



Item No. 24 Town of Atherton

CITY COUNCIL STAFF REPORT – REGULAR AGENDA

TO: HONORABLE MAYOR AND CITY COUNCIL

FROM: GEORGE J. RODERICKS, CITY MANAGER

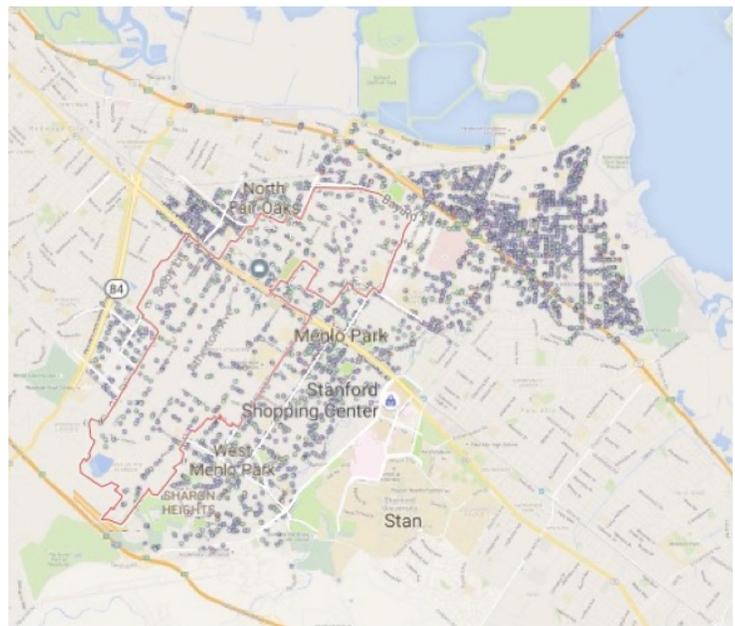
DATE: APRIL 19, 2017

SUBJECT: APPROVAL OF A BUDGET AMENDMENT AND AWARD A CONSULTANT SERVICES AGREEMENT TO MATRIX CONSULTING GROUP FOR THE FIRE SERVICES FISCAL REVIEW

RECOMMENDATION

1. Adopt the attached Resolution No. 17-XX authorizing a budget amendment of \$50,000 to fund the Fire Fiscal Services Review.
2. Direct the City Attorney to prepare and the City Manager to execute a professional services contract with Matrix Consulting Group for a fixed price of \$49,500 to conduct the Fire Services Fiscal Review.

BACKGROUND In October 2016, the City Council authorized the release of a Scope of Work to conduct a Fire Fiscal Services Review. Effort on the project began in FY 2013/14 when the Town sought out data for its Local Municipal Services webpage:

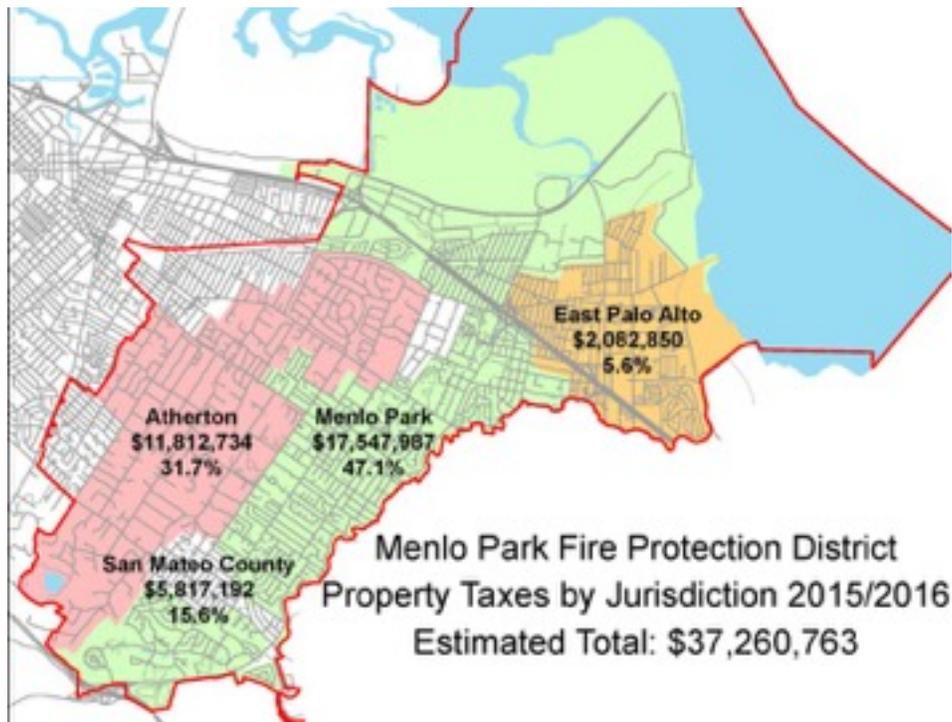


<http://www.ci.atherton.ca.us/index.aspx?nid=374>

The Local Municipal Services webpage is designed to inform residents about the various services and service providers they use as residents of the Town. When preparing the webpage, an issue arose related to the property tax revenue received by the Fire District from Atherton residents. It was thought that perhaps revenues could have outpaced the cost to provide fire services to the community. The District's 2016/17 Budget reflected 8,547 *calls for service* in 2015. The map of each call within the Town's boundary superimposed is shown above (image taken from the Fire District's FY 2016/17 Budget document). The image shows that the bulk of calls for service from the Fire District are provided to areas outside of the Town of Atherton.

After publishing the webpage, the Town sought separately to clarify the data with the Fire District and asked the District for more detail. Over the intervening time, there was correspondence back-and-forth via email and ultimately, a formal request from the Town to the District for relevant data to assist the Town in its analysis and a formal response from the District (<https://evogov.s3.amazonaws.com/media/6/media/28225.pdf>).

As part of the District's response, the District had recently updated an analysis of the property tax revenue from the various jurisdictions within the District. The District had their consultant, MuniServices, extract the data for tax rate areas within Atherton.



The data summarized that the District receives \$11.8 million a year in property tax revenue from the residents of the Town (after deductions for ERAF). The Report also identified that Atherton

was responsible for 31.7% of the District’s total property tax revenue – the County making up 15.6%, Menlo Park 47.1% and East Palo Alto, 5.6%. While the Town made up 31.7% of the District’s revenue, Atherton residents make up 7.9% of the District’s population of 90,000. Further, the District provided a summary of calls for service from October 2015 to October 2016 reflecting the following:

Incident Type	# of Calls	%
Fire Response (cooking fire, property fire, vehicle fire, grass fire, etc.)	8	1.54%
Rescue & EMS (medical assist, EMS, vehicle accident) – note: District assists but does not transport	242	46.80%
Hazardous Condition (no fire – power lines, short circuits, gas leak, etc.)	16	3.09%
General Service Call (water problem, smoke/odors, animal rescue, public assist)	103	19.92%
Good Intent Calls	55	10.63%
False Alarm/False Calls	93	17.98%
Total Calls	517	100.00%

In summary, the Town makes up 31.7% of the District’s revenue, 7.9% of the population, and approximately 6% of the calls for service (517 of 8,547). After reviewing this information, the Council sought, with more specificity, what the true costs for services were to Atherton residents and how that matched up with the revenue provided via property taxes and fees. The District advised that they did not collect data in that way and were unable to provide the Town with a detailed answer. Acknowledging the response, but still seeking an answer to the query, the Council directed that staff put together a scope of work to get at the data. The District advised that while they would not be actively participating in the work effort, they would continue to provide whatever information they had available via their website and public record request.

The Request for Proposal was released on February 27, 2017 with responses due on March 31, 2017. The Town received 4 responses to the Request for Proposal. Responses were received from Reserve Prism, LLC, Willdan, Renee Sloan Holtzman Sakai, and Matrix Consulting Group.

As a professional service, selection by the Town *shall be* based on demonstrated competence and on the professional qualifications necessary for the satisfactory performance of the services required, and *shall not be awarded* based on cost. In accordance with State law, the Town shall consider cost *after* the Town is satisfied that the consultant has demonstrated the competence and professional qualifications necessary for the performance of the services required and is the best qualified or suited to perform the services.

The four proposals were reviewed by the Town’s Ad Hoc Subcommittee consisting of Vice Mayor Cary Wiest, Finance Committee Chair Bob Polito and City Manager George Rodericks. Two firms were selected as the top two respondents – Willdan and Matrix Consulting Group. Proposals from these top two respondents are attached. The City Manager conducted an interview on April 11 with both firms.

ANALYSIS

Both Willdan and Matrix Consulting Group have demonstrated competence and professional qualifications necessary to perform the services considered by the Town. Interviews with both firms were conducted by the City Manager drilling down on issues such as experience, knowledge and understanding of the project, process and scope, key task expectations, as well as the current political challenges therein. Further, the City Manager articulated to each vendor that the Review *is not* focused on quality of service delivery as this is not in question. Lastly, that the District is *not* an active participant in the Review and per their request, will provide public information upon valid request but chooses not to actively participate using District resources. Over the last 25 years, the City Manager has personal experience with both firms and references for both are positive and in line with expectations.

After interviewing both firms, firm personnel, reference checks, and a deep review of the proposals, staff recommends that the Council award a consulting agreement to Matrix Consulting Group for the Review for a fixed price of \$49,500. One of the concerns raised is whether it is necessary to conduct a community stakeholder meeting. Elimination of the stakeholder meeting could reduce the cost by approximately \$2,500. However, in discussing the expectation of the Town with Matrix Consulting Group, it was suggested that at the end of the Review, the Town may wish to host a community meeting to educate the community about the results of the Review and possible next steps. To that end, rather than include the community workshop at the forefront of the Review, it was recommended that it be moved to the end of the Review.

POLICY FOCUS

The City Council has been involved in this analysis since FY 2013/14. The data gathered to date informs the Council and community at the macro level with respect to what Atherton residents pay for fire services (\$11.8 million), the percentage of the District's budget that revenue from Atherton residents represents (31.7%), the percentage of the District's population the Atherton residents represent (7.9%) and the percentage of calls for service Atherton represents (6%).

The Review itself is data-gathering and analysis that can assist Atherton residents in assessing fire services for the Town. Moving forward with the Review does not represent or encourage a decision or determination that residents must consider alternative fire service delivery models. However, if the Council chooses to move forward with the Review, after the Review, Atherton residents may request that the Council support a local community effort in one direction or another. While other options and issues may present during the Review, when determining tonight whether to move forward, it is important for the Council to recognize potential outcomes and expectations.

FISCAL IMPACT

The proposed contract is funded on a fixed fee of \$49,500. A budget amendment of \$50,000 is recommended for this project.

PUBLIC NOTICE

Public notification was achieved by posting the agenda, with this agenda item being listed, at least 72 hours prior to the meeting in print and electronically. Information about the project is also disseminated via the Town's electronic News Flash and Atherton Online. There are approximately 1,200 subscribers to the Town's electronic News Flash publications. Subscribers include residents as well as stakeholders – to include, but be not limited to, media outlets, school districts, Menlo Park Fire District, service providers (water, power, and sewer), and regional elected officials.

A project webpage is also maintained at: <http://www.ci.atherton.ca.us/index.aspx?NID=460>.

ATTACHMENTS

2016/17 Budget Amendment Resolution

Proposal from Willdan

Proposal from Matrix Consulting Group

RESOLUTION NO. 17-xx

**A RESOLUTION OF THE CITY COUNCIL OF THE TOWN OF
ATHERTON APPROVING MID-YEAR BUDGET AMENDMENT
FOR FY 2016/17 FOR THE FIRE FISCAL SERVICES REVIEW**

WHEREAS, the City Council supports moving forward with the Fire Services Fiscal Review; and

WHEREAS, the FY 2016/17 Budget does not include funds necessary to complete the Review; and

WHEREAS, proposals have been received and reviewed that require the allocation of funds; and

WHEREAS, there are sufficient funds within the Unallocated General Fund to address the required adjustment of \$50,000.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the Town of Atherton does hereby approve an amendment to the FY 2016/17 Town Budget to enact the changes identified on Exhibit A attached hereto.

