◆ Conduct videoconference or conference call with City and Department representatives to initiate study.
 - A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. The senior members of Citygate's team will conduct a videoconference or conference call with Department and City representatives to correlate our understandings of the study's scope, ensure that our Work Plan and project schedule are mutually agreeable, and discuss the on-site interview schedule.
- ◆ Obtain and review City/Department documentation.
 - We will develop and submit a list of all documents relevant to this project, including the City's General Plan; growth forecasts; any appropriate prior studies; Department documentation, including (as available) dispatch data, fleet inventory, facility condition assessments, current personnel, equipment, and other operating costs; and a variety of other information. We will prepare a custom list of needed documents for the study and

establish Dropbox folders for the Department to securely and easily transfer all electronic files. This preliminary step in the engagement ensures that our time on-site is used effectively and efficiently.

- ◆ Meet with City staff and Police administration and conduct on-site interviews with City leadership.
 - To enhance our understanding of the issues at stake in this project, we will schedule an on-site kick-off meeting with appropriate City staff and Police Department administration. We will also interview, as appropriate and directed, the City Manager, Chief of Police, members of the City Council (if desired), and other people in key positions as desired. Optionally, JKA will participate in key leadership interviews. The remainder of staff would be interviewed in Task 3.
- ◆ Ongoing project management.
 - Throughout the entire project duration, we will monitor engagement progress and completion of tasks, including providing monthly written status reports and oral communications, as needed, to Department leadership.

Meetings and Deliverables

There will be one videoconference or conference call during this task to kick-off the project, establish relationships, and set the information gathering into agreement and motion. Chief Davis and Undersheriff Elliott (and optionally, JKA) will also be present one day on-site to interview, as appropriate and directed, the City Manager, Chief of Police, members of the City Council (if desired), and other key positions as desired. This on-site visit will be extended by one day for the on-site facilities review described in Task 2.

Task 2: Police Facility and Services Delivery System Review

Subtasks

- ◆ Evaluate the three existing policing facility uses, operations, and physical locations related to the community they serve.
 - We will conduct an on-site tour of each existing facility
 - We (and optionally, JKA) will conduct a general overview of each facility's size, condition, physical location in relationship to work responsibilities,

required coordination with other staff, appropriate amenities, and relationship to Department community engagement goals.

- ◆ Conduct a complete deployment review to analyze staffing needs and service demands.
 - We will begin our deployment review with an assessment of community risks and vulnerabilities, including infrastructure, demographics, criminal activity, regional anomalies, and public venues (including entertainment). Our vulnerabilities assessment will also include an assessment of the adequacy of Department technology.
 - We will collect and analyze historical patrol data to document calls for service, response time, and self-initiated activity by beat, shift, and day of the week.
 - This review will consider prior incident response statistics to measure the effectiveness to desired goals, response time criteria, and call prioritization relative to the current deployment plan.
- ◆ Identify appropriate Departmental levels of officer availability.
 - Based on the above data, we will develop a graphical representation of the officer availability by time of day and day of week. The amount of available patrol time generally used by officers for directed patrol, special projects, and community involvement varies from agency to agency. The Project Team will examine the nexus between officer availability and the Department's values, vision, mission, goals, and industry best practices.
- ◆ Perform data analysis.
 - Citygate will rely on the Department to provide a series of reports and data outputs.
 - We know how to assess the accuracy and reliability of data, how to determine relevancy of data in correlation to decision-making processes, how to best convert insights into actionable content for varying analysis, and how to structure actionable content for optimal usability without additional workload for the client.
- ◆ Issue SWOT (Strengths, Weaknesses, Opportunities, and Threats) Questionnaire
 - Assess Department member perceptions and expectations of their services by issuing SWOT questionnaires to employees and, as appropriate, other agency employees who interact with the Department to obtain perceptions of the Department and how it is or is not meeting needs.

Meetings and Deliverables

There will be one day spent on-site reviewing each existing police facility. This will occur on the second day of our first on-site trip described in Task 1. There are no deliverables anticipated for this task.

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

Subtasks

- ◆ Perform in-depth review of Department, including all the items listed in the RFP.
 - We will further review agency documents to examine current resource utilization, schedules, and productivity/performance measures of major units. Our previous data analysis will be contrasted with deployment strategies and work schedules, as described in this task.
 - We will conduct on-site interviews:
 - To continue to enhance our understanding of the issues at stake in this project, we will interview, as appropriate and directed, Command staff; Managers, Supervisors, and Officers in Charge (OICs) of the Department's Divisions and others responsible for the various units of the Department; representative(s) of the Police Officers Association; and members of City staff who frequently interact with or have an interdependent relationship with the Department.
 - These interviews usually entail the sworn manager (or civilian manager) levels of the organization, and in some cases, supervisory personnel.
 - The Citygate team has found it useful to interview key members of the community who have regular contact with the Police Department and are either positional or informal leaders. We work closely with the client on the selection of these individuals. We anticipate these individuals to include the Chamber of Commerce Director, Superintendents of Schools, and Parks and Recreation Director, at a minimum.
 - Citygate recognizes the importance of professional staff to the overall public safety mission of the Riverside Police Department. As such, we believe it is important to conduct interviews with

professional staff including, but not limited to, dispatch, records, clerical staff, and volunteers to understand their perspectives.

- Citygate will conduct additional interviews as determined in the kick-off phone meeting with the Department and City representatives. We will also remain available during the project to speak with up to three City and Department representatives by phone if they are unable to be interviewed during our on-site visit.
- Chief Davis and Undersheriff Elliott would like the opportunity, *at no extra cost to the City*, to each participate in an evening ride-along with a patrol officer of the first day of our on-site visit in Task 3.
- Chief Davis and Undersheriff Elliott will attend meeting, coordinated and conducted by City staff, to listen to community ideas, suggestions, and concerns.
- We will perform a detailed review of all core scope of work elements. As part of this review, we will:
 - Determine what, if any, adjustments to policing operations would be recommended to meet both current and projected needs of the City of Riverside.
 - Prepare an analysis of what policing functions the proposed new police headquarters should provide, and estimate the approximate size of both sworn and unsworn workforce needed within the proposed headquarters facility.
 - Make recommendations based on the City size and current growth projections for the type of policing models the City could best implement.
 - Considering current policing operations, future growth rates and population densities, provide general recommendations for locating any new facilities within the City and the approximate size of the work force of any facility recommended.
 - Provide analysis of the advantages and disadvantages of a large single administrative/policing facility versus separate administrative office and policing facilities.
 - Provide recommendations for any emerging technologies and/or trends in policing that may influence discussions today.

- As an option, JKA will develop space needs assessment options for a single administrative/policing facility versus a separate administrative office and policing facility.
 - As an option, based on square footage cost data from comparable projects, JKA will provide conceptual cost estimates for the project alternatives based on the space needs assessment provided.
- ◆ Once the Department review is completed, Citygate will integrate the data analysis, Department goals, deployment strategies, and facilities considerations to build integrated findings, recommendations, and implementation strategies. Our proposal underscores our belief that a thorough evaluation of the size, utility, and location of police facilities in the City is most appropriately informed by a thorough understanding of the current and projected workload. We believe involving JKA at the beginning of the process will result in the best outcome/investment for the City.

Meetings and Deliverables

There will be a two-day on-site visit in this task for Chief Davis, Undersheriff Elliott, and Captain Crane to conduct interviews and attend a meeting to gather community input.

Task 4: Conduct a Mid-Project Review

Subtasks

- ◆ Conduct two mid-project reviews: one with City staff, police administration, and/or others as desired; and a second with the Public Safety Board.
 - Upon the completion of the in-depth Department review and data analysis, we find it productive to conduct a mid-project review before writing the Draft Report. The purpose of this review is to meet with the client to review the preliminary findings and tentative recommendations of the study relating to the ideal staffing, location, and configuration of one or more new police facilities. This will also be an opportunity for the Department and consultants to perform fact-checks and make any mid-course corrections before additional work occurs.
 - The Citygate team will conduct two briefings on the same day regarding our working opinions in using PowerPoint and incident statistics.

Meetings and Deliverables

There will be two on-site meetings on the same day for Chief Davis and Undersheriff Elliott (and optionally, JKA) to review the overall project’s initial findings and recommendations, and to fact-check the data on which the findings were developed. Citygate will utilize a briefing delivered in PowerPoint to discuss the highlights of the study to date.

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

Subtasks

- ◆ The entire Citygate team will prepare a Draft Report. In the Draft Report we will:
 - Summarize the strengths of the Department and opportunities for improvement.
 - Present a review of how our approach and analyses were conducted.
 - Describe major findings by facility and work unit service delivery area.
 - Describe recommendations for staffing size and configuration, policing operations, facility location(s), and facility functions.
 - Present an explanation of improvements we identified and our integrated recommendations for their resolution in order to improve operations. This will be presented in the form of an Implementation Action Plan.
 - Describe a methodology for monitoring implementation status.
- ◆ Upon completion of the Draft Report, an electronic version in MS Word will be sent to the City Project Manager for comments using the “track changes” and “insert comments” tools in MS Word. Our normal practice is to review a draft of our report with management personnel to ensure that the factual basis for our recommendations is correct and to allow time for a thorough review. In addition, we take time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.

Meetings and Deliverables

We will schedule a teleconference meeting with the City Manager, Chief of Police, and others as desired to discuss and fact-check the Draft Report, answer any questions, and agree on elements for the Final Report.

Task 6: Prepare and Deliver the Final Report with Executive Summary and Recommendations

Subtasks

- ◆ The process of Final Report preparation is an important one. Implicit in this process is the need for a sound understanding of how our review was conducted, what issues were identified, why our recommendations were made, and how implementation should be accomplished.
- ◆ Prepare Final Report and oral presentation.
 - Based on the results of our Draft Report review process, we will then prepare and deliver a Final Report to the City. We also will make an oral presentation, using PowerPoint, to the Mayor and City Council or a group of the City's choosing.

Meetings

There will be one on-site meeting for Chief Davis and Undersheriff Elliott to make an oral presentation of the Final Report to the City Council or a group of the City's choosing.

B.4 FINAL REPORT CONTENTS

Citygate will produce a Final Report that will:

- ◆ Analyze the efficiency of the current deployment scheme of resources.
- ◆ Analyze the Department's ability to meet the listed standards.
- ◆ Recommend any adjustments to policing operations necessary to meet both current and projected future needs of the City of Riverside.
- ◆ Recommend the general location(s) of any proposed new facilities.
- ◆ Recommend the policing functions the proposed new police headquarters should provide.
- ◆ Recommend the approximate size of both sworn and unsworn workforce needed within the proposed headquarters facility.
- ◆ As an option, recommend space needs assessment options for a single administrative/policing facility versus separate administrative office and policing facilities.

