



City of Greenfield

599 El Camino Real
Greenfield, CA 93927

City Council Meeting Agenda

February 9, 2016

6:00 P.M.

Mayor John Huerta, Jr.

Mayor Pro-Tem, Raul Rodriguez

Councilmembers

Lance Walker

Avelina Torres

Leah Santibanez

Your courtesy is requested to help our meeting run smoothly.

Please follow the following rules of conduct for public participation in City Council meetings:

- Refraining from public displays or outbursts such as unsolicited applause, comments or cheering.
- Any disruptive activities that substantially interfere with the ability of the City Council to carry out its meeting will not be permitted and offenders will be requested to leave the meeting.

Please turn off cell phones and pagers.

A. **CALL TO ORDER**

B. **ROLL CALL – CITY COUNCIL**

Mayor Huerta, Mayor Pro-tem Rodriguez, Councilmembers Walker, Torres and Santibanez

C. **INVOCATION BY PASTOR EARL CLEMENTS**

D. **PLEDGE OF ALLEGIANCE**

E. **AGENDA REVIEW**

**City Council Meeting Agenda
February 9, 2016**

F. PUBLIC COMMENTS FROM THE AUDIENCE REGARDING ITEMS NOT ON THE AGENDA

This portion of the Agenda allows an individual the opportunity to address the Council on any items not on closed session, consent calendar, public hearings, and city council business. Under state regulation, **no action can be taken on non-agenda items, including issues raised under this agenda item.** Members of the public should be aware of this when addressing the Council regarding items not specifically referenced on the Agenda. **PLEASE NOTE:** For record keeping purposes and in the event that staff may need to contact you, we request that all speakers step up to the lectern and use the microphone, stating your name and address, which is strictly voluntary. This will then be public information. A three-minute time limit may be imposed on all speakers other than staff members.

G. CONSENT CALENDAR

All matters listed under the Consent Calendar are considered routine and may be approved by one action of the City Council, unless a request for removal for discussion or explanation is received prior to the time Council votes on the motion to adopt.

G-1. APPROVE City of Greenfield Warrants #298179 through #298312 and Bank Drafts #1599 through #1643 in the amount of \$1,590,591.15 –
Page 1

G-2. APPROVE Minutes of the January 26, 2016 City Council Meeting –
Page 18

H. MAYOR'S PRESENTATIONS, PROCLAMATIONS, COMMUNICATIONS, RESOLUTIONS

H-1. PRESENTATION – Boys Scouts of America

I. CITY COUNCIL – BUSINESS

I-1. PRESENTATION – Proposed Transportation Sales Tax Measure –
Page 22

- a. Staff Report
- b. Presentation
- c. Public Comments
- d. City Council Comments / Review / Action

I-2. ADOPTION of A Resolution of the City Council of the City of Greenfield Approving an Agreement Between Citygate Associates, LLC and the City of Greenfield to Conduct a Fire Services Reorganization Study –
Page 61

- a. Staff Report
 - b. Public Comments
 - c. City Council Comments / Review / Action
- Staff Recommended Action – Approval of Resolution #2016-13**

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- I-3. ADOPTION of A Resolution of the City Council of the City of Greenfield Approving an Agreement Between Burton & Associates and the City of Greenfield to Conduct a Water and Wastewater Rate Study – *Page 125***
 - a. Staff Report
 - b. Public Comments
 - c. City Council Comments / Review / Action**Staff Recommended Action – Approval of Resolution #2016-14**

J. BRIEF REPORTS ON CONFERENCES, SEMINARS, AND MEETINGS ATTENDED BY MAYOR AND CITY COUNCIL

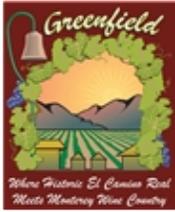
- a. League of California Cities Monterey Bay Division
- b. Association of Monterey Bay Area Governments
- c. Transportation Agency for Monterey County
 - c-1 – TAC Report
- d. Salinas Valley Solid Waste Authority
- e. Mayor Selection Committee
- f. Monterey Salinas Transit
- g. Budget and Finance Committee
- h. Code Enforcement Board
- i. Planning Commission
- j. Recreation and Special Events Committee
- k. Parks Committee

K. COMMENTS FROM CITY COUNCIL

L. CITY MANAGER REPORT

M. ADJOURNMENT

This agenda is dually posted outside City Hall and on the City of Greenfield web site www.ci.greenfield.ca.us