PASSED AND ADOPTED at a meeting of the City Council of the Town of Atherton held on the 19th day of April, 2017 by the following vote:

AYES: Council members:
NOES: Council members:
ABSENT: Council members:

Michael Lempres, MAYOR
Town of Atherton

ATTEST:

Theresa N. DellaSanta, City Clerk

APPROVED AS TO FORM:

William B. Conners, City Attorney

EXHIBIT A

**Town of Atherton
Budget Amendment Request**

Transfer \$50,000 From:

**2016/17
Un-appropriated General Fund Balance**

To:

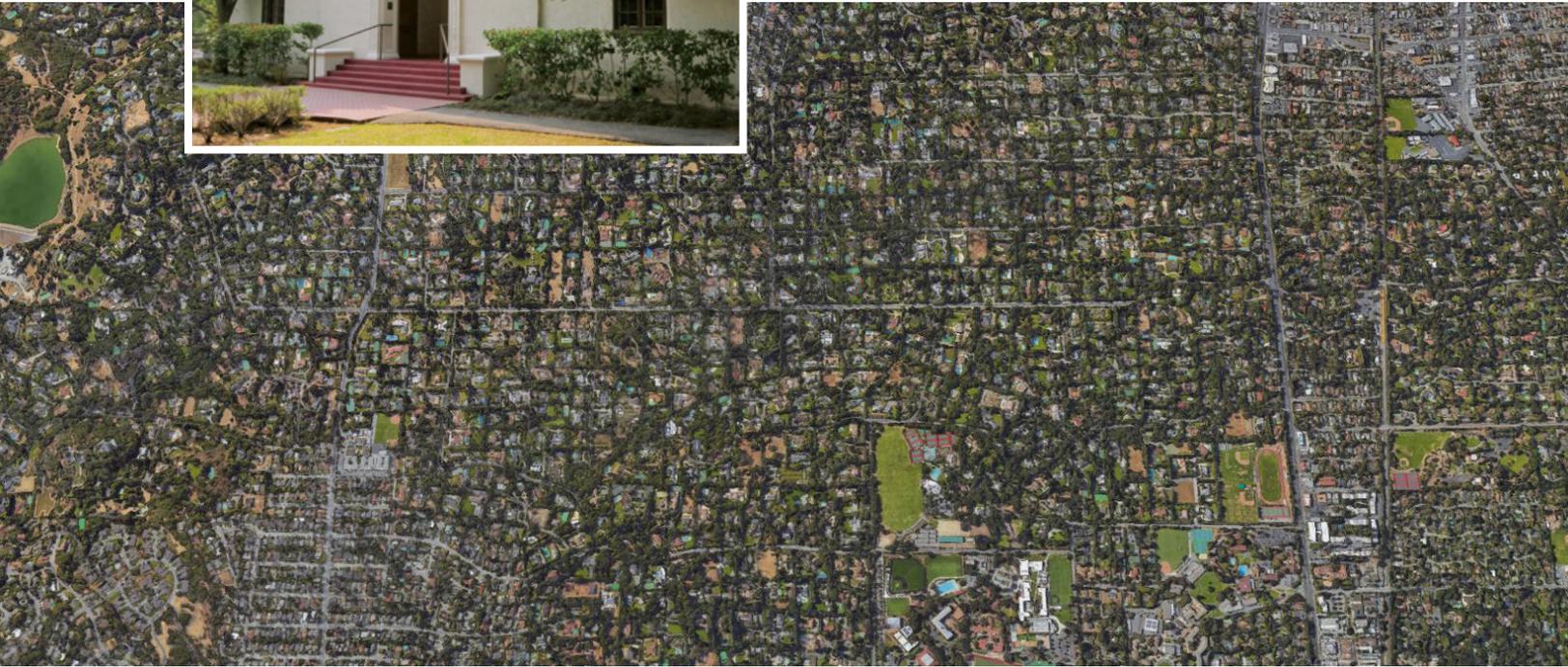
**2016/17
101-12-54010-012 Other Contract Services**

Total Adjustment \$50,000

TOWN OF **ATHERTON**

PROPOSAL TO PREPARE A

FIRE SERVICES FISCAL REVIEW



March 30, 2017

Mr. George Rodericks
City Manager
Town of Atherton
91 Ashfield Road
Atherton, California 94027

Re: Technical Proposal for a Fire Services Fiscal Review for the Town of Atherton

Dear Mr. Rodericks:

Willdan Financial Services (“Willdan”) in response to the Town of Atherton’s (“Town”) Request for Proposal for a Fire Services Fiscal Review submits the following technical proposal. The purpose of this analysis is to define the Town’s cost of fire services. Willdan has assembled a highly qualified team of fiscal impact experts and has presented a comprehensive scope of services within the attached submission. We believe the Town will find the attached proposal responsive to the needs of this assignment for the following reasons:

Dedication to Public Agencies and Public Solutions — Willdan has conducted studies for public agencies throughout California. Our team understands the problems facing local government under the current economic climate, and we have oriented our practice to support an agency’s changed budget policies and public service priorities. Another advantage is our breadth of knowledge of local government finance and community development operations. Our public finance teams often draw on a broad base of finance, engineering, and building safety expertise that is not confined to project infrastructure and service funding plans. Over the past 50 years, Willdan’s services have become increasingly tied to the long-term success of cities and their management of proposed development.

Broad Expertise with Municipal Finance — The firm’s commitment to public agencies and public solutions has helped us develop the broad financial expertise that will be utilized for this engagement. Willdan has worked on virtually every aspect of municipal finance, including fiscal and economic impact studies related to development, annexation and re-organization, the financing of infrastructure and services through special districts or supplemental taxes, and even working under contract as a department of an entire municipality. This experience has provided Willdan team members with deep insight into the sources of municipal revenue and the costs of services.

Specific Expertise in Fiscal Impact Studies — In the role of project manager, Managing Principal James Edison will provide technical and policy guidance, as well as quality assurance to maintain quality client deliverables and high levels of integrity and outcomes throughout the project’s duration. Mr. Edison has prepared dozens of fiscal impact studies for a wide range of needs, including planning, development, incorporation and annexation. Senior Project Analyst Mike Medve will provide analytical support. With over 12 years of professional experience, his areas of expertise include fiscal analysis, cost allocation plans and formation of Community Facilities Districts, which are necessary to finance backbone infrastructure, public safety services and maintenance. To accurately define the costs associated with basic fire protection and emergency response, we have teamed with Former Fire Chief Dennis Michael. Chief Michael possesses over 19 years serving the City of Rancho Cucamonga.

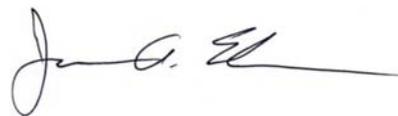
We appreciate this opportunity to present our qualifications and experience to the Town of Atherton. To discuss any aspect of our submittal, or arrange for an interview with the project team, please contact Mr. Edison at (510) 912-4687 or via email at jedison@willdan.com.

Sincerely,

WILLDAN FINANCIAL SERVICES

A handwritten signature in black ink, appearing to read 'Chris Fisher'.

Chris Fisher
Vice President, Group Manager

A handwritten signature in black ink, appearing to read 'James Edison'.

James Edison
Managing Principal



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Firm Introduction

Willdan Financial Services is one of four operating divisions within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly-traded company on NASDAQ (ticker: WLDN). WGI provides professional technical and consulting services that ensure the quality, value and security of our nation's infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities. In doing so, Willdan has gained a notable reputation for technical excellence, cost-effectiveness, and client responsiveness in providing superior consulting services. The company's service offerings span a broad set of complementary disciplines that include engineering and planning, energy efficiency and sustainability, financial and economic consulting, and national preparedness. Willdan has crafted this set of integrated services so that, in the face of an evolving environment—whether economic, natural, or built—Willdan can continue to extend the reach and resources of its clients.



Willdan has hundreds of employees operating out of offices located throughout California, as well as in New York, New Jersey, Arizona, Nevada, Colorado, Florida, Illinois, Kansas, Arkansas, Ohio, Oregon, Texas, Washington and the District of Columbia. Through our wholly-owned subsidiaries—Willdan Engineering, Willdan Energy Solutions, Willdan Financial Services and Willdan Homeland Solutions—Willdan offers comprehensive services.

Willdan Financial Services

Founded in 1988, Willdan Financial Services (“Willdan”) is one of the largest public sector financial consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of financial challenges, such as financing the costs of growth and generating revenues to fund desired services. Willdan assists local public agencies by providing the following services:

- Financial consulting;
- Utility rate and cost of service studies;
- Cost allocation studies;
- Real estate economic analysis;
- Economic development plans and strategies;
- Tax increment finance district formation and amendment;
- Housing development and implementation strategies;
- Real estate acquisition;
- Classification/compensation surveys and analysis;
- Development impact fee establishment and analysis;
- Feasibility studies;
- Debt issuance support;
- Long-term financial plans and cash flow modeling; and
- Property tax audits.

Our staff of over 70 full-time employees supports our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise. Willdan Financial Services' *division headquarters is in Temecula, California, with regional offices located in Oakland, Phoenix, Plano, Orlando and Washington, DC.*



Approach

Project Overview/Approach

For 27 years, Willdan has conducted studies for public agencies throughout California that have helped us develop the broad expertise that we will bring to this engagement for the Town of Atherton (“Town”). We have also completed fiscal and economic impact analysis for a wide range of projects and agencies, user fee studies and cost allocation plans that help public agencies ensure that they are properly recovering costs for services provided. This collective project experience, has given Willdan staff unique insight into municipal budgets and fee programs.

Willdan understands that the Town seeks the services of a professional consultant to prepare a Fire Services Fiscal Review to assist in defining the net fiscal impact of creating a local fire department to provide fire services to residents in lieu of contracting with the Menlo Fire Protection District (FPD). Per the 2010 Census, Atherton contains approximately 2,500 homes and 6,900 residents. The Town is predominately residential, with no commercial establishments. Per the Town’s Request for Proposals (RFP) the professional services associated with this engagement include the following:

- Validation of fiscal data identifying the revenues collected from local residents dedicated to the provision of fire services;
- Creation of a predictive model on the future of revenues received;
- Identification of the cost and services for basic fire protection and emergency response services currently provided within the Town by the Menlo FPD; and
- Identification of the cost and services for basic fire protection and emergency response if the Town were not part of the Menlo FPD.

Willdan will gather the necessary data to construct a model based on the Town’s budget and fire services plan to calculate projected fiscal impacts specific to the provision of fire services to residents. We will utilize existing Town budget and financial data, call data, Town overhead and long-term debt/liability to build the model.

Once a draft fiscal model is complete, we will present preliminary results in-person to staff and applicable stakeholders at the Town and make adjustments as necessary. Following this iterative process, we will present the results to City Council and be prepared to explain the results.

The work plan contained herein is intended to provide a moderate level of detail and macro level approach. Should the Town wish to explore any element of the analysis, or the whole analysis, in greater detail, we can adjust or add to our scope as necessary. Any such adjustments, and resulting changes in cost, will be thoroughly discussed with the Town, and no additional work commenced without Town approval.

Project Management and Workload

At Willdan, we utilize a project management process that ensures projects are completed on time, within budget and most importantly yield results that match our clients’ expectations. Our complete project management process has four primary principles common to successful projects:

1. **Define** the project to be completed. Mr. Edison will identify the project scope, set objectives, list potential constraints, document assumptions, choose a course of action and develop an effective communication plan.
2. **Plan** the project schedule. Mr. Edison, in collaboration with Town staff, will create an agreed upon timeline to meet the Town’s estimated project timeline. He will assign workload functions to appropriately qualified staff to ensure all milestones are met, on time.
3. **Manage** the execution of the project. Mr. Edison has been selected as project manager due to his strong project management skills. He will be responsible for controlling the work in progress, providing feedback to project team members and Town staff, and will be accountable to the Town for meeting the schedule, budget and technical requirements of the project. Most importantly, Mr. Edison will ensure constant collaboration and communication between Town staff and the project team through frequent progress memorandums, conference calls and in-person meetings.