- ◆ As an option, based on square footage cost data from comparable projects, provide conceptual cost estimates for the project alternatives.
- ◆ Recommend, based on the City size and current growth projections, the type of policing models the City could best implement to serve the public.
- ◆ Recommend any emerging technologies and/or trends in policing that may influence discussions today.
- ◆ If required, recommend changes in deployment methods, staffing levels, work processes, rank structure, allocation of resources, beat configuration, and scheduling to meet the current needs of the work units and to optimize service delivery.
- ◆ Provide supporting data and rationale for all recommendations listed in an Implementation Action Plan.
- ◆ Provide supporting statistics and other visual data to fully illustrate the current situation and consultant recommendations. This information shall be provided in both hard copy and computerized formats with an accompanying Microsoft PowerPoint presentation. The higher the quality and specificity of the available data, the more detailed and rich the picture will be of its interpretation. With reliable latitude and longitude coordinates and complete street addresses, maps can be provided which illustrate findings from our analysis.

B.5 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, the Department will assist Citygate with:

- ◆ Providing data and documents describing the organization, services, 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.

B.6 PROJECT SITE VISITS

The following is the proposed schedule of on-site meetings to facilitate the gathering of information for the project and to explain/present the project's findings and recommendations:

- ◆ Task 1 & 2 – One, two-day on-site visit spanning both tasks to conduct on-site initial interviews, identify additional data/information needs, and conduct a preliminary review of facilities.
- ◆ Task 3 – One, two-day on-site visit to conduct in-depth Department interviews and, at no additional cost to the City, to participate in an evening ride-along with a patrol officer. This trip will also consist of a meeting to gather community input, facilitated by City staff with Citygate attending.
- ◆ Task 4 – One on-site visit to review the initial project findings with the Department and fact-check the data on which the findings are based.
- ◆ Task 6 – One on-site visit to present our Final Report to the City Council or a group of the City’s choosing.

B.7 PROJECT SCHEDULE

Citygate anticipates this project will span approximately six months. Citygate is available to start the project upon contract award. The following is our proposed project schedule, including on-site visits and the expected time of completion for each component.

Proposed Project Schedule

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
1: Initiate and Manage Project						
2: Delivery System Review*						
3: In-Depth Agency Review						
4: Mid-Point Project Briefing						
5: Forecasting and Draft Report						
6: Prepare / Deliver Final Report						

● On-site meeting

* The on-site visit in Task 2 will occur on the second day of our first on-site trip shown in Task 1.

B.8 PROACTIVE PROJECT MANAGEMENT

Citygate will, in collaboration with the Department’s Planning Assessment Team, review and finalize a detailed project Work Plan, the schedule, activities, deliverables, roles and responsibilities, and project benchmarks. These tools will assist both the Department and consultants in monitoring project progress.

Citygate will provide monthly written status reports that describe work performed in the prior month, work scheduled in the upcoming month, and any study issues or project and budget issues.

City of Riverside, CA

Proposal to Conduct a Police Department Headquarters and Facilities Siting Study

This allows our Project Team and the Department to proactively manage upcoming Work Plan components and minimizes the need for and impact of project scope changes. In addition, Citygate has two dedicated project administration staff that assist field consultant efforts and ensure timely execution of project tasks. Citygate's President reviews project progress and work products routinely.

SECTION C—COMPANY INFORMATION

C.1 BUSINESS HISTORY



Citygate Associates, LLC, founded in 1990, is a cause-driven, character-based company dedicated to “The Business of Better Government.” Our Police Services practice conducts staffing studies, organizational studies, performance audits, deployment analyses, master and strategic plans, risk assessment studies, consolidation/JPA feasibility analyses, and GIS for local government agencies throughout the United States.

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

Although Citygate’s headquarter office is located in Folsom, California, we provide services throughout the United States. Citygate has no other offices. Citygate was established on January 1, 1990 as a sole proprietorship. The company incorporated in May 1991 as a Chapter S Corporation and was reincorporated as a Limited Liability Corporation (LLC) in January 2000. David C. DeRoos is Citygate’s President.

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 has nearly 50 full- and part-time employees with expertise across the full array of local government functions, particularly fire and emergency services.

The contact information for our headquarters office is:

600 Coolidge Drive, Suite 150
Folsom, CA 95630
(916) 458-5100

Firm Stability

Citygate has no record of litigation, mediation, or arbitration. Citygate has been actively in business since 1990. The firm’s sole owner, Mr. DeRoos, utilizes a business model that provides for adequate adjustments in the volatile public sector consulting industry under both expanding and contracting conditions. Therefore, the firm is financially stable, and will continue to be.

SECTION D—COMPANY PERSONNEL

D.1 REQUIRED TEAM SKILLS

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

Citygate’s team has over 100 years of related practitioner experience, covering every police function in the City’s RFP.

- ◆ Law enforcement deployment principles and practices
- ◆ Law enforcement staffing
- ◆ Law enforcement command and organizational structure
- ◆ Law enforcement performance measurement
- ◆ Law enforcement investigations, special operations, and community risk reduction
- ◆ Dispatch, communications, and 9-1-1 experience
- ◆ Operating and capital budgeting
- ◆ City management and cost-of-services analysis
- ◆ Fleet management
- ◆ Public safety technology
- ◆ Safety and training
- ◆ Professional standards, compliance, and auditing
- ◆ Land use planning
- ◆ Strategic, master, and business planning.

D.2 PROJECT TEAM AND ROLES

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

Chief James Davis, MS, Police Services Principal and Project Manager



Chief James Davis has more than 40 years of public safety experience. Having served in every capacity in the El Cajon Police Department, he retired in 2004. Chief Davis led an organization of 312 people with an annual budget of more than \$24 million. He chaired a successful police facility bond measure. Prior to the passing of the measure, employees of his department worked out of four separate locations. Part of the bond measure preparation dealt with documenting department needs including impacts on communication, workplace safety, operational/functional needs and efficiencies, and community access. Due in part to the success of the bond measure, he was asked to co-chair a school bond measure and subsequently served as the Chairman of the *Oversight Committee* for the successful school bond measure.

He went on to consult on regional, state, national, and international issues. He accepted an appointment from the California Governor as the Chairman of the Board of Parole Hearings. He served the administration in that capacity until 2008. As part of his duties as the Acting Executive Officer he began a process for identifying appropriate alternative sites and space needs for a new headquarters building for the Board. From 2008 through 2014, Chief Davis was an instructor and Police Academy Director.

He is a graduate of the FBI National Academy, Police Executive Research Forum's Senior Management Institute for Police, California Command College, and University of San Diego with a Master of Science degree in Law Enforcement and Public Safety Leadership. Chief Davis brings with him a track record and reputation for innovation, creativity, and an ability to design cutting-edge police services. He is currently adjunct faculty for the University of San Diego's Master's degree in Law Enforcement and Public Safety Leadership.

Chief Davis will lead the assessment of police operations and management, perform on-site interviews, co-present briefings, and co-author reports.

Chief Davis can be reached at (619) 921-2979.

Undersheriff Gary Elliott, MS, Police Services Senior Associate



Undersheriff Gary Elliott has 30 years of law enforcement experience. Having served at every level of the Solano County Sheriff’s Office, he recently retired as the Undersheriff, responsible for the day-to-day operations of the organization which included over 560 full-time employees and a budget in excess of \$110 million. His experience with the Sheriff’s Office includes 18 years on the SWAT Team as a tactical operator, team leader, and commander. He also served in the Investigations Bureau for approximately seven years, first as detective, then as detective sergeant (supervisor), and finally as the Investigative Services Commander. He has investigated, supervised, and/or managed hundreds of criminal cases ranging from low-level property crimes, such as fraud, to complex homicide investigations. Prior to his retirement, Undersheriff Elliott served on two major public safety construction projects including an \$89 million state-of-the-art jail facility in 2014, and a \$25 million 40,000-square-foot re-entry vocational training center in 2019. Undersheriff Elliott also has extensive leadership experience as a commissioned officer in the United States Army Reserve. He retired in September of 2018 after 36 years of service, at the rank of full Colonel.

Undersheriff Elliott will assist with the assessment of police operations, management, workload, and facilities, will co-author the report, and will attend on-site meetings.

Undersheriff Elliott can be reached at (707) 580-5237.

Captain Stephen Crane, Police Services Senior Associate



Captain Stephen Crane has 25 years of law enforcement experience. He served for the Seattle Police Department, the Sonoma County Sheriff’s Department, and the Fairfield Police Department, prior to his retirement in April 2019. He has served at the rank of officer, Detective, Sergeant, Lieutenant, and Captain. As a Captain with the Fairfield Police Department, he managed the day-to-day operations of the organization, which included 190 full-time employees and a budget of approximately \$38 million. He also served as the manager of facilities within the Department and oversaw various remodels and facility projects/upgrades within the organization based on Department mission, growth, goals, objectives, and budgets, while collaboratively working with other city departments and contractors. Additionally, Captain Crane served on an organizational committee responsible for infrastructure assessment and identification of current and future program needs for a multi-million dollar Addition/Remodel Feasibility and Growth Infrastructure Assessment for the Department’s headquarters facility. He has led and held responsibilities in Patrol Operations, the Emergency Services Unit, the Mobile Field Force team, the Investigations Bureau, the Traffic Unit, the Homeless Intervention Team, the Honor Guard, the Crisis Intervention Team, Peer Support, Code

Enforcement, Crime Prevention, School Resource Officers, the Police Activities League, Volunteers In Policing, Administrative Services, Fleet Maintenance, Personnel and Recruitment, Records, Property and Evidence, Dispatch, Facilities, Budget and Grants, a regional training facility, and the Emergency Operations Center. He has a bachelor's degree in business administration from Sonoma State University and is currently pursuing a Master of Public Safety Leadership and Administration degree at Arizona State University.

Captain Crane will assist with the assessment of police operations, management, workload, facilities, and will co-author the report.

Captain Crane can be reached at (707) 330-9973.

Eric Lind, MA, Statistical and Operational Analysis Associate



Mr. Eric Lind's 18 years' experience spans several industries, including two years in municipal government as a performance improvement analyst. His municipal government experience has largely focused on public safety performance improvement projects. He has developed baseline system-wide EMS response time capability and testing alternative models, reviewed medical priority dispatch systems and dispatch priorities for EMS systems, and improved Public Safety dispatch process flow. He has also performed an administrative performance assessment of civilian police staff, a fire facilities location study, and alternative fire service delivery modeling.

Mr. Lind has used performance improvement and business transformation techniques throughout his career across the globe. He is skilled with developing and conducting statistical research to answer operations questions. He is equally comfortable with survey research. Mr. Lind has two published survey research papers, including one he developed for Rotary International.

Mr. Lind is a Lean Six Sigma Certified Black Belt and has a bachelor's and two master's degrees in international business, each from a different country.

Mr. Lind will provide statistical and mapping analysis and data verification for police incident analysis.

Mr. Lind can be reached at (475) 202-9406.

Chief Stewart Gary, MPA, Public Safety Principal



Chief Stewart Gary is the Public Safety Principal for Citygate Associates. Over the last 18 years, he has performed over 300 organizational and deployment studies on public safety departments and has led numerous police services projects, including for the City of Rancho Cucamonga and the partner Cities of Adelanto, Hesperia, and Victorville and the Town of Apple Valley. Chief Gary is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For 15 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. He served as the project manager for Citygate’s recent combined police and fire department reviews for Glendale and Surprise, Arizona, and he has led a variety of public safety facilities reviews.