Greenfield, CA

Check Report

By Check Number

Date Range: 01/22/2016 - 02/04/2016

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: APBNK-APBNK						
03938	ACCOUNTEMPS	01/22/2016	Regular	0.00	1,410.52	298179
00180	ALL SAFE INTEGRATED SYSTEMS	01/22/2016	Regular	0.00	50.00	298180
03963	AMERIPRIDE	01/22/2016	Regular	0.00	315.71	298181
00215	ANTHEM - BLUE CROSS	01/22/2016	Regular	0.00	36,421.21	298182
00130	AT&T	01/22/2016	Regular	0.00	694.89	298183
00204	BEN-E-LECT	01/22/2016	Regular	0.00	6,120.32	298185
03040	CENTRAL COAST YOUTH SPORTS ORG	01/22/2016	Regular	0.00	27,512.16	298186
03939	CENTRAL DRUG SYSTEM	01/22/2016	Regular	0.00	55.50	298187
00305	CHEVRON, U.S.A.	01/22/2016	Regular	0.00	83.79	298188
04067	CHRISTOPHER WEBB	01/22/2016	Regular	0.00	40.00	298189
00752	CITY OF GREENFIELD	01/22/2016	Regular	0.00	2,136.86	298190
03052	COBRA GUARD, INC.	01/22/2016	Regular	0.00	41.95	298192
03968	DANIEL SOTELLO	01/22/2016	Regular	0.00	150.00	298193
00461	DATAFLOW BUSINESS SYSTEMS	01/22/2016	Regular	0.00	44.30	298194
00528	EL CAMINO ELECTRIC	01/22/2016	Regular	0.00	370.06	298195
00554	EMC PLANNING GROUP, INC.	01/22/2016	Regular	0.00	6,625.75	298196
04022	ERIC RODRIGUEZ	01/22/2016	Regular	0.00	40.00	298197
00725	GREEN RUBBER-KENNEDY AG	01/22/2016	Regular	0.00	88.24	298198
00721	GREENFIELD TRUE VALUE	01/22/2016	Regular	0.00	324.44	298199
03998	GREGORY ALLEN	01/22/2016	Regular	0.00	334.20	298200
00842	HAYWARD SALINAS	01/22/2016	Regular	0.00	510.54	298201
03943	HD SUPPLY WATERWORKS	01/22/2016	Regular	0.00	20,248.06	298202
00820	HOME DEPOT CREDIT SERVICES	01/22/2016	Regular	0.00	423.64	298203
01454	INTERWEST CONSULTING GROUP, INC.	01/22/2016	Regular	0.00	975.00	298204
04021	JACOB LEMONS	01/22/2016	Regular	0.00	40.00	298206
01925	JOSE SANCHEZ	01/22/2016	Regular	0.00	196.40	298207
01103	KING CITY VETERINARY HOSPITAL	01/22/2016	Regular	0.00	332.00	298208
01236	LEAGUE OF CALIFORNIA CITIES	01/22/2016	Regular	0.00	6,727.76	298209
03923	Liebert Cassidy Whitmore	01/22/2016	Regular	0.00	895.50	298210
04068	LOS COCHES ANIMAL HOSPITAL	01/22/2016	Regular	0.00	72.00	298211
01258	LOZANO SMITH	01/22/2016	Regular	0.00	296.00	298212
19005	MICHAEL STEINMANN	01/22/2016	Regular	0.00	238.49	298214
13015	MNS ENGINEERS, INC.	01/22/2016	Regular	0.00	43,577.50	298215
13004	MONTEREY BAY ANALYTICAL SERVIC	01/22/2016	Regular	0.00	915.00	298216
01348	MONTEREY COUNTY INFORMATION TECHNOLOG	01/22/2016	Regular	0.00	455.00	298217
01365	MOSS, LEVY & HARTZHEIM	01/22/2016	Regular	0.00	30,830.00	298218
01446	NORTHERN SAFETY CO., INC.	01/22/2016	Regular	0.00	959.35	298219
01506	OFFICE DEPOT	01/22/2016	Regular	0.00	1,376.04	298220
01532	O'REILLY AUTO PARTS	01/22/2016	Regular	0.00	63.06	298221
03897	PACIFIC COAST LAND DESIGN, INC.	01/22/2016	Regular	0.00	1,732.50	298222
01601	PACIFIC GAS & ELECTRIC	01/22/2016	Regular	0.00	9,646.92	298223
00328	PANSIT CHARUPOOM	01/22/2016	Regular	0.00	24.00	298224
01629	PARTS & SERVICE CENTER	01/22/2016	Regular	0.00	172.96	298225
03958	PMC	01/22/2016	Regular	0.00	10,897.50	298226
01600	PNC EQUIPMENT FINANCE	01/22/2016	Regular	0.00	14,542.95	298227
01677	PRAXAIR DISTRIBUTION, INC.	01/22/2016	Regular	0.00	88.29	298228
03952	R & J TRANSMISSION	01/22/2016	Regular	0.00	1,700.00	298229
01837	R G FABRICATION	01/22/2016	Regular	0.00	67.56	298230
04006	RANEY PLANNING AND MANAGEMENT, INC.	01/22/2016	Regular	0.00	1,065.72	298231
01824	RAY'S SMALL ENGINE REPAIR	01/22/2016	Regular	0.00	68.36	298232
01853	REDSHIFT	01/22/2016	Regular	0.00	204.89	298233
01978	SAFETY-KLEEN CORP.	01/22/2016	Regular	0.00	220.30	298234
01908	SALINAS VALLEY PRO SQUAD	01/22/2016	Regular	0.00	214.81	298235
01999	SALINAS VALLEY SOLID WASTE AUTHORITY	01/22/2016	Regular	0.00	4,035.66	298236