- 4. Review** all work product and deliverables through a structured quality assurance process involving up to three levels of review at the peer level, project manager level, and if necessary executive officer level. We have designed a formal and structured quality assurance system that Mr. Edison will utilize throughout the course of the project. This review process ensures the Town is not burdened with unnecessary review, data confirmation or revisions.

We have utilized these guiding principles for each of our firm's projects. The Town can be assured that in utilizing these principles, Mr. Edison will implement active project management skills throughout the course of this project. He will also ensure the deliverables developed for this engagement will be of the highest quality and will be delivered on time and within the agreed upon budget.

Able to Work Effectively with the Town and Stakeholders

Willdan possesses direct experience with, and understands the importance of, working closely with Town staff and key stakeholders to develop an approach that is harmonized with Town policies and objectives as well as community sensitivities and characteristics. Willdan team members regularly attend stakeholder and council/board meetings to present our findings and answer questions. Specifically, Mr. Edison possesses extensive experience conducting study sessions for staff and governing bodies, along with facilitating and providing technical support for advisory committees and stakeholder workshops.



Project Experience

Willdan has completed fiscal impact analyses for a wide range of projects and municipal agencies. The project manager proposed for the Town' project, Mr. James Edison, has prepared dozens of fiscal impact studies for a wide range of needs, including planning, development, incorporation, and annexation. Following are several project examples.

- **Conceptual Plan Fiscal Impact Analysis, City of Alameda** – prepared an estimate of the fiscal impact of the development to provide guidance specific to the range of negotiation of incentives for development. Examined expected project revenues and expenditures required to provide municipal services.
- **Napa Pipe Specific Plan Analysis, County of Napa** – analyzed the fiscal and economic impact of the project on Napa County, and prepared an urban decay analysis.
- **Loma Rica Specific Plan, City of Grass Valley** – prepared a market study, fiscal impact study, and implementation plan for the Loma Rica Specific Plan.
- **Pomona Valley Hospital Medical Center Fiscal Impact Analysis, City of La Verne** – analysis included the identification of: current supply and demand for medical facilities in the area, impact on public services, and fiscal and economic impacts of the proposed project on the finances of the City and the City economy.
- **Monterey Downs Fiscal and Economic Impact Analysis, Monterey Downs, LLC** – prepared an analysis of the fiscal and economic impacts of the project, which included residential, retail, hotel and an equestrian facility, to the City of Seaside and the County of Monterey.
- **Temecula Creek Inn Fiscal Impact Analysis, City of Temecula** – prepared a fiscal impact analysis to identify whether the proposed development would negatively impact the City.
- **Solar Farm Fiscal and Economic Analysis, County of Imperial** – evaluated the fiscal and economic impacts of a series of proposed solarvoltaic facilities (or “solar farms”) on land near the Town of Calipatria within the County.
- **Crossroads Redevelopment Area Market Analysis & Tax Increment Financing Feasibility Strategy, City of Omaha, NE** – conducted a market feasibility study and an economic and fiscal impact analysis of the proposed Crossroads Mall Redevelopment Area within the City of Omaha.
- **Revenue Enhancement Options Study, City of Duarte** – examined options to seek additional revenue as well as realize savings on City services. Analyzed the feasibility and approximate revenue from a number of sources, including parcel taxes, special taxes, utility user fees, sales tax measures, as well as others.

Mr. Edison is well respected by our clients for his skills in proactively organizing a clear, consensus-based project approach.

Sub-consultant

As previously stated, Willdan has partnered with Former Fire Chief Dennis Michael. He will be responsible for defining costs associated with basic fire protection and emergency response. Chief Michael possesses over 19 years of experience as a Fire Chief serving the Southern California community of Rancho Cucamonga.



Work Plan

We want to ensure that our scope of services is responsive to the Town’s needs and specific local circumstances. We will work with the Town to revise our proposed work plan based on input prior to approval of a contract, and as needed during the course of the study.

Willdan’s scope of services and project approach incorporates the following:

- Periodic meetings, email communication, and telephone conversations with Town staff, as needed. The Town will provide background information and copies of any Town documents and reports relevant to the study such as annual budgets, demographic studies, other fiscal reports or planning documents. Willdan will also need data and information from Menlo FPD on the level of service and cost associated with the Town.
- Report on other matters that come to our attention during the course of the evaluation that in our professional opinion, the Town should consider.
- Consultation with Town staff should it become necessary as a result of any legal or other challenge.

Task 1: Gather Data and Refine Approach

Objective: Ensure analysis identifies: 1) revenue generated through Town property taxes and fees that is allocated to the Menlo FPD; 2) cost of providing basic fire protection services within the Town’s boundaries; and 3) possible future expenses and services associated with the provision of fire services.

Description: In this task, we will review and request data from the Town and/or Menlo FPD and then work with staff to investigate and resolve the following issues:

- Review existing documents, including Town and Menlo Park FPD budget data and other relevant information (such as revenue generated via property taxes and fees supporting fire services, Menlo Park FPD cost and call data, available fire and emergency response data from comparable/nearby jurisdictions, etc.);
- Menlo Park FPD internal organizational information (i.e. organizational charts, salary listings by position; detailed benefit information by position) and direct billing schedules;
- Determine land use and service population projections; and
- Identify fiscal data for the year to be used as a basis for estimating the cost impacts of growth, such as the Town’s most recent adopted budget or CAFR.

Deliverables: Information requests to Town staff, as needed, and the preliminary spreadsheet analysis.

Task 2: Design and Build Fiscal Impact Analysis

Objective: Construct fiscal model to illustrate the costs associated with the Town assuming responsibility for the provision of fire services.

Description: Willdan will construct a fiscal model based on the Town’s current adopted budget or the actual budget for the last fiscal year. The model will estimate the revenues and costs associated with the provision of fire services. The model will include the current population and employment in the Town.

Task 3: Develop Revenue and Cost Model Inputs

Objective: Develop revenue and cost inputs for the fiscal impact model.

Description: Each revenue and cost input will be developed using either existing information or the case study approach for this project. Revenue sources will include all taxes, assessments and fees that the City provides to Menlo FPD (to be determined based on initial discussions).



We will calculate per capita factors by dividing total annual revenues or costs by the appropriate service population. Service population will include the current residential and employment population. Employment will be weighted appropriately to reflect impacts relative to residents for each revenue or cost item. The model will multiply these per capita factors by the projected service population associated with fire protection.

Case study revenue and factors will be developed as follows:

- Property tax projections will rely on the current and anticipated zoning, and may include:
 - Estimated market values;
 - Turnover rates;
 - Property appreciation rates; and
 - Property tax shares.
- Sales tax projections may be considered as applicable, depending on the structure of the analysis, as determined in initial meetings.
- Service cost factors will rely on the Menlo Park FPD's call data, or other relevant demand data, and discussions with Town staff about service demands for the project.

We will work directly with Town and Menlo FPD staff to determine the service demand of the project.

Fire service cost factors may rely on the call data available from the Menlo Park FPD and/or the Town, or other relevant demand data, and discussions with Town staff about service demands for the project

Task 4: Produce, Test and Refine Model

Objective: Produce model using data gathered in previous tasks.

Description: We will produce a fiscal impact model using the assumptions and revenue and cost inputs previously developed. We will run the model to analyze the proposed project. We will present preliminary model results to Town staff for discussion of key issues and advice on model refinements.

Deliverables: Tables showing model assumptions and results for the meeting.

Task 5: Prepare and Present Report

Objective: Communicate results of the analysis.

Description: Prepare an administrative draft report explaining the results, description of approach and assumptions. Deliver draft report to Town staff for comment and modify as appropriate. Subsequent rounds of comments will precede a public review draft and a final draft. The report will contain the results of the fiscal analysis, as well as a qualitative evaluation of the impact of the project on the Town.

Deliverables: Administrative draft report, public review draft, and final draft report.

Task 6: Meetings

Description: Willdan will attend meetings with the Town and stakeholders, as specified below:

- One kick-off meeting to initiate the project; and
- Two public meetings.



Town Staff Responsibilities

To complete our tasks on schedule, we will need the cooperation of Town staff. We suggest that the Town assign a key individual as project manager. It is expected that the Town's appointed project manager will:

1. Help resolve policy issues;
2. Coordinate responses to informational requests; and
3. Coordinate review of work products.

Our proposed scope of services includes three on-site meetings. Teleconferences are not considered meetings for the purposes of this scope. We will work with Town staff to coordinate meetings to keep the project on schedule.

Willdan will endeavor to minimize the impact on Town staff in the completion of this project. Furthermore, Willdan will rely on the validity and accuracy of the Town's data and documentation to complete the services described herein. We will rely on the data as being accurate without performing an independent verification of accuracy, and that we will not be responsible for any errors that result from inaccurate data provided by the client or a third party.



Project Team

Willdan's management and supervision philosophy for the project team is very simple: staff every position with experienced, capable personnel in sufficient numbers to deliver increased responsiveness and a superior product to the Town. With that philosophy in mind, we have selected experienced professionals for this engagement. We are confident that our team possesses the depth of experience that will successfully fulfill your desired work performance.

Willdan proposes Mr. **James Edison** to serve as in the role of **project manager** due to his familiarity with municipal budgets and operations, innovative approaches to funding public facilities and services, and extensive experience completing fiscal and economic impact studies. He is well respected by our clients for his ability to proactively organize a clear, consensus-based project approach. As the Town's day-to-day contact, he will attend key meetings; make presentations; participate in identifying project issues and solutions; and track the project schedule, thereby ensuring the timely completion of project deliverables.

Mr. **Dennis Michael** will serve as **senior technical advisor** for the engagement. Mr. Michael will be responsible for determining the facilities, equipment and staff needed to provide fire services to the Town. He will also be responsible for coordinating with fire services personnel to collect cost estimate information related to the Town's needs. A synopsis of Mr. Michael's qualifications and experience is provided below.

Mr. **Mike Medve** will serve as **senior project analyst** for the Town's engagement. Mr. Medve will be responsible for data gathering and report writing. He will also be responsible for coordinating with the client to ensure that data gathering proceeds smoothly and minimizes the burden on client staff.

Resumes/Biographies

Resumes for Mr. Edison and Mr. Medve, which include applicable project experience, are provided on the following pages, while a biography for Former Fire Chief Michael has been included below.

Former Fire Chief L. Dennis Michael, Senior Technical Advisor

Former Fire Chief L. Dennis Michael began his career as a firefighter with Rancho Cucamonga Fire District in April of 1976; promoting through the ranks to Engineer, Captain, Battalion Chief, and Division Chief. He was appointed Fire Chief in 1984, and held that position for 19 years until his official retirement on December 29, 2003. During his career, Chief Michael led the development of the Rancho Cucamonga Fire Protection District, as well as guided the organization through the growth and development of a small town into a City of nearly 175,000 residents. At present, he serves as the Mayor of the City of Rancho Cucamonga.





James Edison

Project Manager

Education

*Juris Doctorate, Boalt
Hall School of Law,
University of California,
Berkeley*

*Master of Public Policy,
Richard and Rhoda
Goldman School of
Public Policy, University
of California, Berkeley*

*Bachelor of Arts, magna
cum laude, Harvard
University*

Professional Registrations

*Member of State Bar,
California*

*Licensed Real Estate
Broker, California*

Affiliations

*Council of Development
Finance Agencies*

*CFA Society of San
Francisco*

*Congress for the New
Urbanism*

Urban Land Institute

Seaside Institute

*International Economic
Development Council*

16 Years' Experience

Mr. Edison specializes in the nexus between public and private enterprises, with particular expertise in public-private partnerships, and the benefits of economic development to municipalities and state, provincial, regional and national governments. He has particularly deep expertise in land use economics with a specialty in finance and implementation, including fiscal impact and the public and private financing of infrastructure and development projects, both in the United States and internationally. He has worked for both public and private clients on the implementation of public-private transactions, providing market and fiscal analysis, finance strategies, and negotiation support. His public sector experience includes local and regional economic impact studies, fiscal impact evaluations, new government formation strategies, and the creation of impact fees, assessments, and special taxes to fund infrastructure and public facilities. Mr. Edison has conducted numerous evaluations of the economic and fiscal impact of specific plans, and consulted on a wide variety of land use planning topics related to community revitalization and the economic and fiscal impacts of development. He has evaluated markets for entire new towns as well as for individual proposed residential, retail, entertainment, office, R&D, hotel and mixed-use projects throughout the western United States and abroad.