Chief Gary will provide overall project leadership and review reports and briefings.

Chief Gary can be reached at (916) 458-5100 ext. 305.

David DeRoos, MPA, CMC, Citygate President



Mr. DeRoos has 30 years’ 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.

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

Mr. DeRoos can be reached at (916) 458-5100 ext. 101.

Jeff Katz Architecture, Public Safety Architectural Specialists



Headquartered in San Diego, CA, JKA is a nationally recognized design firm and has experience ranging from public safety facilities to military to entertainment and parks and recreation. JKA prides itself on repeat clients and

encourages the direct contact of past clients to inquire about their experiences with Jeff Katz Architecture. Citygate has worked with JKA since April of 2018.

As an option for the City's consideration, JKA will perform a conceptual space needs assessment, including attending key City and Department leadership interviews, visiting each facility and evaluating its condition, reviewing Citygate's data and recommendations, developing space needs assessment options for the City, providing conceptual cost estimates, and participating in presentations as appropriate.

JKA can be reached at (619) 698-9177.

Jeff Katz, AIA, Principal-in-Charge



Mr. Katz has practiced architecture since 1983, working with a multitude of private-, public-, and government-sector clients. He is currently licensed to practice architecture in the States of California, Texas, Florida, Hawaii, Idaho, Minnesota, Colorado, Washington, and Nevada. He has overseen the design and construction of more than 60 public safety facilities. He is SAVE-certified in Value Engineering and is a recognized expert on Americans with Disabilities Act accessibility requirements. He has participated in post-earthquake damage assessment seminars through the State Office of Emergency Services. His collaborative and engaging style, practical and straightforward approach, and over 30 years of proven experience make him a favorite in the Public Safety Facility community.

Christie Hanson, AIA, LEED AP BD+C, DBIA, Project & Design Manager



Ms. Hanson is the Design Manager at JKA and Licensed Architect in the State of California. She has prepared construction documents for public and private sector projects. She excels in building design, photorealistic architectural renderings and manages the Building Information Modeling Process internally and across all team members. Christie is also a certified member of the American Institute of Architects and the Design Build Institute of America.

Anthony Damon, AIA, LEED Green Associate, Project & Quality Control Manager

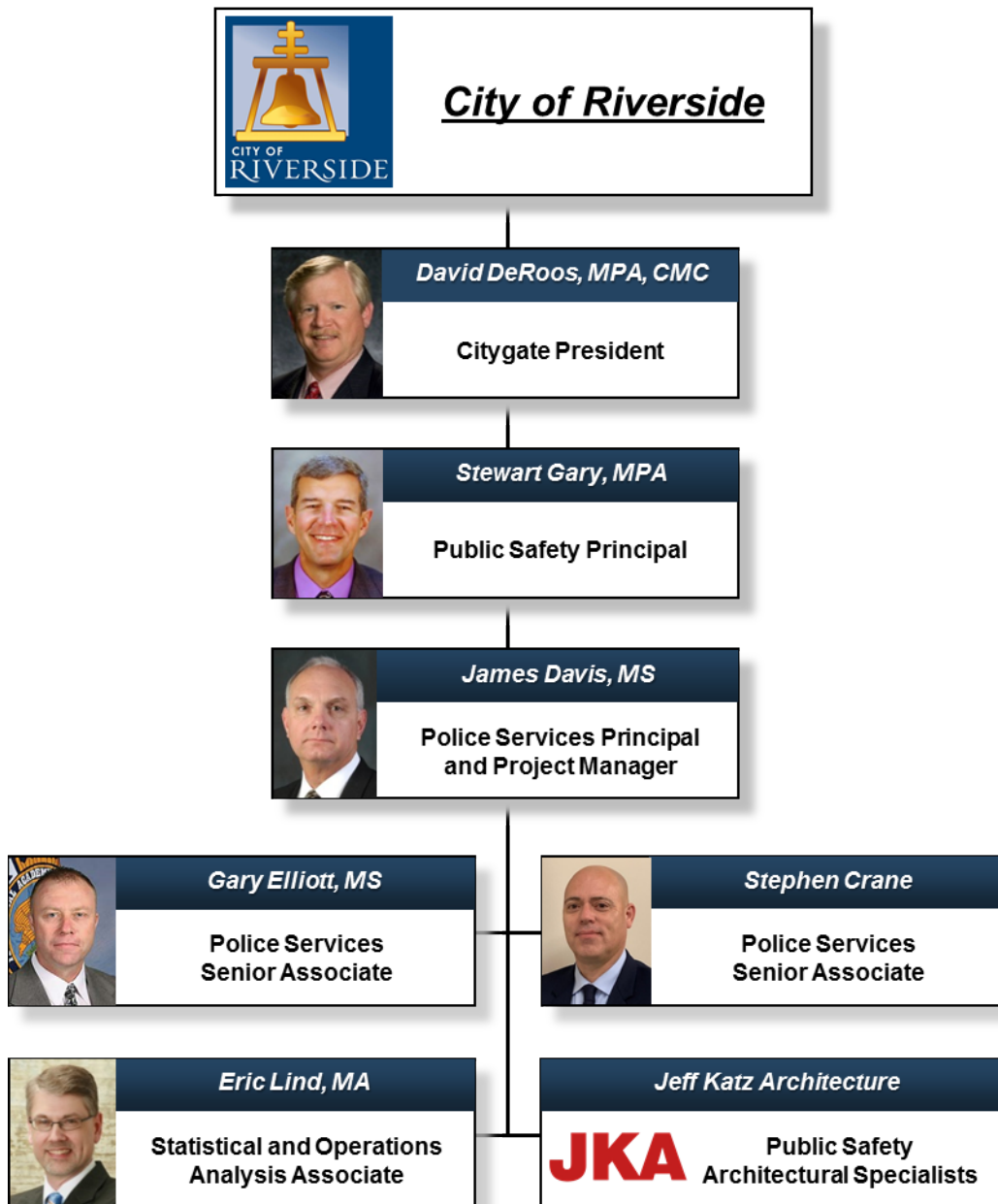


Mr. Damon has prepared construction documents and provided construction administration for multiple public and private sector projects. Anthony was named one of Engineering and News Record's Top 20 Under 40 Construction Industry Professionals for 2014. Anthony also provides Real Estate Services including financial and operational analysis of various types of commercial, residential, and industrial properties.

D.3 PROJECT TEAM ORGANIZATION CHART

Citygate’s Project Team organization chart is shown below:

Project Team Organization Chart



SECTION E—EXPERIENCE AND REFERENCES

The following is a small sample of Citygate’s and JKA’s recent and relevant experience providing services the same as or similar to the services requested in the City’s RFP. Citygate’s experience is presented first, followed by JKA’s. Reference information has been provided for the first four Citygate projects listed, all completed within the past five years. Citygate first identifies law enforcement staffing and workload studies, followed by projects involving the review or siting of public safety facilities.

Citygate 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. We strongly encourage the City to contact our project references—they are *golden*.

E.1 CITYGATE PROJECT EXPERIENCE

E.1.1 Law Enforcement Workload and Staffing Reviews

City of San Luis Obispo, CA – Police Department Comprehensive Services Delivery and Staffing Review

Citygate performed a comprehensive services delivery and staffing review of the San Luis Obispo Police Department. The study included a review of the adequacy of the existing deployment system, scheduling, and staffing. Citygate’s report included a detailed analysis of the response time, crime, and call data that drives the recommendations for staffing in Patrol, as well as an assessment of the staffing of the support functions in the Department.

The Police Master Plan was very well received by executive management and then the City Council. The plan continues to drive annual budget decisions in a very tough environment to fund improvements.

Contact Person: Deanna Cantrell, Police Chief

Address: 1042 Walnut Street, San Luis Obispo, CA 93401

Phone: (805) 781-7256

Email: dcantrell@slocity.org

City of Surprise, AZ – Public Safety Master Plan Including Comprehensive Review of Police and Fire Departments

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 public safety’s 15-year goals, but also details specific three-year implementation steps. To

City of Riverside, CA

Proposal to Conduct a Police Department Headquarters and Facilities Siting Study

accomplish these objectives, Citygate comprehensively assessed all facets of the current public safety operations, including mission, goals, policies, practices, deployment, facilities, equipment, programming, organizational structure, and staffing levels. Animal services was included within the scope of the Police Department review.

Both the Police and Fire Master Plans were very well received by executive management and then the City Council. The plans continue to drive annual budget decisions.

Contact Person: Michael Frazier, City Manager

Address: 16000 N. Civic Center Plaza, Surprise, AZ 85374

Phone: (623) 222-1022

Email: michael.frazier@surpriseaz.gov

City of Glendale, AZ – Comprehensive Public Safety Deployment and Performance Review of the Police and Fire Departments

Citygate performed a comprehensive deployment and performance review for the Police and Fire Departments in Glendale, Arizona. This review included a police services analysis, a Standards of Coverage and headquarters assessment for fire services, as well as and an advanced data overview for both Departments. Citygate also conducted a staffing analysis. This project was very well received by leadership of the Departments and the City Council members.

Contact Person: Debora Black, (Former Police Chief of Glendale, now with Prescott, AZ)

Address: 222 S. Marina, Prescott, AZ 86303

Phone: (928) 777-1900

Email: debora.black@prescott-az.gov

Yuba County, CA – Comprehensive Services Delivery and Staffing Review

Citygate performed a comprehensive services delivery and staffing review of the Yuba County Sheriff's Department to examine the current delivery of services and provide recommendations of alternatives needed to meet current best practices concerning appropriate staffing levels. The Work Plan addressed all facets of field, command, and support operations, including, but not limited to: the Operations Division, the Patrol Division, Investigations, Communications and Records, the Support Services Division, and Crime Analysis, as well as the Reserve and Volunteer programs.

Contact Person: Steven Durfor, Sheriff (Currently Retired)

Address: 720 Yuba Street, Marysville CA 95901

Phone: Available Upon Request

Email: No longer available

Monterey County, CA – Comprehensive Services Delivery and Staffing Review of the Sheriff's Department

Citygate performed a comprehensive services delivery and staffing review of the Monterey County Sheriff's Department. This study addressed all facets of field, command, and support operations, including, but not limited to: Enforcement Operations (patrol), Corrections Operations (jail), Administration, Investigations, Internal Affairs, professional standards, training, records, support services, civil services, coroner services, and other specialty services.

Citygate provided 26 findings and 34 recommendations across seven themes, primarily focused around a multi-year plan to make significant staffing adjustments to increase departmental efficiency and balance Department patrol workload. The report was very well received by the Department, which provided a glowing review of Citygate and the Final Report.

City of Eloy, AZ – Comprehensive Services Delivery and Staffing Review

Citygate performed a comprehensive services delivery and staffing review for the City of Eloy Police Department. The Work Plan addressed all facets of field, command, and support operations, including, but not limited to: the Field Services Division, including Patrol and Investigations, and the Support Services Division, including Fiscal, Fleet, Crime Prevention, Training, Policy and Procedures, Public Relations, Internal Affairs, Professional Standards, and other specialty services.