Check Report

Date Range: 01/22/2016 - 02/04/2016

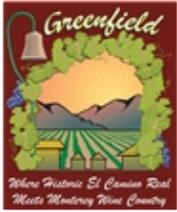
Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
19020	SAN BENITO SUPPLY	01/22/2016	Regular	0.00	240.87	298237
04010	SC FUELS	01/22/2016	Regular	0.00	3,448.42	298238
19011	SDI COMPANY	01/22/2016	Regular	0.00	61.06	298239
03101	SILVIA CAMACHO	01/22/2016	Regular	0.00	40.00	298240
01983	SOLEDAD HARDWARE & LUMBER	01/22/2016	Regular	0.00	34.72	298241
19026	SONIAN, INC.	01/22/2016	Regular	0.00	198.00	298242
03882	SPCA FOR MONTEREY COUNTY	01/22/2016	Regular	0.00	150.00	298243
04036	SSA LANDSCAPING ARCHITECTS, INC.	01/22/2016	Regular	0.00	5,279.88	298244
01957	SWRCB - OFFICE OF OPERATOR CER	01/22/2016	Regular	0.00	140.00	298245
01957	SWRCB - OFFICE OF OPERATOR CER	01/22/2016	Regular	0.00	140.00	298246
01957	SWRCB - OFFICE OF OPERATOR CER	01/22/2016	Regular	0.00	140.00	298247
02071	TELCO AUTOMATION, INC.	01/22/2016	Regular	0.00	1,623.00	298248
00634	TYLER TECHNOLOGIES	01/22/2016	Regular	0.00	1,430.00	298249
02200	VALLEY ELECTRIC MOTOR SERVICE	01/22/2016	Regular	0.00	1,005.00	298250
02201	VEGETABLE GROWERS SUPPLY	01/22/2016	Regular	0.00	350.23	298251
02210	VERIZON WIRELESS	01/22/2016	Regular	0.00	315.62	298252
02233	VISION TECHNOLOGY SOLUTIONS	01/22/2016	Regular	0.00	255.25	298253
02372	WALLACE GROUP	01/22/2016	Regular	0.00	22,430.09	298254
00752	CITY OF GREENFIELD	01/28/2016	Regular	0.00	60.00	298307
00713	G P O A	01/28/2016	Regular	0.00	650.00	298308
00795	GREENFIELD POLICE SUPERVISORS	01/28/2016	Regular	0.00	150.00	298309
01911	SEIU 521	01/28/2016	Regular	0.00	342.12	298310
00614	STATE OF CALIFORNIA FRANSCHISE TAX BOARD	01/28/2016	Regular	0.00	197.66	298311
03987	U.S. BANK	01/29/2016	Regular	0.00	10,657.28	298312
02103	UNION BANK, N.A.	01/28/2016	Bank Draft	0.00	1,189,884.11	DFT0001599
03877	CALIFORNIA INFRASTRUCTURE & ECONOMIC DEV	01/29/2016	Bank Draft	0.00	29,991.57	DFT0001629
03877	CALIFORNIA INFRASTRUCTURE & ECONOMIC DEV	01/29/2016	Bank Draft	0.00	43,391.72	DFT0001630
01916	STATE STREET BANK & TRUST CO.	01/29/2016	Bank Draft	0.00	120.34	DFT0001632
01916	STATE STREET BANK & TRUST CO.	01/29/2016	Bank Draft	0.00	350.00	DFT0001633
01916	STATE STREET BANK & TRUST CO.	01/29/2016	Bank Draft	0.00	300.00	DFT0001634
01916	STATE STREET BANK & TRUST CO.	01/29/2016	Bank Draft	0.00	550.00	DFT0001635
01916	STATE STREET BANK & TRUST CO.	01/29/2016	Bank Draft	0.00	100.00	DFT0001636
01916	STATE STREET BANK & TRUST CO.	01/29/2016	Bank Draft	0.00	425.00	DFT0001637
00431	DEPT OF CHILD SUPPORT SERVICES	01/29/2016	Bank Draft	0.00	802.61	DFT0001638
00384	STATE OF CALIFORNIA EDD	01/29/2016	Bank Draft	0.00	1,072.34	DFT0001639
03103	Internal Revenue Service	01/29/2016	Bank Draft	0.00	3,481.18	DFT0001640
03103	Internal Revenue Service	01/29/2016	Bank Draft	0.00	14,884.70	DFT0001641
00384	STATE OF CALIFORNIA EDD	01/29/2016	Bank Draft	0.00	4,761.40	DFT0001642
03103	Internal Revenue Service	01/29/2016	Bank Draft	0.00	14,463.32	DFT0001643