As a former bond attorney, Mr. Edison understands the legal underpinnings and technical requirements of public financing instruments, and has advised both public and private clients on the use of individual instruments and the interaction between those instruments and the needs of developers and project finance. He has also conducted project feasibility studies for a wide range of development, often in connection with community revitalization or expansion efforts. He has conducted fiscal impact evaluations in a wide range of contexts, including specific plans, individual development projects, community revitalization programs, annexations and government reorganizations.

Project Experience

City of Alameda, CA — Alameda Point Financial Analysis: Prepared a fiscal impact analysis and infrastructure financing plan for the Alameda Point Specific Plan. Willdan is currently helping the City negotiate with a developer for the implementation of Site A, the first part of the Alameda Point Specific Plan.

County of Napa, CA — Napa Pipe Specific Plan: Evaluated infrastructure finance requirements for the Napa Pipe project in southern Napa County, consisting of approximately 500,000 square feet of commercial development, 3,000 residential units, and a hotel. Provided an infrastructure financing strategy, drawing on the resources of the project itself and other financing mechanisms such as special assessments. Mr. Edison also analyzed the fiscal and economic impact of the project on Napa County.

County of Imperial, CA — Solar Farm Fiscal and Economic Analysis: Mr. Edison was engaged by the County of Imperial to evaluate the fiscal and economic impacts of a series of proposed solarvoltaic facilities (or "solar farms") on land near the Town of Calipatria in Imperial County. For each, Mr. Edison calculated the tax revenues and service expenditures accruing to the County from development of the project, and estimated the economic impacts of the project using IMPLAN, including the impact of the construction and ongoing operation of the solar farm, along with the negative impact of the removal of the project site from agricultural production.

City of Foster City, CA — Pilgrim-Triton Area Economic and Fiscal Impact Analysis: The City of Foster City engaged Mr. Edison to provide an analysis of the fiscal impacts of the development of the proposed Pilgrim-Triton Specific Plan. He provided an examination of the fiscal implications of a range of project alternatives, including the effects on the City's General Plan and services needed for new development within the Specific Plan.



J. Edison
Resume Continued

City of Foster City, CA — Gilead, Chess Drive, and Mirabella Fiscal Impact Studies: The City of Foster City hired Mr. Edison to provide an evaluation of the fiscal impact of three specific plans in the City. He evaluated the impact on services of each plan, the anticipated new revenues and expenditures, and the necessity for new public facilities to serve the projects.

City of Murrieta, CA — Master Facilities Plan and Development Impact Fee Calculation Report Update: Mr. Edison served as the principal-in-charge of the City's study to update their Master Facilities Plan and Development Impact Fee Calculation Report, to ensure that new development pays the capital costs associated with growth. The existing fees were adopted in 1998.

County of Monterey, CA — East Garrison Specific Plan Financing and Implementation: East Garrison, located on the easternmost portion of the former Fort Ord in Monterey County, consisted of approximately 1,400 residential units, including single family detached, town homes, apartments, and affordable housing, a town commercial center, and arts facilities. Mr. Edison assisted the developer and the County with a wide range of financing issues, including the availability and structuring of public finance, fiscal mitigation measures, economic impacts, the implementation of affordable housing, and the negotiation of business terms between the developer and the County. He also assisted the developer in negotiations with the Fort Ord Reuse Authority over the base wide capital improvement program and the structuring of the payment of impact fees generated by the development.

City of Vallejo, CA — Service Island Annexation Fiscal Impact Analysis: The City of Vallejo engaged Mr. Edison to provide an analysis of the fiscal impact of the annexation of three unincorporated areas within the City's boundaries, areas commonly called "service islands." Solano County LAFCo requested the City examine the impact of annexation as part of a larger annexation proposal by the City. He provided an examination of the fiscal implications of the annexation of each area, including population, business activity, and the likely revenues and costs associated with adding each area to the City.

City of Vallejo, CA — Costco Expansion Urban Decay, Economic, and Fiscal Impact Analysis: At the request of the City of Vallejo, Mr. Edison examined the economic impact of a proposed expansion of an existing Costco. The analysis included projections of the impact on sales tax, employment, property tax, and the net impact to the City's budget. Based on the analysis, the City Planning Commission approved the Costco expansion.

City of Redding, CA — Oasis Towne Center Financing and Fiscal Analysis: Hired by the Levenson Development Company (LDC) to assist with an economic/fiscal impact study and a financing plan for the Oasis Towne Center, a retail development of approximately one million square feet in Redding, California. Mr. Edison advised LDC on how to structure the financing of the development in order to provide public benefits from the project and minimize the need for public resources. He prepared an economic and fiscal analysis and negotiated a series of service plans and fiscal mitigation measures with the City of Redding. Mr. Edison also prepared a financing plan for infrastructure needed not only for the immediate project but also for development within the entire Oasis Road Specific Plan area.

City of Anaheim, CA — Focused Site Analysis Peer Review: The Sun Cal Development Company sought to build homes on a parcel in the City of Anaheim located within the City's resort area. Mr. Edison reviewed a series of reports prepared for the City by its consultants that evaluated the likely impact on the City of developing homes on the Sun Cal parcel rather than resort uses. He evaluated tax revenue projections, hotel and resort market studies, and other data prepared for the City, and conducted an independent analysis of the impact of the proposed Sun Cal development on property tax and transient occupancy tax revenues that would be received by the City. Mr. Edison's analysis provided support to the Sun Cal residential proposal.

County of Placer, CA — Bohemia Lumber Site, Fiscal Impact and Urban Decay Analysis: The County of Placer engaged Mr. Edison to examine the fiscal impact and potential urban decay effects from the development of the former Bohemia Lumber site into a retail center. Mr. Edison prepared the analysis and presented the results to the County Board of Supervisors.



Mike Medve

Project Manager

Education

*Bachelor of Science
Information and
Computer Science,
Management and
Mathematics Minors,
Cum Laude
University of
California Irvine*

Areas of Expertise

Public Finance

Public Facility Financing

*Special District Formation
and Administration*

Proposition 218

Fiscal Analysis

Tax Increment Financing

12 Years' Experience

Mr. Medve is a project manager within Willdan's Financial Consulting Services group. He brings 12 years of consulting experience with expertise in public finance, including special district formation and administration, fiscal impact analysis, public facilities financing plans, integrated financing districts, Proposition 218, tax credit financing, state and federal grant and loan programs, sales tax revenue bonds, and infrastructure financing districts. He has acted as special tax consultant for over 50 Community Facilities District (CFD) formations, annexations and restructurings.

Mr. Medve has been a financing team member for over \$150 million in limited obligation bonds and over \$50 million in grant funds. He has served as the lead public finance consultant for over 30 clients, both public and private, throughout the country. His broad experience in nearly all aspects of public finance allows him to approach complex projects with confidence and ensure that the client has the information necessary to make informed decisions.

Project Experience

City of Los Angeles, CA – Fiscal Impact Report: Mr. Medve assisted the City of Los Angeles' Chief Administrative Officer (CAO) with the identification of the fiscal impact of the annexation of the Hidden Creeks Estates project to the City of Los Angeles. The analysis included a comparison of city and county costs of public services such as police, fire and public works. The report was approved by the City's Boundary Adjustment Board, the City Council, and County LAFCO.

County of San Diego, CA – Special Tax Consulting: Mr. Medve is currently assisting the County with their special tax consulting projects, specifically CFDs formed within unincorporated areas. To meet the demands of continued growth within the County, he is currently involved with the initial steps of forming three separate CFDs that will fund services and improvements ranging from flood control maintenance and fire protection services to necessary capital improvements. He is also helping to replace an existing Permanent Road Division special assessment with a special tax to fund street rehabilitation and maintenance.

City of Roseville, CA – Special Tax Consulting: In 2014, Mr. Medve prepared an Amended Notice of Special Tax Lien for the City's Fiddymont Ranch CFD No. 1 (facilities) and Fiddymont Ranch CFD No. 2 (services). The amendment was necessary to reconcile changes in project land use with the special tax revenues that were needed to pay debt service and administration on outstanding infrastructure bonds and fund the annual operations and maintenance of existing facilities. In 2015, Willdan was retained to act as Special Tax Consultant for the formation of an overlay CFD (Fiddymont Ranch CFD No. 5) that will refund a portion of the CFD No. 1 bonds and pay for additional infrastructure projects associated with the development. Facilities needed include streets, bridges, sewer improvements, storm drains, water infrastructure and landscaping. Willdan has also performed the annual administration for the City's CFDs for over a decade.

City of Yucaipa, CA – Tax Increment/Special Tax Consulting: Provides consulting services related to the formation of one of the State's first Enhanced Infrastructure Financing Districts (EIFD), including the development of a multi-agency fiscal impact report. Mr. Medve is also assisting the City with its Cost Allocation Plan and User Fee update.

References

Provided below are project descriptions, including contact information, that are similar in scope, size, and complexity to the services requested by the Town. We are proud of our reputation for customer service and encourage you to contact these past clients about our commitment to excellence.

County of Napa, CA | Napa Pipe Specific Plan Analysis

Mr. Edison assisted the County of Napa and the developer of Napa Pipe with the Napa Pipe Specific Plan, consisting of approximately 500,000 square feet of commercial development, 3,000 residential units, and a hotel. Willdan prepared a market assessment that evaluated the feasibility and value creation of the uses contemplated for the Plan. Willdan developed an infrastructure financing strategy that drew upon the resources of the project itself and other financing mechanisms such as special taxes and assessments. Willdan also analyzed the fiscal and economic impact of the project on Napa County, and prepared an urban decay analysis that evaluated the impact on retail businesses in the City of Napa. Mr. Edison presented the findings to the County Board of Supervisors and Napa's City Council.

Contact Information: Keith Rogal, President
Napa Development Partners, LLC
Tel #: (707) 251-0123; Email: keith@rogal.net

City of Alameda, CA | Alameda Point Financial Analysis

The City of Alameda hired Willdan to assist with a variety of tasks related to the planning and development of Alameda Point, a former naval air station. The City took title to approximately 1,400 acres of land and water from the Navy on June 4, 2013. They began the process of preparing a master development plan, master infrastructure plan, and an Environmental Impact Report for the development of Alameda Point and required assistance on a range of issues related to land economics, including a fiscal impact analysis of the planned development, an infrastructure financing plan, and a feasibility analysis to estimate whether the contemplated development could sustain the burden of infrastructure needed to rehabilitate the base. Currently Willdan is assisting the City with negotiations with developers of the first two parcels slated for development.

Willdan prepared a fiscal impact analysis examining the general fund revenues (such as property taxes, sales taxes, and a variety of general sources) and expenditures (such as public safety, maintenance, park services, and other items) that would be generated by the planned development at Alameda Point. Willdan prepared a model estimating the general overall impact, as well as a more detailed model examining an imagined phase 1. The effort included estimates of the assessed and market values of development, demographic forecasts, and estimated sales taxes generated by development. Willdan presented the analysis to the City Council at several public meetings.

Willdan also prepared a conceptual infrastructure financing plan for Alameda Point. Willdan worked with the City and engineering staff to estimate phases of development and prepared an analysis of the infrastructure financing revenue that would be available. The analysis included estimates of developer equity, as well as financing sources such as assessments and special taxes.

Finally, Willdan prepared a feasibility analysis that examined the burden of assessments and special taxes that would be required (based on the infrastructure financing plan) and estimated whether development would be able to bear the burden and what price the City could forecast for the land.

Contact Information: Jennifer Ott, Chief Operating Officer
Alameda Point
Tel #: (510) 747-4747; Email: jott@alamedaca.gov

City of Palm Desert, CA | Paramedic Services User Fee Development

The City of Palm Desert engaged Willdan to complete a fee study for paramedic services to help offset the cost of providing those services to the public. Although the City had been providing these services for free, they were concerned that the free paramedic service was being used primarily by a few property owners within the City. Mr. Medve compiled call data and cost information from the County of Riverside and the City of Palm Desert. Through collaboration with City staff, a fee was developed that could be used to curb abuse but did not place an undue burden on residents in need of emergency paramedic services.