City of Woodbury, MN – Public Safety Staffing Study

Citygate is currently performing a public safety staffing study for the City of Woodbury, Minnesota, to entail a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.

Los Angeles County, CA – After Action Review of the Woolsey Fire Incident

Citygate's law enforcement and fire services consulting teams are currently assisting the Los Angeles County Office of Emergency Management in preparing a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the County and inclusive of the major agencies that interacted and assisted the County during the historic event, including the County Sheriff's Department. This review is scheduled to be completed over a 10-month project schedule, incorporating all the best practice elements as recommended by the California Governor's Office of Emergency Services.

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

Citygate performed a police services consolidation and contract for shared services analysis. The study addressed opportunities for improvement in: (1) efficiency and effectiveness; (2) enhancing

or expanding services; (3) reducing and/or avoiding costs and duplications; (4) coordinating regional planning and eliminating artificial boundaries; (5) standardizing services and programs; (6) enhancing the opportunities for future grant funding; and (7) enhancing customer service.

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

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

Citygate completed a Patrol Division workload and alternative scheduling plan review for the Santa Monica Police Department. Citygate’s Project Team conducted a thorough analysis of the Department’s performance, work schedule performance impacts, and the literature regarding compressed work schedules.

City of Rancho Cucamonga, CA – Police Service Analysis

Citygate performed a police service analysis for the City of Rancho Cucamonga to assist in evaluating the current police services provided to the City by the San Bernardino County Sheriff’s Department, as well as other potential service options. The scope of the study included evaluating how the current contract compares to similarly situated cities that also contract for law enforcement services; if establishing an in-house police department is feasible, considering start-up and ongoing operational costs; whether there are viable law enforcement agencies in the region that could provide law enforcement services or partners to form a Joint Powers Authority; and whether there is a tipping point beyond which the City should consider a police services alternative.

The City accepted Citygate’s analysis that the services and costs from the Sheriff’s Department, once fully understood, were better than the City could provide as a smaller, stand-alone agency. The cost model showed that staffing add-back positions for the new, separate police headquarters team needed to replace Sheriff’s administrative functions would consume nearly all the pension savings.

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

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

The City Managers accepted Citygate’s in-depth analysis with pros and cons of a public safety JPA. At that time in California, the implementation of the CalPERS PEPPRA plans was not well

known for JPAs; subsequent legislation would later fix this. Given the cost projections at that time, the economic model to separate from the Sheriff's Department did not show enough gains to justify the risks.

E.1.2 Public Safety Facilities Reviews

City of San Diego, CA – Space and Facility Needs Assessment for the Emergency Communications and Data Center

Citygate, in partnership with Jeff Katz Architecture, is currently assessing the space and facility needs of the San Diego Fire-Rescue Department's Emergency Communications and Data Center to provide space-needs planning for this essential public facility in a way that can cost-effectively evolve. This assessment includes researching the benefits of sharing space with the California Department of Forestry and Fire Protection's Interagency Command and Communications Center.

City of Claremont, CA – Survey and Cost Comparison for Constructed Public Safety Facilities/Project

Citygate completed a survey and cost comparison for the City of Claremont, California, comparing the major cost components on constructed Public Safety projects to better understand the reasonableness of the initial cost estimate of approximately \$50 million for a new Public Safety facility for the Police Department.

Chabot-Las Positas Community College District, CA – Fire Services and EMS Training Facility Review

Citygate acted as independent subject-matter experts to provide feedback regarding the siting of firefighting and emergency medical training program facilities. The study looked at the District partnering with the local government or directly providing facilities on either of the campuses.

City of Vancouver, WA – Fire Department Facilities Assessment

Citygate assisted the City of Vancouver with a fire facilities project. This review consisted of an in-depth analysis of coverage, response times and statistics, and current staff capabilities to help the City determine Department location and relocation needs. Additionally, the project's scope included a secondary assessment to determine if additional services are required.

El Dorado Hills Fire District, CA – Workload, Staffing, and Facilities Master Plan

Citygate conducted a comprehensive community risk assessment, deployment/staffing, and facilities Master Plan for the El Dorado Hills Fire District to prepare for future needs based on nationally recognized guidelines and best practices, federal and state mandates, and pertinent local and regional operating procedures.

Kings County, CA – Fire Station Distribution Study

Citygate conducted a fire station distribution study for the Kings County Fire Department. The goal of this study was to identify and evaluate potential alternate fire station sites as they impact overall Department deployment and response performance as a foundation for future capital facility planning.

E.2 JKA PROJECT EXPERIENCE

City of San Diego, CA – Northwest Division Police Substation

This project involved the construction of a new Northwest Area Police Station for the City of San Diego. The 22,000 square foot (SF) police sub-station included reception, assembly, officers' quarters, an armory, a detective operations area, detention area, interview rooms, line up rooms, locker, and evidence storage facilities. JKA provided an appealing architectural solution to allow this municipal facility to blend with the surrounding neighborhood.

San Diego County, CA – Rancho San Diego Sheriff Substation

This project involved a new 26,000 SF Sheriff Station to serve San Diego County, including a temporary detention facility, processing patrol functions as well as office space for a fully functioning essential services facility in Rancho San Diego. The project houses approximately 80 sworn staff, 12 professional staff, 10 reserve deputies, and 30-40 Senior Volunteers.

City of San Ramon, CA and San Ramon Fire Protection District, CA – San Ramon Public Safety Center

This project includes a complete renovation of an existing 40,000 SF Police Station including administrative functions, training room, briefing area, locker rooms, secure intake, evidence and holding areas, as well as secure parking for staff and patrol vehicles. The project also includes the space planning and renovation of an existing 25,000 SF space to serve as the Fire Administration Headquarters for San Ramon Fire Protection District. The third portion of this project includes the construction of a new, essential service designed Emergency Communications Call Center and Emergency Operations Center.

San Diego County, CA – Pine Valley Sheriff Station Programming

JKA provided programming services simultaneously for both the new Pine Valley Sheriff Station and Boulevard Fire Station facilities. By working closely with stakeholders, the conceptual layouts, space adjacencies, area, and circulation JKA identified during the programming phase translated directly into the construction documents phase. The County also utilized JKA's RFP creation and bid assistance services as a technical advisor during the interview stages of design-build delivery for both projects.

City of Los Altos, CA – Police Station and EOC

This project currently in design will provide a new Emergency Operations Center (EOC) and restrooms in a new essential facilities building addition to the existing police station. Another component of this project is the complete HVAC system replacement of the existing police facility and associated renovations. JKA is providing full architectural services including concept design, construction documents, bid assistance, and construction administration.

SECTION F—EVIDENCE OF INSURANCE

Citygate can comply with the City’s insurance requirements. A copy of an insurance certificate is shown on the following pages.



CERTIFICATE OF LIABILITY INSURANCE

CITYG-1

OP ID: AN

DATE (MM/DD/YYYY)

06/26/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Cummins Insurance Agency, Inc. License # OC42488 4401 Hazel Avenue, Suite 110 Fair Oaks, CA 95628 Cummins Insurance Agency, Inc		CONTACT NAME: Cummins Insurance Agency PHONE (A/C, No, Ext): 916-961-6000 E-MAIL ADDRESS: FAX (A/C, No): 916-961-3046	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A : Sentinel Insurance Company Ltd	NAIC # 11000
INSURED Citygate Associates, LLC David Deroos 600 Coolidge Drive, Suite 150 Folsom, CA 95630		INSURER B : The Hartford	541611
		INSURER C : Landmark American Ins. Co.	33138
		INSURER D :	
		INSURER E :	
		INSURER F :	


COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Primary/Non-Contr GEN'L AGGREGATE LIMIT APPL ES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			57SBAAZ1255	07/15/2019	07/15/2020	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 Empl Dis \$ 50,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			57SBAAZ1255	07/15/2019	07/15/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			57SBAAZ1255	07/15/2019	07/15/2020	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 4,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	57WECEU6620	10/01/2018	10/01/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Errors & Omissions			LHR774429	02/14/2019	02/14/2020	Aggregate 2,000,000 Ea. Occur 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

PROOF-1 For proof of insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
--	---

© 1988-2014 ACORD CORPORATION. All rights reserved.

SECTION G—PRICING

G.1 PROJECT FEES

Citygate’s charges are based on *actual time* spent by the consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, and a five percent administrative fee to cover printing, clerical, and support services related to the engagement. Citygate will undertake this study for a “not-to-exceed” total cost based on the proposed project Work Plan, scope of work, and schedule as presented in the following table. Any additional work outside the scope of services described in this proposal, as mutually agreed to in writing as a change order, will be billed at the hourly rate of the respective consultant(s), including any reimbursable expenses plus a five percent administrative fee.

G.1.1 Core Project Cost Summary

Consulting Fees of Project Team	Reimbursable Expenses	Administration (5% of Hourly Fees)	Total Core Citygate Project Amount
\$68,330	\$7,707	\$3,417	\$79,454

The following option is not included in the core project cost.

G.1.2 Option Cost Summary

Option	Cost
Conceptual Space Needs Assessment by JKA	\$16,499
Total with Option	\$95,953

This cost proposal reflects Citygate’s best effort to be responsive to the City’s needs at a reasonable cost. *If the proposed scope of work and/or costs are not in alignment with the City’s needs or expectations, Citygate is open to discussing modification of the proposed scope of work and associated costs.*

Our price quote is effective for 60 days from the date of receipt of this proposal and includes one (1) draft review cycle as described in Task 5 of the Work Plan, to be completed by Citygate and the City within 30 calendar days of the City receiving the Draft Report. Additional Draft Report cycles or processing delays requested by the City would be billed in addition to the contracted amount at Citygate’s time and materials rates. When changes are agreed upon, Citygate will provide the Final Report in reproducible Portable Document Format (PDF). The Draft Report will be considered to be the Final Report if there are no suggested changes within 30 days of the delivery of the Draft Report.