Contact Information: Paul Gibson, Finance Director/Treasurer
City of Palm Desert
Tel #: (760) 346-0611; Email: pgibson@cityofpalmdesert.org

County of Monterey, CA | East Garrison Project Financing and Implementation

East Garrison, located on the easternmost portion of the former Fort Ord in Monterey County, California, consisted of approximately 1,400 residential units, including single family detached, townhomes, apartments and affordable housing, a town commercial center and arts facilities. Mr. Edison assisted the developer and the County with a wide range of economic issues, including the availability and structuring of public finance, fiscal mitigation measures, economic impacts, the implementation of affordable housing, and the negotiation of business terms between the developer and the County. He also assisted the developer in negotiations with the Fort Ord Reuse Authority (FORA) regarding the base wide capital improvement program and the structuring of the payment of impact fees generated by the development. Mr. Edison presented this information to the County Board of Supervisors, County staff, and the FORA Board on multiple occasions.

Contact Information: Keith McCoy, President
Urban Community Partners
Tel #: (510) 541-7800; Email: keith.mccoy@urbancommunitypartners.com

County of Riverside, CA | Comprehensive Impact Fee Update

The County of Riverside engaged Willdan to perform an update of its comprehensive impact fee program. The fee categories were broad and diverse, including countywide facilities, such as: jail detention facilities and county parks and trails; unincorporated only facilities such as fire stations and libraries; and County planning area specific facilities including storm drains and traffic improvements. Other facilities needed to be differentiated between the Eastern and Western portions of the County, due to separation by distance as well as varying level of facilities by region. The process has been lengthy, involving significant efforts to inform staff of methodological differences between the Willdan methodology, and the methodology of the previous consultant.

Contact Information: Serena Chow, Administrative Services Manager II
Riverside County Economic Development Agency
Tel #: (951) 955-6619; Email: schow@rivcoeda.org



Disclosure

Willdan Financial Services is not aware of any past, ongoing, or potential conflicts of interest that the company or proposed personnel may have as a result of performing the scope of services associated with the preparation of the Fire Services Fiscal Review.



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**Proposal to Conduct a Fire Services
Fiscal Review**

TOWN OF ATHERTON, CALIFORNIA

ORIGINAL

LETTER OF TRANSMITTAL



March 29, 2017

Mr. George Rodericks
City Manager
Town of Atherton
91 Ashfield Road
Atherton, CA 94027

Dear Mr. Rodericks:

The Matrix Consulting Group, Ltd. is pleased to provide you with our proposal to conduct a Fire Services Fiscal Review for the Town of Atherton. The Matrix Consulting Group is a firm comprised of highly experienced local government management consultants specializing in the analysis of public safety services. This proposal is based upon the request for proposal and our experience analyzing fire service needs in California and throughout the United States in over 300 studies. Our experience can be summarized by the following:

- Our firm has provided services to local government since 2002, though the senior members of the firm have worked together for up to 35 years.
- We have extensive experience analyzing fire service organization and operations around the country, including the analysis of deployments, staffing, scheduling, staff utilization, fire station locations, organizational and management for the following sample of recent clients (with California agencies in **bold**):

Amesbury, Massachusetts
Anchorage, Alaska
Boston, Massachusetts
Augusta, Maine
Auburn, Maine
Barnstable, Massachusetts
Bellingham, Washington
Brattleboro, Vermont
Canandaigua, New York
Charlottesville, Virginia
Chelsea, Massachusetts
Clearwater, Florida
Dinuba, California
El Paso, Texas
Escambia, Florida
Fort Lauderdale, Florida
Glenview, Illinois
Grants Pass, Oregon
Hanford, California
Hermosa Beach, California

Highland, California
Huntington Beach, CA
Indio, California
Keene, New Hampshire
Killington, Vermont
Lee County, Florida
Martin County, Florida
Mason, Ohio
Meriden, Connecticut
Middleborough, MA
Milwaukee, Wisconsin
Monrovia, California
Monterey, California
Mountain View, California
Napa, California
North Kingstown, RI
Norwalk, Connecticut
Pacific Grove, California
Parkland, Florida
Peachtree City, Georgia

Peoria, Illinois
Pinellas Sun Coast FD, Florida
Placer County, California
Plano, Texas
Pompano Beach, Florida
Portland, Oregon
Portsmouth, New Hampshire
Portsmouth, Virginia
Putnam County, Florida
Red Bluff, California
Redding, California
Sacramento, California
San Antonio, Texas
Seminole, Florida
Seminole County, Florida
Spokane, Washington
Suffolk, Virginia
Sunnyvale, California
Walton County, Florida
Winter Garden, Florida

As the table shows, we have worked with hundreds of fire departments in California and nationally, many of which include fire districts and contract fire agencies.

- Our firm is highly experienced and comprised of career public safety analysts and former fire chiefs. The project team has extensive knowledge of laws, best practices and requirements of the Commission on Accreditation International.
 - As the President of the firm, with over 30 years of experience analyzing public safety functions, I will be a Technical Advisor and ensure the quality of all project deliverables. My experience analyzing the fire service encompasses over 150 projects.
 - Robert Finn, a Senior Manager with the firm and head of our fire services practice will be Project Manager. Prior to joining the Matrix Consulting Group, Robert Finn was Chief in the Southlake (TX) Department of Public Safety. Robert led his agency through the accreditation process and served as a peer assessor, team leader and technical reviewer for CFAI.
 - Courtney Ramos, as Senior Manager with the firm and head of our financial services practice will lead the financial analysis of the existing revenue and costs as well as future cost and revenue projections.
- Our approach to fire service consulting is comprehensive and objective:
 - We are a 'fact based' firm, providing detailed data collection and analysis.
 - We obtain extensive input from 'stakeholders', including appointed and elected officials, fire service managers and staff.
 - We work closely with our clients through interim reports and meetings.
 - We use sophisticated analytical tools, such as our in-house GIS tools.
 - We are independent, not affiliated with any labor or management group.

As a locally owned and headquartered consulting firm (in Mountain View) we are readily accessible to the Town on this project.

We look forward to an opportunity to further discuss our proposal with you. If I can answer any questions, please do not hesitate to contact me by phone at 650-858-0507 or at rbrady@matrixcg.net.


Matrix Consulting Group

Richard Brady
President

1. FIRM OVERVIEW

1. FIRM OVERVIEW

This section of our proposal provides an overview of the firm and our experience providing fire and emergency medical analytical services to government agencies in general and to fire service agencies in particular. The following describes our firm's formation, staffing and other pertinent information:

- While our company was formed in 2002, our founders have worked together in this and other firms for up to 30 years (in Hughes, Perry & Associates, MAXIMUS and Hughes, Heiss & Associates). We are incorporated in California.
- We provide management operations studies only for government.
- Each of our senior consultants has between 10 and 30 years of analytical and management experience. Our public safety analytical team is comprised of career public safety analysts and former public safety managers who now are full-time consultants.
- Our firm maintains its headquarters in Mountain View, California; we also have offices in the following metropolitan areas: Portland (OR), Spokane (WA), Boston (MA); Dallas (TX); Raleigh (NC), and St. Louis (MO). We currently employ 18 full-time and 8 part-time employees.

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- Our primary focus is on the analysis of public safety operations (fire, emergency medical and police services). As later sections of this proposal will demonstrate, we have personally served over 300 Fire and EMS agencies in our careers.
- For this project, we propose no subcontractors – all of the work would be performed by staff with the firm. In fact, we do not believe that the extensive use of subcontractors assists our clients – it leads to inconsistency in work quality and customer service.

Our experience is personal and corporate – our team has worked together on hundreds of public safety management and efficiency studies throughout the country.

2. APPROACH

2. APPROACH

This section of the proposal provides an overview of our project management practices, methodologies and processes. The Matrix Consulting Group believes very strongly in the science of our craft. As a result, we utilize formal project management techniques in conducting our studies, to best meet the needs of our clients. These techniques include:

- **Fact-Based and Jurisdiction Specific Analysis:** The central tenet of our approach is collecting facts and data specific to the jurisdiction to ensure all analysis and recommendations are specific to the agency and its requested scope of services.
- **Interactive Study Process:** A successful project needs to be based on a study process that involves the Town and Fire District staff input regarding recommendations. This approach includes meeting with Town Officials and Fire District representatives.
- **Detailed Project Management Plan:** All project work activities, including team member roles, deliverables, schedule, and budget is detailed in a project management plan along with regular status updates during the study.
- **Cross-Trained Project Team:** Our project team's background as both career consultants and former fire service managers provides a unique understanding of the various components that need to be explored to arrive at recommendations that are able to be implemented while providing accurate and timely financial projections.
- **Work Product Reviews:** All interim and final work products are reviewed by the client and designated project manager before being delivered or presented at any public meeting.

Our approach and philosophy has provided our clients with valuable assistance and advice in dealing with important public policy, organizational and operational issues. It has also resulted in projects with high implementation rates.

3. PROJECT EXPERIENCE

3. PROJECT EXPERIENCE

This section of the proposal provides a summary of the firm's experience conducting fire services studies.

1. GENERAL PRIOR FIRE SERVICE EXPERIENCE

We have extensive experience analyzing fire service organization and operations around the country, including the analysis of demand, deployment, staffing, scheduling, staff utilization, fire station locations financing, organizational and management for the following sample of recent clients (with California agencies in **bold**):

Albuquerque, New Mexico	Hanford, California	Putnam County, Florida
Auburn, Maine	Hermosa Beach, California	Red Bluff, California
Augusta, Maine	Huntington Beach, California	Reno, Nevada
Bellingham Washington	Indio, California	Sacramento, California
Canandaigua, New York	Keene, New Hampshire	Santa Clara County, California
Chesapeake, Virginia	Killington, Vermont	Seminole County, Florida
Colusa, California	Milwaukee, Wisconsin	Seminole, Florida
Coventry, Connecticut	Monterey, California	Somerville, Massachusetts
Corte Madera, California	Napa, California	Southlake, Texas
DeKalb County, Georgia	Omaha, Nebraska	Spokane, Washington
Dinuba, California	Pacific Grove, California	Springdale, Arkansas
Fort Lauderdale, Florida	Placer County, California	Sterling, Illinois
Glenview, Illinois	Portland, Oregon	Sunnyvale, California
Goodyear, Arizona	Pueblo, Colorado	Wilbraham, Massachusetts

As the table shows, we have extensive experience analyzing fire service issues in California and across the United States. This project team is also conducting fire studies in **Big Bear Lake (CA)** and Westport (CT).

2. FEASIBILITY AND COOPERATIVE SERVICES STUDIES

The firm and project team also have extensive experience conducting fire and emergency service consolidation feasibility and merger support, including the evaluation and assessment of organizational structures, asset location, financial models, and governance models. The table on the following page provides a sample of other areas where we have conducted this type of work for clients (again with California agencies **bolded**):

Contract Service Evaluations	Feasibility Studies	Consolidation Analyses	Countywide Studies
Campbell, CA	Charlotte County, FL	Burlingame/Hills., CA	Albemarle County, VA
Indio, CA	Coral Springs, FL	Capitola/SCFPD#1, CA	Lee County, FL
Orange County, CA	Cupertino, CA	Charlottes./Albemarle, VA	Mesa County, CO
Pomona, CA	Highland, CA	Escambia Cty./Pensa, FL	Placer County, CA
Reno/Washoe Cty., NV	Parkland, FL	La Mesa/Lemon Gr., CA	San Mateo, CA
Sacramento, CA	San Ramon, CA	North Utah County, UT	Santa Clara Cty, CA
Salinas/SRFPD, CA	Sarasota County, FL	San Rafael/Marin, CA	Sonoma County, CA
Seminole, FL	Scottsdale, AZ	Saratoga/Sara. FPD, CA	Stanislaus, CA

This project team is also conducting fire studies in **Sonoma County (CA)** and **Tuolumne County (CA)** and has just completed fire services studies for **Butte and Merced Counties** in California. All of these countywide and regional fire services studies have evaluated alternatives to organize (e.g., special districts, CSA's, JPA's) and finance the fire service.