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

G.2 STANDARD HOURLY BILLING RATES

Citygate’s and JKA’s hourly rates are as follows:

Classification	Rate	Consultant
Citygate Associates, LLC		
Citygate President	\$175 per hour	David DeRoos
Public Safety Principal	\$225 per hour	Stewart Gary
Police Services Principal / Project Manager	\$175 per hour	James Davis
Police Services Senior Associate	\$175 per hour	Gary Elliott
Police Services Senior Associate	\$175 per hour	Stephen Crane
Statistical and Operational Analysis Associate	\$175 per hour	Eric Lind
Report Project / Survey Administrator	\$125 per hour	Various
Administrative Support	\$95 per hour	Various
Jeff Katz Architecture		
Principal	\$220 per hour	Jeff Katz
Project Manager	\$180 per hour	Christie Hanson Anthony Damon
Drafter	\$120 per hour	Various
Administrative Support	\$80 per hour	Various

G.3 BILLING SCHEDULE

We will bill monthly for time, reimbursable expenses incurred at actual costs (travel), plus a five percent (5%) administration charge in lieu of individual charges for copies, phone, etc. Our practice is to send both our monthly status report and invoice electronically. If we are selected for this project, we will request the email for the appropriate recipients of the electronic documents. Hard copies of these documents will be provided only upon request. We prefer to receive payment by via 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

PROJECT TEAM RESUMES

Chief James Davis has more than 40 years of public safety experience. Having served in every capacity in the El Cajon Police Department, he retired in 2004. Chief Davis led an organization of 312 people with an annual budget of more than \$24 million. He chaired a successful police facility bond measure. Prior to the passing of the measure, employees of his department worked out of four separate locations. Part of the bond measure preparation dealt with documenting department needs including impacts on communication, workplace safety, operational/functional needs and efficiencies, and community access. Due in part to the success of the bond measure, he was asked to co-chair a school bond measure and subsequently served as the Chairman of the *Oversight Committee* for the successful school bond measure.

He went on to consult on regional, state, national, and international issues. He accepted an appointment from the California Governor as the Chairman of the Board of Parole Hearings. He served the administration in that capacity until 2008. As part of his duties as the Acting Executive Officer he began a process for identifying appropriate alternative sites and space needs for a new headquarters building for the Board. From 2008 through 2014, Chief Davis was an instructor and Police Academy Director.

He is a graduate of the FBI National Academy, Police Executive Research Forum's Senior Management Institute for Police, California Command College, and University of San Diego with a Master of Science degree in Law Enforcement and Public Safety Leadership. Chief Davis brings with him a track record and reputation for innovation, creativity, and an ability to design cutting-edge police services. He is currently adjunct faculty for the University of San Diego's Master's degree in Law Enforcement and Public Safety Leadership.

Relevant Citygate Experience Includes:

- ◆ Served as Law Enforcement Practice Leader and Project Consultant for the City of Rancho Cucamonga Police Services Analysis.
- ◆ Served as Law Enforcement Practice Leader and Project Consultant for a feasibility study to create a public safety Joint Powers Authority for the Cities of Adelanto, Hesperia, and Victorville and the Town of Apple Valley, California.
- ◆ Currently serving as Police Services Principal and Project Manager for a public safety staffing study for the City of Woodbury, Minnesota, which entails a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.
- ◆ Served as Law Enforcement Practice Leader and Lead Consultant for a police services consolidation or contract for shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra, and Yorba Linda, California.
- ◆ Served as Law Enforcement Practice Leader and Lead Consultant for a police dispatch shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra, and Placentia, California.
- ◆ Currently serving as Police Services Principal to assist with a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the Los Angeles County Office of Emergency Management.

- ◆ Served as Law Enforcement Practice Leader and Project Consultant for a review and assessment of current organizational structure, operational functions, and levels of staffing for each District department to enhance organizational and operational current and future needs for the Monterey Peninsula Airport District.
- ◆ Served as Law Enforcement Practice Leader and Project Manager for a Patrol Division workload and alternative scheduling plan for the Santa Monica Police Department.
- ◆ Served as Law Enforcement Specialist for Citygate's police department consolidation feasibility assessment for the Cities of Burlingame and San Mateo, California.
- ◆ Served as Law Enforcement Practice Leader and Lead Consultant for a Management Review of the Police Department for the City of Maricopa, Arizona.
- ◆ Served as Law Enforcement Practice Leader and Lead Consultant for Citygate's review of the Police Department in the City of Goodyear, Arizona.
- ◆ Served as Lead Consultant for a review of the Provo City Police Department's leadership and management approach to implementing its policies regarding the standards of conduct and ethics.

Relevant Non-Citygate Experience Includes:

Commissioner and Chairman, Board of Parole Hearings – February 2006 to October 2008

- ◆ Appointed by Governor Schwarzenegger to the Board of Parole Hearings as Commissioner on February 14, 2006, and as Chairman on June 28, 2006.

Consultant and Advisor – January 2005 to February 2006

- ◆ Contracted by Civilian Police International to provide expertise on restructuring and training of Afghan National (Civilian) Police.
- ◆ Contracted by Citygate Associates to advise on best practices for the effective and efficient delivery of public safety services.
- ◆ Asked by the Superintendent of Grossmont Union High School District to review District security policies and practices.

Chief of Police, El Cajon, California – December 2000 to December 2004

- ◆ Served as Chief of Police of El Cajon, California, a mixed density, diverse city of 100,000 residents sitting east of San Diego.
 - Introduced community-oriented policing, the application of technology to patrol services and criminal investigations, and Department-wide foundational training on hypervigilance and ethics and reorganized the forensic laboratory.
 - Secured passage of Proposition O to provide \$62 million for public safety.
 - Recognized by the Police Executive Research Forum for Best Police Practices and featured as a speaker and presenter at state and national conferences.

-
- ◆ Spearheaded crime control and technology initiatives for the entire San Diego Region:
 - Chaired Automated Regional Justice Information System Management Committee and developed programs for regional research and expanded sharing of information across jurisdictional boundaries.
 - Helped design and served as founding member of the San Diego Association of Governments Public Safety Committee.
 - Served as member of the National Institute of Justice, Border Research Technology Advisory Committee.
 - Initiated the establishment of the Narcotic Information Network, coordinating narcotics investigations between local, state, and federal agencies.
 - Served on the California Department of Motor Vehicles Director's Advisory Committee, with significant focus on biometrics.

Patrol Officer to Captain, El Cajon, California – October 1974 to December 2000

- ◆ Achieved rank of Captain with El Cajon Police Department in a career that included the following:
 - Special Investigations and Special Weapons and Tactics Commander
 - Traffic Division Commander
 - Investigations Division Commander
 - Captain of Operations Bureau, including critical incidents, planning, program management, budgeting, personnel, and interaction with the community, other governmental agencies and City Council on all issues relating to the Patrol, Traffic, Communications, Reserves, Cadets, and Animal Control Divisions
 - Captain of Support Bureau, including coordination with other local state and federal agencies on sensitive investigations, planning, program management, budgeting, personnel, and interaction with the community, other governmental agencies, and the City Council on issues relating to the Investigations, Special Investigations, Training, and Forensic Laboratory Divisions

Education and Advanced Training:

- ◆ Bachelor of Science in Organizational Management, Christian Heritage College
- ◆ Associate of Arts in Administration of Justice, Grossmont College
- ◆ Senior Management Institute for Police, Police Executive Research Forum
- ◆ California Command College, California
- ◆ Federal Bureau of Investigations National Academy, Quantico, Virginia
- ◆ Executive Development, Justice Training Institute, California

-
- ◆ Drug Enforcement Administration Drug Unit Commanders Academy, Quantico, Virginia

Community Leadership:

As an active member in many charitable and service organizations, Chief Davis's accomplishments and roles as a community leader include the following:

- ◆ Awarded El Cajon Citizen of the Year in 2005.
- ◆ Served as founder, past president, and current board member of Stoney's Kids, a private non-profit corporation supplying funding for a variety of youth and educational programs.
- ◆ Served as President of the Rotary Club of El Cajon and established innovative programs for middle school students in reading and math.
- ◆ Served on the K-16 Executive Advisory Committee working on coordination of curriculum, kindergarten through college, and an innovative program to track student achievement.
- ◆ Served as a community member of an Achievement Gap Task Force for the Cajon Valley Union School District working on resolving the underlying issues causing differences in student achievement.

Undersheriff Gary Elliott has 30 years of law enforcement experience. Having served at every level of the Solano County Sheriff's Office, he recently retired as the Undersheriff, responsible for the day-to-day operations of the organization which included over 560 full-time employees and a budget in excess of \$110 million. His experience with the Sheriff's Office includes 18 years on the SWAT Team as a tactical operator, team leader, and commander. He also served in the Investigations Bureau for approximately seven years, first as detective, then as detective sergeant (supervisor), and finally as the Investigative Services Commander. He has investigated, supervised, and/or managed hundreds of criminal cases ranging from low-level property crimes, such as fraud, to complex homicide investigations. Prior to his retirement, Undersheriff Elliott served on two major public safety construction projects including an \$89 million state-of-the-art jail facility in 2014, and a \$25 million 40,000-square-foot re-entry vocational training center in 2019. Undersheriff Elliott also has extensive leadership experience as a commissioned officer in the United States Army Reserve. He retired in September of 2018 after 36 years of service, at the rank of full Colonel.

Relevant Experience Includes:

- ◆ Currently serving as Law Enforcement Services Specialist to assist with a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the Los Angeles County Office of Emergency Management.

Employment:*Undersheriff**Solano County Sheriff's Office, Fairfield, CA**February 1989–Present*

- ◆ Managed the day-to-day operations of the organization, including four major functional divisions: Field Operations, Custody, Office of Emergency Services, and Administration.
- ◆ Spent over 18 years as member of the Department's Special Weapons and Tactics (SWAT) Team as a tactical operator, team leader, and commander.
 - Participated in, planned, supervised, and/or commanded practically every critical incident that the Department was involved in during tenure on the team.
- ◆ Served in the Investigations Bureau for approximately seven years, first as Detective, then as the Detective Sergeant (supervisor), and finally as the Investigative Services Commander.
 - Investigated, supervised, and/or managed hundreds of criminal cases ranging from low-level property crimes, such as fraud, to complex homicide investigations.
- ◆ As a Captain and Custody Division Commander, served as the Sheriff's principle advisor on prison realignment.

-
- Entailed a paradigm shift in responsibilities for managing some criminal offenders from the state prison system to the county jail and probation systems.

Colonel

United States Army Reserve, Mountain View, CA

January 1983–Present

- ◆ Served as the Operations Officer of a Military Intelligence Battalion in Iraq during Operation Iraqi Freedom from November 2004 to October 2005.
 - Awarded the Bronze Star Medal for meritorious service.
- ◆ Served as a small group leader (instructor) for the US Army's Command and General Staff Officer's Course for three years.
 - As a junior military police officer in the California Army National Guard, deployed to several domestic support operations to assist public safety during local emergencies, including wildfires, floods, and riots.