3. FINANCIAL SERVICES EXPERIENCE

Financial services are a core service area for the firm, which we have provided since we were founded.

The primary focus of our financial studies is to provide documented and defensible cost recovery studies, and most importantly ensure our clients understand the analysis and how to implement results. California based user fee and cost of service study clients of the Matrix Consulting Group within the last five years include the following:

Elk Grove	Oceanside	San Pablo
Fairfield	Pasadena	Santa Barbara County
Fresno	Petaluma	Santee
Huntington Park	Richmond	Seal Beach
Long Beach	San Bernardino	Sunnyvale
Los Altos Hill	San Diego	Temecula
Los Angeles	San Francisco	Vacaville
Madera	San Jose	Willits

We are currently working with the Southern Marin Fire Protection District, the Central Fire Protection District, and the San Bernardino County Fire Department to assess Fire Prevention cost of services.

The focus of these projects, and all of our studies, is to enhance the efficiency and effectiveness of cost recovery policy and procedures for local government.

4. PROJECT PLAN

4. PROJECT PLAN

This section of our proposal provides a summary of our proposed approach to conducting the scope of services described in the request for proposals. This detailed work plan would serve as the basis for our initial data collection efforts, interviews and other project tasks.

1. BACKGROUND TO THE STUDY AND SCOPE OF WORK

The purpose of this study is to work with the Town of Atherton to conduct a fiscal review of fire services for the Town to define the actual cost of fire services, development of a predictive model of future revenues that will fund fire services, identify the cost of providing fire services provided to the Town by the Menlo Park Fire Protection District and identify the cost for providing fire services if the Town were not part of the Fire District.

The Town of Atherton has a population of approximately 7,159 residents (2013 US Census) estimates and covers an area of approximately 5 square miles. The Town is part of the Menlo Park Fire Protection District and is served for initial response by Station 3, which is staffed with 3 personnel daily (1 Captain and 2 Firefighters) which respond to emergency calls on an advanced life support engine.

The Menlo Park Fire District operates from a total of seven (7) fire stations and also have a facility for fire administration and fire prevention services. The following facilities serve the Fire District:

Administration and Fire Prevention – 170 Middlefield Road	Menlo Park
Station 1 – 300 Middlefield Road	Menlo Park
Station 2 – 2290 University Avenue	East Palo Alto
Station 3 – 32 Almendral Avenue	Atherton
Station 4 – 3322 Alameda de Las Pulgas	Unincorporated Menlo Park
Station 5 – 4101 Fair Oaks Avenue	Unincorporated Menlo Park
Station 6 – 700 Oak Grove Avenue	Menlo Park
Station 77 – 1467 Chilco Street	Menlo Park

The study is designed to answer several fundamental and specific questions for the Town, including:

Fundamental Question #1 – What are the costs, locally generated revenue and benefits of fire service delivery from the Menlo Park Fire Protection District?

- What revenue does the Fire District receive from Atherton residents via property taxes and fees in support of fire services?
- What is the cost of providing basic fire protection services within the jurisdictional boundaries of the Town of Atherton from the Fire District?
- What other special services are provided by the Fire District to Atherton and what costs do these services add to the cost of basic fire services?
- Has the Town's property values increased to the point that the funds received by the Fire District exceed the cost to provide basic fire services to the community?

Fundamental Question #2 – What is the financial and service feasibility of the Town creating a municipal fire department?

- What are the options available to the Town to provide fire protection services?
- How many fire stations would be required to service the Town and how should they be staffed if a different delivery method was utilized for fire services? Where should these stations(s) be located to optimize service delivery?
- If there were not a Fire District and the Town were responsible for providing fire services independently, how would those services be structured? How many fire stations would be required to service the Town and how should they be staffed? Where should these stations(s) be located to optimize service delivery?
- If the Town were responsible for providing fire services independently, what would the cost of those services be?
- What would the initial capital costs and ongoing annual and long-term costs to provide fire services in the Town be?
- What are the benefits and liabilities associated with moving from the Fire District to another service delivery model?

The study will consist of a comprehensive review of current services, development of alternatives and recommendations for providing services in the future as well as costs for providing the services. Each identified option will need to fully consider the financial implications and governance issues, while fully analyzing the need for support services such as dispatch, IT, legal, HR, etc.) to support the option being considered.

2. PROJECT WORK PLAN

The following task plan provides a detailed description of our proposed approach to this project.

Task 1 Project Initiation

In this task, the project team will meet with the management teams of the Town and the Menlo Park Fire Protection District as well as any other identified external stakeholders to gain a full understanding of the current service model and any issues facing the organization(s), as well as background, goals and expectations for the study, from their perspective. We will also hold an initial meeting with the Council Subcommittee.

Based on the outcome of the meeting(s) the project team will finalize the proposed schedule and project management plan. We would also propose that at the conclusion of the meeting(s) the formation of a formal project steering committee, with representatives from the Town and Fire Protection District. This will establish the working relationships between the project team and the agencies and provide points of contact during the project. This committee would also be tasked with reviewing interim deliverables.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none">• On-site initial meeting with District and Town staff to review goals, objectives, and project management plans• Kick-Off presentation to appropriate staff• Detailed project management plan – outlining dates for monthly status reports	<ul style="list-style-type: none">• Attendance at kick-off presentation and initial Executive staff meetings.• Designate a project management representative from each participating agency.

Because of the regional potential for alternatives, the project team will also have initial discussions with the city managers from the City Managers in Menlo Park and East Palo Alto as well as San Mateo County which would both be impacted by service delivery alternatives. Moreover, the cities could be viable partners in delivering fire services if an alternative to the Fire District included a regional approach.

Task 2 Data Collection, Interviews and Development of a Baseline Descriptive Profile

In order provide a comprehensive understanding of the current service delivery model provided in Atherton, including the development of a cost and operational analysis, the project team will need to collect and compile several key components of data from each agency.

During this task, we will also meet individually with key personnel of the MPFPD to gain a full understanding of how the fire delivery system functions such as

governance, authority, administration, operations, prevention and training, support services, costs, etc. We will also meet with labor group representatives to gain input from their perspective and any potential labor issues that may arise from the options developed.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none">• Data collection and compilation for analysis of the current fire service delivery system.• Development of a draft profile detailing the factual understanding of the current situation in terms of governance, authority, stations, deployment, staffing, budgets and workload.	<ul style="list-style-type: none">• Provide consultant with data as requested.• Ensure availability of staff for one on one interview with the project team.• Review profile to ensure accuracy.

The descriptive profile would be an important starting point for this study. It would provide a service and cost baseline for the District's services to the Town of Atherton, including how Atherton fits into the wider District service picture.

Task 3 Understand Community Views About Fire Service Issues

It is critical for the project team to develop input regarding current fire services as well as viable alternatives from the community. To provide a major avenue for input at the outset of the project, we plan to conduct two major study activities – a citizen online survey and citizen focus group meetings. The following subsection describes these efforts.

(1) Survey for the Public

We would conduct an electronic survey that could be completed by any member of the public to provide additional feedback and input to the project team regarding fire services. Information regarding the perceptions of the fire services provided and the current satisfaction with these services will provide unique insight. Attitudes toward some of the following questions would be sought:

- Document attitudes toward the types, levels and quality of fire services provided.
- Document attitudes toward responsiveness of MPFPD personnel.
- Document perceptions regarding key programmatic issues.
- Identify service gaps and new programmatic and service needs.
- Views toward value for the tax dollars received.

Questionnaires would be confidential and completed via an online survey instrument (SurveyMonkey).

(2) Community Stakeholder Meetings

Through the use of focus group meetings for community stakeholders, the Matrix Consulting Group usually asks customers a number of pointed questions about their fire service expectations and how well the MPFPD is meeting them. In this task, the Matrix Consulting Group will utilize this technique in which the following would be:

- An introduction to the study, its processes and goals.
- Discussion of the strengths of fire services.
- A review of issues of concern to attendees, such as those described above.
- Suggestions for the development of an ongoing process for community input.

The participants would be led through a two-hour discussion by the Matrix Consulting Group, to really understand why citizens feel the way they do about a particular issue of fire services.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none">• Summary of the community survey.• Summary of the 'Town Hall' meeting.	<ul style="list-style-type: none">• Provide consultant with venue for the Town Hall meeting.• Provide access to the Town's website and social media channels for the community to have access to the survey link.

Task 4 Conduct an Operational Analysis, Including Support Services

In this task, the project team will analyze the current fire station network, apparatus and other specialty response units utilized by the Fire Protection District to provide emergency services to fully understand economies of scale and operational efficiencies that provided to the Town by being part of a Fire Protection District. It will include Computer Aided Dispatch (CAD) and GIS analysis of the following:

(1) Demand

The Computer Aided Dispatch (CAD) records and Records Management System (RMS) reports will be utilized to determine the current demand for services in each service area. The District service areas will be analyzed by incident type, as well as time of day and day of week service demands. Calls will be analyzed to determine call type, location and frequency. The service demands will be displayed geographically for each station and the overall study area in the form of an ArcView GIS spatial analyst map.

(2) Distribution

The study of distribution involves locating first-due resources geographically to assure rapid deployment in minimizing and terminating emergency incidents. All existing facilities in the service area will be analyzed through the ArcView GIS software to determine the predicted effectiveness of first-due personnel in accordance with adopted service level objectives.

(3) Concentration

The study of concentration requires an analysis of the arrangement of multiple resources, to allow an effective response force to be assembled within adopted timelines. The ability for the current system to deploy and assemble an effective response force will be evaluated in the study area. This portion will include an assessment of the actual response by other stations to serve Atherton and how often the station 3 engines responds outside Atherton.

(4) Reliability

The study of reliability uses actual incident history and data to measure the historical performance in accordance with adopted performance standards. The project team will analyze the current workload and utilization of each company in the Fire Protection District to determine the actual or estimated failure rates based on the availability of data and show the impact on the ability to deploy an effective response force based on the findings.

(5) Support Services

The project team would conduct an assessment of the District's support and administrative services including fire prevention, human resources, information technology, finance, etc. Each would be evaluated in terms of best practices, efficiency and use of technology. The project team would also evaluate training and fire prevention services and how those are currently provided in the District.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none"> • Analysis of the current operational capabilities of the current system deployment of the Fire District. • Analysis of future station, apparatus and staffing levels needed based on identified need for the Town of Atherton. • Development of a comparative operational analysis document showing the capabilities of the current fire service delivery system and expected performance for each service area. 	<ul style="list-style-type: none"> • Provide the agency representative for review of the operational analysis and potential areas identified that may benefit from consolidation vs. operating at the status quo.

Task 5 Financial Analysis

This project task will involve a full financial assessment of the current revenues and costs for the provision of fire services in the Town of Atherton under the current model of service delivery. The financial analysis will include costing of all administrative, operational and support services as well as specialty services provided by the District to determine the cost of basic fire protection services as well as the overall cost of providing services to the Town.

(1) Revenue Assessment

A key question posed by the Town, is to better understand the property tax revenues provided to the District, and how it compares to the revenues provided by other District communities. The key sources of revenues to be assessed are property taxes meant to cover general fire services and fees paid by Town residents for specific fire services.

The project team would look at the methodology and calculation used to determine the amount of property tax revenues that are provided to the District for general fire services. This analysis would take into account recent and potential increases to property values, and how that would impact revenues provided to the District. Additionally, the project team would compare the methodology used in Atherton, to those of other District members.

(2) Service Assessment

Utilizing the information gathered in the revenue assessment, the project team will look at evaluating the services being provided by the District, and the cost associated with those services. This cost analysis will look at calls for service, as well as other specialty services, and compare that with the services being provided to other District members.

(3) Other Services

It is important to understand the services being provided by the District, including basic fire services, as well as specialty services such as Hazmat, CERT, search and rescue, etc. The project team will work with District staff to document the services being provided to all District members, and which of these services are covered by member payments, and which of these services are charged to residents under separate fees.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none">• Analysis of the current revenue payment methodologies.• Outline of services covered by revenue payments and fees for service.• Evaluation and comparison of services and associated costs.	<ul style="list-style-type: none">• Provide consultant with data as requested, including property tax logs, and call for service information.