Education:

- ◆ Master of Science in Administration of Justice and Security, University of Phoenix, 2011
- ◆ Bachelor of Science in Management, Upper Iowa University, June 2003
 - Graduate with Honors
- ◆ Associate of Science in Business Administration, Solano Community College, 1993

Certificates:

- ◆ California P.O.S.T. Management Certificate
- ◆ FBI National Academy Session 235 Certificate in Police Management – December 2008
- ◆ US Army Command and General Staff Officer Course Certificate in Leadership – June 2008
- ◆ Robert Presley Institute of Criminal Investigation Certificate in Homicide Investigation – 2000

Captain Stephen Crane has 25 years of law enforcement experience. He served for the Seattle Police Department, the Sonoma County Sheriff's Department, and the Fairfield Police Department, prior to his retirement in April 2019. He has served at the rank of officer, Detective, Sergeant, Lieutenant, and Captain. As a Captain with the Fairfield Police Department, he managed the day-to-day operations of the organization, which included 190 full-time employees and a budget of approximately \$38 million. He also served as the manager of facilities within the Department and oversaw various remodels and facility projects/upgrades within the organization based on Department mission, growth, goals, objectives, and budgets, while collaboratively working with other city departments and contractors. Additionally, Captain Crane served on an organizational committee responsible for infrastructure assessment and identification of current and future program needs for a multi-million dollar Addition/Remodel Feasibility and Growth Infrastructure Assessment for the Department's headquarters facility. He has led and held responsibilities in Patrol Operations, the Emergency Services Unit, the Mobile Field Force team, the Investigations Bureau, the Traffic Unit, the Homeless Intervention Team, the Honor Guard, the Crisis Intervention Team, Peer Support, Code Enforcement, Crime Prevention, School Resource Officers, the Police Activities League, Volunteers In Policing, Administrative Services, Fleet Maintenance, Personnel and Recruitment, Records, Property and Evidence, Dispatch, Facilities, Budget and Grants, a regional training facility, and the Emergency Operations Center. He has a bachelor's degree in business administration from Sonoma State University and is currently pursuing a Master of Public Safety Leadership and Administration degree at Arizona State University.

Employment:

Captain

Fairfield Police Department, Fairfield, CA

May 2015–April 2019

- ◆ Managed the day-to-day operations of the organization, including field operations, investigations, administrative services, support services, facilities, and Department budget.
 - Management responsibilities included but not limited to: Code Enforcement, Crime Prevention, School Resource Officers, Police Activities League, Inter-Agency Youth Foundation, Public Safety Academy, Volunteers-In-Policing, Diversion, Administrative Services Unit, Personnel, Training Recruitment, Professional Standards, Fleet Maintenance, Records, Property, Dispatch, Facilities, Patrol, Investigations, Special Operations Team, Narcotic Investigation Unit, Gang Unit, Electronic Crimes Unit, Homeless Intervention Team, Traffic Unit, and Emergency Services Unit (Special Weapons and Tactics, Crisis Negotiation Team, K-9, Mobile Field Force, Terrorism Liaison Unit).
- ◆ Held extensive experience in planning, supervision, and management of critical incidents.
 - Experience includes Risk Management, Claims, Civil Liability, and Department Policy Management.

- ◆ Supervised and managed hundreds of complex criminal investigations.
- ◆ Facilitated a Department-wide work analysis consultation (2018).
- ◆ Facilitated a County-wide Racial and Ethnic Disparity work group (2018–2019).
- ◆ Procured and implemented a Department of Justice Bureau of Justice Assistance Body Worn Camera Grant (2017–2019).
- ◆ Developed and implemented Social Service Coordinator position (2017).
- ◆ Implemented the Crisis Intervention Team (2016).
- ◆ Procured, facilitated, and implemented the California Office of Emergency Services Sexual Assault Grant (2015).
- ◆ Facilitated the Mentally Ill Offender Crime Reduction Grant implementation work group (2015).
- ◆ Led the Homeless Intervention Team (2015–2019).
- ◆ Planned, prepared, and implemented Department-wide Body Worn Camera program (2013).
- ◆ Coordinated and collaborated to install Closed Circuit Television (2011–2019).
- ◆ Led Neighborhood Revitalization efforts.

Lieutenant

Fairfield Police Department, Fairfield, CA

May 2011–May 2015

- ◆ Served as Patrol Watch Commander, Investigations Bureau Commander, Mobile Field Force Commander.

Sergeant

Fairfield Police Department, Fairfield, CA

May 2008–May 2011

- ◆ Assignments included Patrol, General Investigation Unit, Narcotic Investigation Unit, and Professional Standards Unit

Officer

Fairfield Police Department, Fairfield, CA

November 2002–May 2008

- ◆ Assignments included Patrol, Mobile Field Force, Narcotic Investigation Unit, Crime Suppression Unit, Gang Unit, and County-wide narcotic detective.

Sonoma County Sheriff's Department, Santa Rosa, CA

October 2001–November 2002

- ◆ Assignments included Patrol Deputy and Court Detail.

Seattle Police Department, Seattle, WA

December 1993–October 2001

- ◆ Assignments included Patrol, Anti-Crime Unit, Crime Analysis, crowd control, and neighborhood projects.

Education:

- ◆ Master of Public Safety Leadership and Administration, Arizona State University – In Progress
- ◆ Bachelor of Arts in Business Administration, Sonoma State University, 1992
- ◆ Associate of Arts in General Education, Santa Rosa Junior College, 1989

Certificates, Honors, and Awards:

- ◆ California P.O.S.T. Management Certificate
- ◆ Senior Management Institute for Police, 2015
- ◆ Travis Air Force Base Honorary Commander, 2017
- ◆ Officer of the Year Nominee, 2003–2005
- ◆ Seattle Police Department Police Officer of the Year, 1995

Professional Memberships:

- ◆ Police Executive Research Forum
- ◆ California Police Chiefs Association
- ◆ California Police Officers' Association
- ◆ International Association of Chiefs of Police

Community Involvement:

- ◆ Rotary International Youth Exchange host family, 2015–2016
- ◆ Police Officer Association and Police Manager Association Board Member
- ◆ Youth basketball coach, 2003–2007
- ◆ Peace Officer Memorial Run – Seattle to San Francisco, 1997

Eric Lind's 18 years of experience spans several industries, including two years in municipal government as a performance improvement analyst. His municipal government experience has largely focused on public safety performance improvement projects, including an administrative performance assessment of civilian police staff, alternative fire service delivery modeling, and a fire facilities location study.

Mr. Lind has used performance improvement and business transformation techniques throughout his career across the globe. He is skilled with developing and conducting statistical research to answer operations questions. He is equally comfortable with survey research. Mr. Lind has two published survey research papers, including one he developed for Rotary International.

Mr. Lind is a Lean Six Sigma Certified Black Belt and has a bachelor's degree and two master's degrees in international business, with both of the master's degrees from different countries.

Relevant Consulting Experience Includes:

- ◆ Served as Emergency Medical Services Statistical Specialist to conduct a regional fire services Standards of Coverage analysis and a capacity constraint analysis for the Ventura County Fire Protection District.
- ◆ Currently serving as Statistical and Operations Analysis Associate to conduct an ambulance services oversight analysis for the City of San Diego Fire-Rescue Department.
- ◆ Served as Statistical and Operational Analysis Associate to perform a comprehensive services delivery and staffing review for the Monterey County Sheriff's Department.
- ◆ Served as Statistical and Operational Analysis Associate to perform a comprehensive services delivery and staffing review of the San Luis Obispo Police Department.
- ◆ Currently serving as Data and Operational Analysis Associate to evaluate the performance of the Peninsula Humane Society and Society for the Prevention of Cruelty to Animals in San Mateo County, California, to examine contractual compliance, as well as whether the necessary animal shelter operational elements exist to increase performance and transparency.
- ◆ Served as Statistical and Operations Analysis Associate to provide EMS system consultation services for the Alameda County Health Care Services Agency.
- ◆ Served as Statistical, Geographic Information Systems, and Operational Analysis Specialist to perform a comprehensive services delivery and staffing review for the Yuba County Sheriff's Department.
- ◆ Served as Statistical, Geographic Information Systems, and Operational Analysis Specialist 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 as Statistical and Operational Analysis Associate for a comprehensive services delivery and staffing review for the Police Department in the City of Eloy, Arizona.
 - ◆ Currently serving as Statistical, GIS, and Operational Analysis Associate for a public safety staffing study for the City of Woodbury, Minnesota, which entails a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.
 - ◆ Served as Streamlining, Operational, and Technology Analysis Specialist to perform an evaluation of Permit Center operations in Clark County, Washington, reviewing service levels and standards, performance measures, performance reporting, and the employee performance management system for alignment with stakeholder and customer expectations.

Career Experience:

Performance Analyst

City of Vancouver, WA

September 2012–August 2014

- ◆ Worked with directors across the City to obtain requirements for business transformation projects and led the development, testing, and implementation of business solutions. Provided training to more than 200 City staff on Lean Six-Sigma concepts and tools, including the DMAIC (design, measure, analyze, improve, and control) method, statistical process control, hypothesis testing, and others.
- ◆ Worked closely with the Police Chief and his staff to review several administrative functions with the goal of staffing the East Precinct front desk within existing budget constraints. Analysis revealed that the purchasing, inventory, and grants management functions could be simplified and reconfigured to staff the East Precinct front desk with no additional labor cost.
- ◆ Worked closely with the Fire Chief and key staff to define objectives for business transformation projects:
 - Use SUVs to respond to medical calls to reduce response time and cost and to maintain/improve the quality of patient care. Although test results were favorable, alternative tactical configurations were recommended to improve results.
 - Assess the optimum composition, configuration, and geographic placement of fire stations given population growth, call volume and location, and budgetary constraints. Results revealed that moving two fire stations would improve response time for critical service areas, as well as improve tactical capability.
 - Worked with City and County partners to examine medical priority dispatch system code types and prioritize them appropriately. For example, assaults and attempted suicides were reduced from Priority 1 to

Priority 2 because Police must secure the scene prior to EMS providing service.

- ◆ Conducted a variety of full life-cycle survey projects from birth-to-earth, including identifying research questions, survey development, data gathering and cleanup, analysis, interpretation, and making recommendations.
- ◆ With the CFO and finance team, scoped and defined a project aimed at reducing error and cycle time in the Procure-to-Pay process.
- ◆ Trained and led a team of Fire Department analysts on the scientific method to help them execute pilot projects successfully from problem definition to solution implementation.

Volunteer Research Analyst

Rotary International, Evanston, IL

May 2011–December 2011

- ◆ In collaboration with the Chief Information Officer and Rotarians across the world, completed a full-scale global marketing research study to determine how Rotary International might better leverage social media technology to help Rotarian volunteers be more effective in their Rotary work.
- ◆ Worked with Rotary's Chief Information Officer to identify the research question and develop a scientifically robust survey instrument for testing.
- ◆ Rotarians were interviewed to develop a qualitative framework of concepts relevant to the research question, and a quantitative survey instrument was developed out of the conceptual framework.
- ◆ After a pilot test of the survey, a 66-question survey was developed around 14 statistically valid and reliable constructs.
- ◆ The survey was translated to seven languages, back translated, and distributed to 26,500 Rotarians worldwide, with more than 1,100 valid responses coming from 72 countries. A final 58-page statistical analysis with strategic recommendations was provided to the board of directors, including that Rotary should increase its Facebook presence because it is a significant factor ($p < .000$ @ 18 percent of the variance) in driving club engagement among Rotarians, particularly for Rotarians who are involved in international, vocational, and youth service projects.

Consultant

Confidential Client, China

April 2011–August 2011

- ◆ Client requested assistance with handling a variety of human resource challenges in advance of a major acquisition-based market expansion. The focus of the project was to identify tools and techniques to facilitate transfer of corporate policy and processes to improve post-acquisition integration. Particular focus was given to knowledge transfer due to Chinese labor market conditions because job-hopping was commonplace in China at the time.
- ◆ Identified that labor market competitive advantage in the Chinese labor market could be achieved through employee performance planning (e.g. employees with

specific objectives to achieve) coupled with corporate support in training, motivation, and performance rewards are better equipped to retain key talent.

- ◆ Demonstrated how Lean Six Sigma can foster the transfer of tacit knowledge to explicit knowledge with careful inquiry and documentation.
- ◆ Demonstrated how Lean Six Sigma is an excellent method to measure performance for continued employee development, knowledge management, and process quality control.
- ◆ Demonstrated how performance planning helps companies improve quality by partnering with employees to establish mission-aligned performance goals.
- ◆ Recommended enhancements to company's corporate training and education programs to improve the reach and effectiveness of employee training while simultaneously reducing training costs.

Graduate Student

ESC Rennes School of Business, Rennes, France

September 2010–April 2012

- ◆ Completed a dual master of arts degree in international business at ESC Rennes School of Business (otherwise known as École Supérieure de Commerce de Rennes) and Open University in Milton-Keynes, UK. Courses for both degrees were held in France.

Project Manager

AT&T Global Network Services, Southbury, CT

May 1999–June 2010

- ◆ AT&T Global Services provides virtual private network services to enterprise customers via its global data network backbone. The Service Delivery team manages an average work in progress of 3,500 customer projects daily, with annual revenues of approximately \$4.7 billion worldwide (as of year-end 2010). Directed daily provisioning operations, supervising six provisioning teams consisting of 65 individuals in the U.S. Supported more than 130 upstream project managers and more than 100 network engineers in North and South America, Europe, and Asia.
 - Defined and led multiple process improvement projects with statistically significant improvements in cycle-time and variance. Received a Customer Service Excellence Award for these improvement projects, which is awarded to less than 0.1 percent of employees worldwide.
 - Developed a variety of tools and reports to help detect, control, eliminate, and mitigate process errors, as well as improve flow and cycle time.
 - Used quantitative data to analyze operational trends and develop and implement strategic quality improvement projects.
 - Developed and provided training to hundreds of employees in North and South America, Europe, and Asia.

-
- Provided regular progress reports and presentations on quality improvement projects to the division vice president and other senior management.
 - ◆ Other job functions at AT&T included the following:
 - Transport Manager (2003–2006) – Primarily responsible for ensuring delivery of network services (circuits and permanent virtual circuits) for client projects.
 - Circuit Build Coordinator (2001–2003) – Primarily responsible for data circuit engineering and circuit delivery.
 - Circuit Order Writer (1999–2001) – Primarily responsible for placing vendor purchase orders for data circuits.

Technical Service Manager

TJS Electronics & Peripherals Inc., Bradford, CT

February 1997–May 1999

- ◆ Tested and assembled product for delivery. Managed product returns and customer service for enterprise clients. Provided training and support to customers as needed.
 - Slashed average daily inventories by \$50,000 USD per month (or five percent of annual revenues) through Just-In-Time / Toyota Production System techniques.
 - Co-developed one of the first USB external hard discs.

Education:

- ◆ Master of Arts in International Business, École Supérieure de Commerce de Rennes, September 2010–April 2012
- ◆ Master of Arts in International Business, Open University, September 2010–April 2012
- ◆ Bachelor of Science in International Business, Quinnipiac University, August 2003–January 2008
- ◆ Magna Cum Laude

Certificates:

- ◆ Lean Six Sigma Black Belt, Pyzdek Institute LLC September 2014
- ◆ Lean Six Sigma Green Belt, AT&T (Juran Institute) October 2008
- ◆ Lean Six Sigma Yellow Belt, AT&T (Juran Institute) April 2008

Mr. Gary is the Public Safety Principal for Citygate Associates. He has directed over 300 public safety reviews over the past 18 years, including many police services reviews.

Mr. Gary was, until his retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 48th 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 and Innovation 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, California League of Cities, Fire Chiefs Department; and Chairperson, San Diego County Paramedic Agencies. He has been involved in progressive responsibility for creating or implementing fire protection policy on the local, state, and national levels. He has served as a board member representing cities on the California Office of Emergency Services-Firescope Board and served two terms as the fire chief representative on the California League of Cities Board of Directors. Mr. Gary served on the Livermore School District Board and served as an elected official on the City of Livermore City Council.

Memberships Held Include:

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

Current Consulting Experience Includes:

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed, or directed over 300 consulting projects. Some of the highlights and recent projects include:

- ◆ Currently serving as Public Safety Principal for an assessment of the space and facility needs of the San Diego Fire-Rescue Department's Emergency Communications and Data Center to provide space-needs planning for this essential public facility in a way that can cost-effectively evolve.
- ◆ Served as Project Manager, Public Safety Principal, and Merger Specialist for a police services analysis for the City of Rancho Cucamonga, California.

-
- ◆ Served as Project Director for a project to provide a feasibility study for a public safety Joint Powers Authority for the Cities of Hesperia, Adelanto, and Victorville and the Town of Apple Valley, California.
 - ◆ Currently serving as Public Safety Principal for a public safety staffing study for the City of Woodbury, Minnesota, which entails 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 and Project Director for a police services consolidation and contract for shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra, and Yorba Linda, California.
 - ◆ Currently serving as Public Safety Principal and Project Manager to assist with a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the Los Angeles County Office of Emergency Management.
 - ◆ Served as Public Safety Principal and Local Knowledge Connection for a comprehensive services delivery and staffing review of the San Luis Obispo Police Department.
 - ◆ Served as Public Safety Principal and Project Manager for 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 as Public Safety Principal for a fire station distribution study for Kings County, California. The goal of this study was to identify and evaluate potential alternate fire station sites as they impact overall Department deployment and response performance as a foundation for future capital facility planning.
 - ◆ Served as Public Safety Principal to provide feedback regarding the siting of firefighting and emergency medical training program facilities for the Chabot-Las Positas Community College District.
 - ◆ Served as Public Safety Principal to assist the City of Vancouver Fire Department facilities assessment. Citygate partnered with Mackenzie to assist the City of Vancouver in its fire facilities planning project.
 - ◆ Served as Public Safety Principal to conduct a comprehensive community risk assessment, deployment/staffing, and facilities Master Plan for the El Dorado Hills Fire District.

Relevant Non-Citygate Experience Includes:

- ◆ 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, assisted and initially drafted the Clark County Fire Department Rural SOC documents. He advised County GIS on how to prepare the necessary mapping and response statistics analysis. He then

coached the project manager on collecting risk assessment information on each rural area, which he then wove into an integrated draft set of risk statements and proposed response policies for each rural area.

- ◆ In 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9–0 vote.
- ◆ In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless 10-company department for which he served as Chief. The LPFD represents one of the few successful city-to-city fire mergers in California. The LPFD consisted of 128 total personnel with an operating budget for FY 00/01 of \$18M. Service was provided from eight stations and a training facility, and two additional stations were under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the Standards of Coverage system for fire service deployment. He re-worked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
- ◆ In 1994, Mr. Gary effectively led the Fire Department’s adding of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully re-voted after Proposition 218) to help pay for this increased service. In 1995, Mr. Gary assisted the City Council and the firefighters’ union in reaching a new understanding on staffing, and a fifth Fire Company was added to better serve the northwest area of Livermore.
- ◆ During his tenure in Carlsbad, he successfully master-planned and opened two additional fire stations and developed the necessary agreements between the development community and the City Council.
- ◆ Mr. Gary has developed fire apparatus replacement plans; procured fire apparatus; supervised the development of community disaster preparedness and public education programs; facilitated permit streamlining programs in the Fire Prevention and Building Departments; improved diversity in the Livermore fire department by hiring the first three female firefighters in the City; supervised the Livermore City Building Department, including plan check and inspection services for two years; and master-planned future growth in the north Livermore area for an additional 30,000 people in a “new town” area.

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

Instructor and Lecturer:

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

Publications:

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

Mr. 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 Includes:

- ◆ 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.
- ◆ Currently serving in an oversight capacity for an assessment of the space and facility needs of the San Diego Fire-Rescue Department's Emergency Communications and Data Center to provide space-needs planning for this essential public facility in a way that can cost-effectively evolve.
- ◆ Served in an oversight capacity for a fire station distribution study for Kings County, California. The goal of this study was to identify and evaluate potential alternate fire station sites as they impact overall Department deployment and response performance as a foundation for future capital facility planning.
- ◆ Served in an oversight capacity to provide feedback regarding the siting of firefighting and emergency medical training program facilities for the Chabot-Las Positas Community College District.
- ◆ Served in an oversight capacity to assist the City of Vancouver Fire Department facilities assessment. Citygate partnered with Mackenzie to assist the City of Vancouver in its fire facilities planning project.
- ◆ Served in an oversight capacity to conduct a comprehensive community risk assessment, deployment/staffing, and facilities Master Plan for the El Dorado Hills Fire District.
- ◆ Served in an oversight capacity for a services analysis for the City of Rancho Cucamonga Police.
- ◆ Served in an oversight capacity for a project to provide a feasibility study for a public safety Joint Powers Authority for the Cities of Adelanto, Hesperia, and Victorville and the Town of Apple Valley, California.
- ◆ Served in an oversight capacity for a police services consolidation or contract for shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra, and Yorba Linda, California.

-
- ◆ Served in an oversight capacity for a police dispatch shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra, and Placentia, California.
 - ◆ Currently serving in an oversight capacity to assist with a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the Los Angeles County Office of Emergency Management.
 - ◆ Currently serving in an oversight capacity for a public safety staffing study for the City of Woodbury, Minnesota, which entails 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 to perform a comprehensive services delivery and staffing review of the Monterey County Sheriff's Department.
 - ◆ Served in an oversight capacity to perform a comprehensive services delivery and staffing review of the San Luis Obispo Police Department.
 - ◆ Served in an oversight capacity for a patrol division workload and alternative scheduling plan for the Santa Monica Police Department.
 - ◆ Served in an oversight capacity to perform a comprehensive services delivery and staffing review for the Yuba County Sheriff's Department.
 - ◆ Served in an oversight capacity for Citygate's project to provide the Sheriff-Coroner-Marshal Department of Placer County with professional technical services related to development impact planning as it relates to police protection and prevention services.
 - ◆ Served in an oversight capacity for a management review of the Police Department for the City of Maricopa, Arizona.
 - ◆ Served in an oversight capacity for a comprehensive public safety deployment and performance review of the Police and Fire Departments for the City of Glendale, Arizona.
 - ◆ 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 comprehensive services delivery and staffing review for the Police Department for the City of Eloy, Arizona.
 - ◆ Served in an oversight capacity for Citygate's review of the Police Department for the City of Goodyear, Arizona.
 - ◆ Served in an oversight capacity for a review of the City of Provo Police Department's leadership and management approach to implementing its policies regarding the standards of conduct and ethics.
 - ◆ Served in an oversight capacity as Project Director for eight separate general management and operations studies for the City of Ogden's Police Department, Fire Department, Redevelopment Agency, Community Services Department,

Community Development Department, Code Enforcement Department, Public Works Department, and Animal Control Department. The studies included numerous tasks, such as analyzing existing programs and service levels in terms of performance measures, evaluating the current operations, assessing the adequacy of organizational structure and management staffing levels, identifying and documenting the attitudes of employees, and identifying modifications.