Task 6 Procedural Formation Assessment

The Matrix Consulting Group will use the analysis conducted in the previous tasks to develop recommendations related to the future options for the delivery of fire services in the Town to include recommendations for changing to a different governance model or continuing with the current arrangement for providing fire services.

These options will include, but not necessarily be limited to:

- Status Quo
- Creation of a stand-alone Atherton Fire Department
- Forming a JPA with an identified regional partner(s)
- Contracting for services with another entity (such as CAL FIRE)

As regional partners are identified it would be necessary to obtain information on their fire service delivery system and performance.

There will also be a full financial forecast for each option to include initial one-time costs as well as ongoing annual and long-term costs for the option. The depth of this analysis will include:

- Each alternative will demonstrate the resources available in the Town and the expected service level results.
- Each of the options will consider the support administrative, operations and support services staffing and related support (dispatch, legal, IT, HR, etc.) needed and how it should be provided.
- For each governance model option an overview of the structure of the authority and service provider(s) will be provided as well as service level expectations and fiscal analysis to compare against the current services provided.
- For each option, detailed steps will be developed for how to implement the option along with timelines and conditions that need to be met for the option. Any LAFCO implications will also be discussed in this analysis.

- The impacts of how ownership of capital assets should be handled and additional support resources needed dependent on the governance model and service provider option(s) being considered.
- Finally, the impacts of labor agreements, leave benefits and employee compensation for each alternative will be examined.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none"> • Analysis of the current operational and non-operational and support services required for each identified option. • Development of governance model and organizational structure for each model. • Development implementation steps, timelines and conditions for each model. 	<ul style="list-style-type: none"> • Provide the agency representative for review of the non-operational and support area recommendations, governance options and implementation timelines and conditions to be considered prior to developing the draft project report.

Task 7 Development, Delivery and Review of the Draft and Final Fire Services Fiscal Review Report

The project team will provide a draft report of the Fire Services Fiscal Review for review and discussion with the Town and MPFPD. Once the comments have been received and revisions are completed by the project team a final report will be delivered and presented to Town staff and elected officials to facilitate their understanding of the plan and its implications for the delivery of fire services in the Town. The report will include the following elements at a minimum:

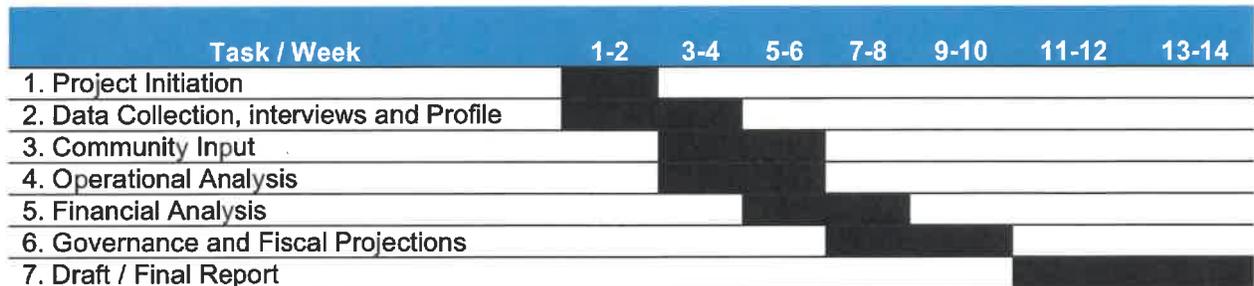
- Executive Summary of the project team findings and recommendations.
- Financial analysis of the current revenues and costs for providing fire services to the Town.
- Identification of direct costs, indirect costs and the overhead costs for the current services provided.
- Identification of the current governance structure, roles of the Town and MPFPD.
- In-depth financial analysis for the Town under the current organizational structure as well as the options presented along with the long-term implications of the status quo.
- Deployment options for providing fire services in the Town for each scenario.
- A model for governance, command and control to include board makeup, command staff and succession planning in selected options.

- Complete cost allocation methodology and apportionment options for all aspects of any recommended governance and organizational models.
- Implementation plan with suggested timing and costs including start-up and transitional costs. Disposition of existing assets will also be evaluated.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none"> • Development of the draft project report. • Conduct necessary edits and answer questions for the Town and the District. • Deliver the final report and Implementation Plan. • Make a presentation of the final plan to Town staff and elected officials at up to two (2) public meetings. 	<ul style="list-style-type: none"> • Provide the agency representatives for review of the draft report to provide comments and feedback on any required edits. • Schedule a mutually acceptable date for the public presentation of the final report.

3. PROJECT WORK SCHEDULE

The chart, below, shows our proposed schedule for completing the project and accomplishing the work tasks described in the previous section of our proposal. As shown in the chart on the following page, we propose to conduct the project in 14 calendar weeks. The chart also portrays points at which it is appropriate to have Project steering committee and staff review meetings. As shown,



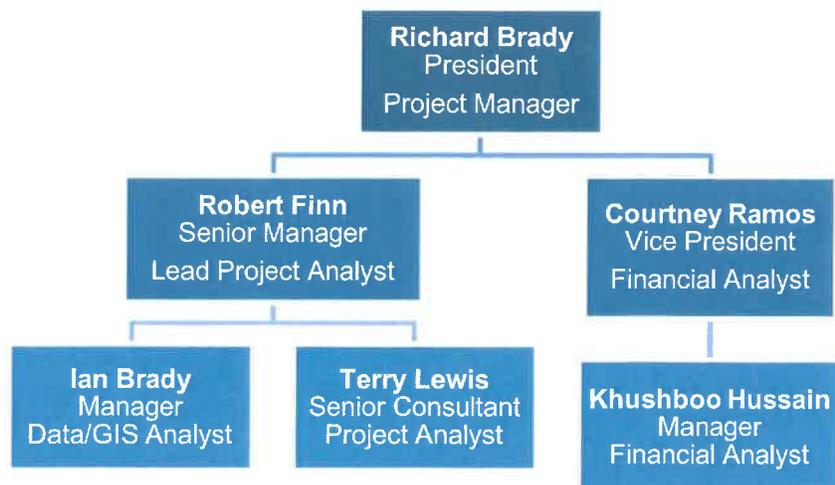
5. KEY STAFF

5. KEY STAFF

The Matrix Consulting Group proposes to utilize a senior project team, including our President and other personnel with fire and emergency medical service analytical experience. The senior professional members of the team have up to and over 30 years of professional experience as consultants and/or fire professionals, including:

- The President of the firm will serve as the project manager to ensure there will be appropriate review and oversight; this process ensures quality service throughout the engagement.
- Our proposed project lead analyst was a former Fire Chief and Public Safety Director. He has led our fire services practice for six (6) years.
- We possess our own proprietary GIS practice which allows us to develop real time responsive analysis of resource utilization and service capabilities in existing and alternative service delivery systems.
- Our firm and project team have extensive experience analyzing and assisting implementing fire service reorganization in California through LAFCO's and other study approaches.
- We do not propose the use of any sub consultants for this project, as we possess the requisite experience in-house and this practice detracts from service quality and consistency.
- Four of our proposed staff are located in our Mountain View HQ Office.

The organization chart, which follows, depicts the project team:



Summary descriptions of each team member are provided below, with more detailed resumes for the most senior team members provided in pages, which follow:

Consultant	Summary of Experience
Richard Brady President Project Manager	<ul style="list-style-type: none"> • President and Project Manager with firm since inception. • Overall responsibility for the firm's management studies. • 33 years of fire / emergency services consulting experience. • Project manager and lead analyst on almost 500 projects. • Extensive experience conducting over 150 fire / EMS studies nationwide involving over 300 jurisdictions. • BA Cal State University, Hayward; PhD, Oxford University, UK.
Robert Finn Senior Manager Lead Project Analyst	<ul style="list-style-type: none"> • Senior Manager and Lead Analyst. • 20+ years of combined experience as a public safety executive and consultant. • Experience as a Fire Chief – and prior experience as a Coordinator of EMS and Firefighter / Driver / Paramedic. • MBA, BS in Public Safety Management, Grand Canyon University. • Peer Assessor, Team Leader, and Technical Reviewer with the Commission on Fire Accreditation International (CFAI).
Courtney Ramos Vice President Financial Services	<ul style="list-style-type: none"> • Financial Services Practice Vice President. • 13+ years experience in financial services consulting; leads the firm's practice in financial services. • AA in Administration of Justice and AS in Sociology from Santa Barbara Community College, CA.
Ian Brady Manager Data/GIS Analyst	<ul style="list-style-type: none"> • Manager with firm as part of our Management Services Division, and is based in our Mountain View office – 4 years with firm. • Created and maintains the firm's geo-spatial analytical capability which assists in the analysis of regional public safety resource utilization, capabilities and coordination. • Before joining the Matrix Consulting Group as a full-time consultant, Mr. Brady previously served in our firm as an intern for two years. • He received his BA in Political Science from Willamette University in Salem, Oregon.
Terry Lewis Senior Consultant Project Analyst	<ul style="list-style-type: none"> • Senior Consultant with the firm – 4 years with firm • More than 30 years of experience in the fire service. Retired Fire Chief of the Henderson (KY) Fire Department. Prior to that, he served with the Loveland-Symmes Fire Department (OH) advancing from the rank of firefighter/paramedic to Battalion Chief. • Peer Assessor and Team Leader for the Commission on Fire Accreditation International (CFAI). • He earned a BS degree in Fire Science and AA in Accounting from the University of Cincinnati and has completed the Executive Fire Officer (EFO) program from the National Fire Academy.
Khushboo Hussain Manager Project Analyst	<ul style="list-style-type: none"> • Manager with the firm. • 6+ years conducting financial services studies. • BA in International Economics and MA in International Affairs from the University of California, San Diego.

RICHARD P. BRADY
President, Matrix Consulting Group
Project Manager

BACKGROUND

Richard Brady is the Matrix Consulting Group's President. Mr. Brady has been a management consultant to local government for more than thirty-five years. Prior to joining the Matrix Consulting Group, he was the MAXIMUS national Vice President in charge of its local government consulting practice, and before that the managing partner of the California-based management consulting firm of Hughes, Heiss & Associates.

EXPERIENCE AS A FIRE SERVICES CONSULTANT

• **Management Studies:**

- | | |
|-----------------------------|--------------------------------------|
| - Alachua County, Florida | - Albany, New York |
| - Americus, Georgia | - Augusta-Richmond County, Georgia |
| - Bellingham, Washington | - Boston, Massachusetts |
| - Brattleboro, Vermont | - Bremerton, Washington |
| - Broward County, Florida | - Burlington, Massachusetts |
| - Charlotte County, Florida | - Hilton Head Island, South Carolina |
| - Lansing, Michigan | - Newark, California |
| - Norwalk, Connecticut | - Omaha, Nebraska |
| - Palo Alto, California | - Peoria, Illinois |
| - Polk County, Florida | - Reno, Nevada |
| - Salt Lake City, Utah | - San Rafael, California |

• **Regional Analysis:**

- | | |
|-----------------------------------------------------------|----------------------------------|
| - Burlingame and Hillsborough, CA | - Carlsbad; Oceanside; Vista, CA |
| - Dixon and Dixon FPD, CA | - La Mesa and Lemon Grove, CA |
| - Lee County, FL | - Mesa County, CO |
| - Monterey County – Three studies (LAFCO) | - North Utah County, UT |
| - Placer County, California | - San Mateo County, CA |
| - Sonoma County, California (LAFCO) | - Stanislaus County, CA (LAFCO) |
| - Santa Cruz County, Capitola and Central FPD, CA (LAFCO) | - Tulare County, CA (LAFCO) |
| - Tiburon and Alto-Richardson, CA | |

EDUCATION

BA, California State University, Hayward
Ph.D., Oxford University, United Kingdom

ROBERT FINN
Senior Manager, Matrix Consulting Group – Lead Project Analyst

BACKGROUND

Robert Finn is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety, Fire Department. Mr. Finn has a strong educational background coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships.

EXPERIENCE AS A FIRE SERVICES CONSULTANT

Clients for whom Mr. Finn has recently provided fire consulting services include the following:

- Anchorage, Alaska
- Auburn, Maine
- Boston, Massachusetts
- Chelsea, Massachusetts
- Cleveland, Ohio
- Hanford, California
- Huntington Beach, California
- Mat Su Borough, Alaska
- Mesa County, Colorado
- Pacific Grove, California
- Peachtree City, Georgia
- Perrysburg, Ohio
- San Antonio, Texas
- Springdale, Arkansas
- Sterling, Illinois
- Suffolk, Virginia

EXPERIENCE AS A PUBLIC SAFETY PROFESSIONAL

Mr. Finn has served at many levels in public safety, including as the following:

- Chief of Fire Services (2004 to 2008)
- Lieutenant of Professional Standards (1999 to 2004)
- Lieutenant of Training (1995 to 1999)
- Coordinator of Emergency Medical Services (1993 to 1995)
- Firefighter / Driver / Paramedic (1987 to 1993)

PUBLIC SAFETY ASSOCIATION AFFILIATIONS

Center for Public Safety Excellence as a Peer Assessor, Team Leader and Technical Reviewer (2006 to Present).

EDUCATION AND TRAINING

He has a Master of Business Administration in Executive Leadership and a Bachelor of Science in Public Safety Administration from the Grand Canyon University, Phoenix (AZ), as well as training at the FBI National Academy and Basic Peace Officer, Firefighter Academy, and various National Fire Academy courses.

IAN BRADY
Manager, Matrix Consulting Group – GIS Analyst

BACKGROUND

Ian Brady is a Manager with the Matrix Consulting Group as part of our Management Services Division, and is based in our Mountain View (CA) office. He began with the firm as an intern but now has 4 years of consulting experience. He specializes in public safety and is dedicated to providing analytical support for all of our police, fire, emergency communications and criminal justice system studies. Mr. Brady also developed the firm's GIS analytical tools for analyzing field service workloads and service levels, beat design and efficiency, and alternatives to deployment and scheduling of resources.

EXPERIENCE IN PUBLIC SAFETY STUDIES

Mr. Brady has experience conducting fire service management, staffing and operations studies, including recently for the following clients:

- Anchorage, Alaska
- DeKalb County, Georgia
- Hanford, California
- Suffolk, Virginia

He is currently working with us to complete fire studies in DeKalb County (GA), Redding and Shasta County (CA).

Mr. Brady has experience conducting GIS analysis, including recently for the following clients:

- Arlington, Washington
- Berkeley, California
- Hanford, California
- Hayward, California
- Laguna Hills, California
- Orange County, Florida
- Patterson, California
- Portland, Oregon
- Suffolk, Virginia
- Winnipeg (Manitoba)

He is currently completing beat studies in Birmingham (AL) and Raleigh (NC).

EDUCATION

Mr. Brady received his BA in Political Science from Willamette University in Oregon.

TERRY LEWIS

Manager, Matrix Consulting Group – Project Resource Analyst

SUMMARY OF PROFESSIONAL QUALIFICATIONS

Terry Lewis has over 30 years of experience in the fire service. He began his career in 1980 with the Loveland-Symmes Fire Department in Ohio, where he worked until 1999, advancing through the ranks from Firefighter/Paramedic to Battalion Chief. While in Loveland Symmes, Chief Lewis worked in a variety of capacities including financial management, fire prevention, public education and managing the operations division. Terry was appointed Fire Chief in Henderson, Kentucky in 1999 until retiring in 2009.

EXPERIENCE

Consultant, Matrix Consulting Group

Recent fire service regional analytical studies include Matanuska-Susitna Borough (AK), King William County (VA) and Mesa County (CO).

Fire Chief, City of Henderson, Kentucky

Provided overall management and direction of fire suppression and risk reduction services, utilizing 60 personnel covering eighteen square miles and approximately 30,000 customers. Administered an annual operating budget of \$4.5 million along with various capital improvement projects. He has also composed Standard of Cover Documents and developed and served on the Board of a regional hazmat and technical rescue team.

Peer Assessor and Technical Advisor:

Served as a Peer Assessor and Technical Advisor (Mentor) during the Accreditation process for the following agencies:

- King of Prussia, PA
- Lenexa, KS
- Fort Lee, VA
- McChard AFB, WA
- Menasha, WI
- Wilson, NC
- Clearwater, FL
- Edmonton, Alberta, Canada
- Winter Park, FL
- Country Side Fire District, IL
- Southlake, TX
- Santa Clara County, CA
- Port Huron, MI
- Fenton, MO
- Searcy, AR
- Summit, NJ

EDUCATION

Bachelor of Science in Fire and Safety Engineering Technology and Associate of Science in Accounting from the University of Cincinnati.

COURTNEY RAMOS
Vice President, Matrix Consulting Group – Financial Analyst

Background:

Courtney Ramos is a Vice President with the Matrix Consulting Group, and is the leader of our Financial Services practice. Since joining the firm in 2004, Ms. Ramos has contributed to a number of cost allocation plan, user fee, management, operations, and staffing analyses for our California and national clients.

Revenue Enhancement, Cost Allocation Plans and User Fee Studies:

Ms. Ramos has participated in and managed numerous comprehensive revenue enhancement, cost allocation, and user fee studies. These studies determined the costs of providing local government services utilizing activity based costing principles, and led to recommendations that generated significant additional revenues for local government clients.

Allegan County, Michigan	Richmond, California
Arcata, California	Rockville, Maryland
Asheville, NC	Sacramento Public Library Authority, California
Austin, Texas	San Diego CCDC, California
El Cerrito, California	San Marcos, Texas
Elk Grove, California	San Mateo, California
Fresno, California	Santa Barbara County, California
Ft. Lauderdale, Florida	San Francisco, California
Kissimmee, Florida	San Jose, California
Los Angeles, California	Santee, California
Manhattan Beach, California	Seal Beach, California
Marin County, California	Sunnyvale, California
Maui County, Hawaii	Temecula, California
Oceanside, California	Union Sanitary District, California
Pasadena, California	West Palm Beach, Florida
Red Bluff, California	Willits, California

Operational/Management Audits. Ms. Ramos has participated in a number of operational audit engagements focusing on reviewing existing operational and organizational structures and recommending restructuring, reorganization, and/or revised administrative procedures to enhance local government services.

Beverly Hills, California
Boise, Idaho
Clackamas County, Oregon
CPS Human Resources, California
Dane County, Wisconsin
East Palo Alto, California
El Centro, California
Fresno, California
Goodyear, Arizona
Hayward, California
Monroe, Michigan
Mt. Lebanon, Pennsylvania
Napa, California

Oakland, California
Oceanside, California
Placer County, California
Richmond, Virginia
Sacramento, California
San Francisco, California
San Jose, California
Santa Clara Valley Water District, California
Seaside, California
Spokane, Washington
Sunnyvale, California
Tiburon, California
Vancouver, Canada

Education:

A.A. Administration of Justice, A.A. Sociology Santa Barbara City College, Santa Barbara, CA.

KHUSHBOO HUSSAIN
Manager, Matrix Consulting Group – Financial Analysis

Background:

Khushboo Hussain is a Manager with the Matrix Consulting Group and is part of our Financial Services Division. Ms. Hussain has contributed to a range of cost allocation plan, user fee, management, and operations analyses.

Cost Allocation Plans and User Fee Studies:

Ms. Hussain has assisted and participated in several cost allocation and user fee studies. These studies determined the costs of providing local government services utilizing activity based costing principles, and led to recommendations that generated significant additional revenues for local government clients.

Austin, Texas	Manhattan Beach, California
Asheville, NC	Maui County, Hawaii
Elk Grove, California	Pasadena, California
Fairfield, California	San Bernardino, California
Fresno, California	San Pablo, California
Ft. Lauderdale, Florida	San Mateo, California
Huntington Park, California	Santee, California
Kissimmee, Florida	Seal Beach, California
Long Beach, California	Vacaville, California
Madera, California	Willits, California

Operational/Management Studies:

Ms. Hussain has assisted in analyzing surveys and processes on several management audits focusing on reviewing existing operational and organizational structures to enhance local government services.

Albuquerque, New Mexico	Peachtree, Georgia
Greenbelt, Maryland	Phoenix, Arizona
Greene County, Missouri	Rancho Mirage, California
DeKalb County, Georgia	Rancho Palos Verdes, California
Half Moon Bay, California	Sarpy County, Nebraska
Montville, New Jersey	Springdale, Arkansas
Newburgh, New York	Sunrise, Florida
Niles, Illinois	University of Maryland
North Utah County, Utah	University of Oklahoma, Oklahoma
Pacifica, California	Vermont Safety Study
Pasadena, California	World Logistics Center
Patterson, California	Winnipeg, Canada

Education:

B.A., University of California – San Diego, International Economics
M.A., University of California – San Diego, International Affairs

6. REFERENCES

6. REFERENCES

The following table summarizes recently completed similar fire projects. We strongly encourage you to contact these clients about our work.

Client	Project Summary	Reference
<p>Dinuba, California</p> <p>Update to the Fire Department Master Plan</p>	<p>In this project, the Matrix Consulting Group conducted an update to the Fire Department Master Plan, which was originally developed twenty years ago for the Department by our firm (another update was developed 10 years ago). Several changes in the city had occurred since the plan including population growth, annexation and a focus on attracting large distribution centers. The analysis showed a gap in service to the western and northern portions of the City and the need to begin planning for the construction of a second station. Also, there was an immediate need to improve staffing and deployment of personnel to ensure an adequate response force could be sent on initial assignments.</p>	<p>Chad Thompson Fire Chief</p> <p>(559) 591-5931</p>
<p>Pacific Grove, California</p> <p>Analysis of Alternative Approaches to Providing Fire Protection Services</p>	<p>The Matrix Consulting Group was retained by the City of Pacific Grove to analyze alternative approaches to providing fire protection services in the City. The study examined the current services provided by the Monterey Fire Department and other options including contracting with a private company or other jurisdiction, forming a stand-alone fire department or forming a regional fire authority. The project team made several recommendations related to improving the current contract with the City of Monterey while working toward forming a regional fire authority.</p>	<p>Ben Harvey City Manager</p> <p>(831) 648-3106</p>
<p>Mesa County, Colorado</p> <p>Fire Services Study</p>	<p>The Matrix Consulting Group was retained by Mesa County and the City of Grand Junction, Colorado to conduct an independent analysis of the County's fire incident response system. Key recommendations included standardizing response procedures, establishing performance standards, developing annual training plans, consolidating two fire districts and merging one fire district with Grand Junction Fire Department.</p>	<p>Ken Watkins Fire Chief</p> <p>(970) 244-1415</p>
<p>Novato Fire Protection District, California</p> <p>Fee Study and Development Impact Fee Study</p>	<p>The Matrix Consulting Group is in the process of conducting a User Fee Study and Development Impact Fee Study for the Novato Fire Protection District. The User Fee study is looking at current and potential fees for service, as well as assessing costs for educational programs, and potential new programs such as weed abatement.</p>	<p>Bill Tyler Fire Marshal</p> <p>(415) 878-2690</p>

TOWN OF ATHERTON, CALIFORNIA
Proposal to Conduct a Fire Services Fiscal Review

Client	Project Summary	Reference
Long Beach, California Departmental Cost Allocation Plan and GEMT Cost Recovery Reports	For the past four years, the Matrix Consulting Group has developed a departmental cost allocation plan for the Fire Department, in order to help identify recoverable costs associated with Harbor and Port services provided through an MOU. Additionally, GEMT cost recovery reports have been developed, including assessing the full cost of providing transport services, and the allocation of indirect costs.	David Honey Fire Admin (562) 570-2500

On request, we would be pleased to provide additional references for fire and financial services study projects we have completed.

7. DISCLOSURE

7. DISCLOSURE

The Matrix Consulting Group is unaware of any past, ongoing or potential conflicts of interest that the firm or any of the proposed project team members have or may have as a result of performing the anticipated work.