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 non-profit and association management for the University of Southern California. He speaks and trains frequently on the topic of Leadership, Character, and Values and has also been a speaker for the American Planning Association (APA), written for the California APA newsletter and the California Redevelopment Journal, and has been a speaker on redevelopment, base closures, and related issues across the US. Mr. DeRoos holds a certificate in public sector labor management relations from UC Davis and is a Certified Management Consultant (CMC).

**SPECIALIZATION**

Architecture

REGISTRATION/CERTIFICATIONS

CA: C018223

Business License: B1992008372

NCARB Certification

LEED Green Associate 23093

YEAR OPENED JEFF KATZ ARCHITECTURE

1992

YEARS WITH OTHER FIRMS

8

EDUCATIONBachelor of Architecture, 1984,
California Polytechnic State
University, San Luis Obispo**PROFESSIONAL AFFILIATIONS**San Diego Chapter of the
American Institute of Architects
(AIA), MemberU.S. Green Building Council
(USGBC), MemberRegistered OES Design
Professional, Volunteer

Habitat for Humanity

ACE Mentor San Diego

Mt. Helix Board of Directors,
Architectural Chair**KEY QUALIFICATIONS**

Graduated with Honors from California Polytechnic State University, San Luis Obispo in 1984 with a Bachelor's Degree in Architecture, and obtained licensure in California in 1987. S.A.V.E. Certified in Value Engineering and a recognized expert on ADA (Americans with Disabilities Act) accessibility requirements. He has advanced understanding of seismic activity requirements based on participation in California Post-Earthquake Damage Assessment seminars. His collaborative and engaging style, practical and straightforward approach, and over 30 years of proven experience make him a favorite in the Public Safety Facility community.

RELEVANT EXPERIENCE**NORTHWEST DIVISION POLICE SUBSTATION, SAN DIEGO, CA**

Role: Principal Architect. This project involved the construction of a new Northwest Area Police Station for the City of San Diego. The 22,000 SF police sub-station included reception, assembly, officers' quarters, an armory, a detective operations area, detention area, interview rooms, line up rooms, locker, and evidence storage facilities. JKA provided an appealing architectural solution to allow this municipal facility to blend with the surrounding neighborhood.

RANCHO SAN DIEGO SHERIFF SUBSTATION, SAN DIEGO, CA

Role: Principal Architect. New 26,000 sf Sheriff Station to serve San Diego County. Includes temporary detention facility, processing patrol functions as well as office space for a fully functioning essential services facility in Rancho San Diego. The project houses approximately 80 sworn staff, 12 professional staff, 10 reserve deputies, and 30-40 Senior Volunteers.

SAN RAMON PUBLIC SAFETY CENTER, SAN RAMON, CA

Role: Principal Architect. This project includes a complete renovation of an existing 40,000 SF Police Station including administrative functions, training room, briefing area, locker rooms, secure intake, evidence and holding areas, as well as secure parking for staff and patrol vehicles. The project also includes the space planning and renovation of an existing 25,000 space to serve as the Fire Administration Headquarters for San Ramon Fire Protection District. The third portion of this project includes the construction of a new, essential service designed Emergency Communications Call Center and Emergency Operations Center.

PINE VALLEY SHERIFF STATION PROGRAMMING, PINE VALLEY, CA

Role: Principal Architect. JKA provided programming services simultaneously for both the new Pine Valley Sheriff Station and Boulevard Fire Station facilities. By working closely with stakeholders, the conceptual layouts, space adjacencies, area, and circulation JKA identified during the programming phase translated directly into the construction documents phase. The County also utilized JKA's RFP creation and bid assistance services as a technical advisor during the interview stages of design-build delivery for both projects.

LOS ALTOS POLICE STATION AND EOC, LOS ALTOS, CA

Role: Principal Architect. This project currently in design will provide a new Emergency Operations Center (EOC) and restrooms in a new Essential Facilities building addition to the existing police station. Another component of this project is the complete HVAC system replacement of the existing police facility and associated renovations. JKA is providing full architectural services including concept design, construction documents, bid assistance, and construction administration.

**SPECIALIZATION**
Architecture**REGISTRATION/CERTIFICATIONS**
CA: 35526 (03/2017)
DBIA: D-2564**YEAR JOINED JEFF KATZ ARCHITECTURE**
2010**YEARS WITH OTHER FIRMS**
3**EDUCATION**
Master of Architecture, 2007, North Dakota State University
BS Environmental Design, 2006, North Dakota State University**PROFESSIONAL AFFILIATIONS**
National Council of Architectural Registration Boards, Licensed Architect

American Institute of Architects, member

ACE Mentor San Diego

Design Build Institute of America, Certified Member

Eco-Engineering Academy, Board President

Habitat for Humanity

KEY QUALIFICATIONS

Ms. Hanson is the Design Manager at JKA and Licensed Architect in the State of California. She has prepared construction documents for public and private sector projects. She excels in building design, photorealistic architectural renderings and manages the Building Information Modeling Process internally and across all team members. Christie is also a certified member of the American Institute of Architects and the Design Build Institute of America.

RELEVANT EXPERIENCE**SAN RAMON PUBLIC SAFETY CENTER, SAN RAMON, CA**

Role: Design Manager. This project includes a complete renovation of an existing 40,000 SF Police Station including administrative functions, training room, briefing area, locker rooms, secure intake, evidence and holding areas, as well as secure parking for staff and patrol vehicles. The project also includes the space planning and renovation of an existing 25,000 space to serve as the Fire Administration Headquarters for San Ramon Fire Protection District. The third portion of this project includes the construction of a new, essential service designed Emergency Communications Call Center and Emergency Operations Center.

RANCHO SAN DIEGO SHERIFF SUBSTATION, SAN DIEGO, CA

Role: Design Manager. New 26, 000 sf Sheriff Station to serve San Diego County. Includes temporary detention facility, processing patrol functions as well as office space for a fully functioning essential services facility in Rancho San Diego. The project houses approximately 80 sworn staff, 12 professional staff, 10 reserve deputies, and 30-40 Senior Volunteers.

PORT OF LONG BEACH SECURITY OPERATIONS CAMPUS, LONG BEACH, CA

Role: Design Manager. Project will consist of a facility to house both a traditional fire station and boat bay/wharf for new 140' fire boat, dive locker, and security operations center. This project also incorporates master planning for additional security campus operations facilities as well as design of additional piers, marinas, fueling stations, and wave barriers.

LOS ALTOS POLICE STATION AND EOC, LOS ALTOS, CA

Role: Design Manager. This project currently in design will provide a new Emergency Operations Center (EOC) and restrooms in a new Essential Facilities building addition to the existing police station. Another component of this project is the complete HVAC system replacement of the existing police facility and associated renovations. JKA is providing full architectural services including concept design, construction documents, bid assistance, and construction administration.

JULIAN FIRE STATION, JULIAN, CA

Role: Project Manager. This project was designed within very modest budget constraints to get the Fire District the absolute most building possible for their available construction funds. The design included the programming of the space requirements for a 6,250 square foot facility to house up to 7 first responder personnel. Areas include an apparatus room with two drive thru bays, bunk rooms, fitness area, kitchen, training room, work shop, and administrative spaces. The site design includes space for vehicle parking, a trash and recycling covered enclosure, septic system and bio-retention areas.

**SPECIALIZATION**

Architecture

REGISTRATION/CERTIFICATIONS

CA: #C37212

LEED Green Associate

DRE#01875754

YEAR JOINED JEFF KATZ ARCHITECTURE

2004

YEARS WITH OTHER FIRMS

3

EDUCATIONBachelor of Architecture, 2003,
University of Notre Dame, Rome
Studies ProgramMinor in Science, Technology,
and ValuesMaster of Business
Administration - With Distinction,
2008, The New York Institute of
Technology**PROFESSIONAL AFFILIATIONS**American Institute of Architects
(AIA), Associate MemberNational Association of Office
and Industrial Properties,
Member

Urban Land Institute, Member

ACE Mentor San Diego, Board of
Directors, TreasurerFriends of Del Cerro, Board of
Directors**KEY QUALIFICATIONS**

Mr. Damon has prepared construction documents and provided construction administration for multiple public and private sector projects. Anthony was named one of Engineering and News Record's Top 20 Under 40 Construction Industry Professionals for 2014. Anthony also provides Real Estate Services including financial and operational analysis of various types of commercial, residential and industrial properties.

RELEVANT EXPERIENCE**SAN RAMON PUBLIC SAFETY CENTER, SAN RAMON, CA**

Role: Quality Control Manager. This project includes a complete renovation of an existing 40,000 SF Police Station including administrative functions, training room, briefing area, locker rooms, secure intake, evidence and holding areas, as well as secure parking for staff and patrol vehicles. The project also includes the space planning and renovation of an existing 25,000 space to serve as the Fire Administration Headquarters for San Ramon Fire Protection District. The third portion of this project includes the construction of a new, essential service designed Emergency Communications Call Center and Emergency Operations Center.

RANCHO SAN DIEGO SHERIFF SUBSTATION, SAN DIEGO, CA

Role: Quality Control Manager. New 26, 000 sf Sheriff Station to serve San Diego County. Includes temporary detention facility, processing patrol functions as well as office space for a fully functioning essential services facility in Rancho San Diego. The project houses approximately 80 sworn staff, 12 professional staff, 10 reserve deputies, and 30-40 Senior Volunteers.

PINE VALLEY SHERIFF STATION PROGRAMMING, PINE VALLEY, CA

Role: Principal Manager. JKA provided programming services simultaneously for both the new Pine Valley Sheriff Station and Boulevard Fire Station facilities. By working closely with stakeholders, the conceptual layouts, space adjacencies, area, and circulation JKA identified during the programming phase translated directly into the construction documents phase. The County also utilized JKA's RFP creation and bid assistance services as a technical advisor during the interview stages of design-build delivery for both projects.

LOS ALTOS POLICE STATION AND EOC, LOS ALTOS, CA

Role: Quality Control Manager. This project currently in design will provide a new Emergency Operations Center (EOC) and restrooms in a new Essential Facilities building addition to the existing police station. Another component of this project is the complete HVAC system replacement of the existing police facility and associated renovations. JKA is providing full architectural services including concept design, construction documents, bid assistance, and construction administration.

NORTHWEST DIVISION POLICE SUBSTATION, SAN DIEGO, CA

Role: Principal Manager. This project involved the construction of a new Northwest Area Police Station for the City of San Diego. The 22,000 SF police sub-station included reception, assembly, officers' quarters, an armory, a detective operations area, detention area, interview rooms, line up rooms, locker, and evidence storage facilities. JKA provided an appealing architectural solution to allow this municipal facility to blend with the surrounding neighborhood.