Bank Code APBNK Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	145	78	0.00	286,012.86
Manual Checks	0	0	0.00	0.00
Voided Checks	0	0	0.00	0.00
Bank Drafts	15	15	0.00	1,304,578.29
EFT's	0	0	0.00	0.00
	160	93	0.00	1,590,591.15

Fund Summary

Fund	Name	Period	Amount
999	CASH CONTROL	1/2016	1,590,591.15
			<u>1,590,591.15</u>



Greenfield, CA

Expense Approval Report

By Fund

Payment Dates 1/22/2016 - 2/4/2016

Vendor Name	Payment Number	Payment Date	Description (Item)	Account Number	Amount
Fund: 100 - GENERAL FUND					
CENTRAL COAST YOUTH SPORTS..	298186	01/22/2016	3RD QTR EXTRA'S	100-550-65700.000	569.75
CENTRAL COAST YOUTH SPORTS..	298186	01/22/2016	3RD QTR CCYSO 15/16 CONTRA...	100-551-63500.000	26,942.41
COBRA GUARD, INC.	298192	01/22/2016	JANUARY 2016	100-22320	41.95
ALL SAFE INTEGRATED SYSTEMS	298180	01/22/2016	QUARTERLY BURGLAR MONITO...	100-111-63900.000	50.00
VERIZON WIRELESS	298252	01/22/2016	CELL PHONES - PW	100-110-64600.000	51.60
VERIZON WIRELESS	298252	01/22/2016	CELL PHONES - PW	100-230-64600.000	67.89
VERIZON WIRELESS	298252	01/22/2016	CELL PHONES - PW	100-230-64900.000	38.01
VERIZON WIRELESS	298252	01/22/2016	CELL PHONES - PW	100-550-64600.000	21.56
GREENFIELD TRUE VALUE	298199	01/22/2016	RAKES	100-550-65700.000	22.73
GREENFIELD TRUE VALUE	298199	01/22/2016	EXIT SIGN BULB	100-590-65900.000	14.73
O'REILLY AUTO PARTS	298221	01/22/2016	CAR COVER	100-201-66200.000	57.56
SILVIA CAMACHO	298240	01/22/2016	PER DIEM - CIT ACADEMY 2/22/...	100-215-67200.000	40.00
JACOB LEMONS	298206	01/22/2016	PER DIEM - CIT ACADEMY 2/22/...	100-215-67200.000	40.00
ERIC RODRIGUEZ	298197	01/22/2016	PER DIEM - CIT ACADEMY 2/22/...	100-215-67200.000	40.00
CHRISTOPHER WEBB	298189	01/22/2016	PER DIEM - CIT ACADEMY 2/22/...	100-215-67200.000	40.00
DANIEL SOTELLO	298193	01/22/2016	PER DIEM - FIELD TRAINING OFF...	100-215-67200.000	150.00
SONIAN, INC.	298242	01/22/2016	JANUARY 2016	100-125-63200.000	198.00
GREENFIELD TRUE VALUE	298199	01/22/2016	P. PARK GOPHER TRAP	100-550-65700.000	97.27
VISION TECHNOLOGY SOLUTIO...	298253	01/22/2016	JANUARY 2016	100-125-63200.000	255.25
PANSIT CHARUPOOM	298224	01/22/2016	PER DIEM - FIELD TRAINING OFF...	100-215-67200.000	24.00
TELCO AUTOMATION, INC.	298248	01/22/2016	JANUARY 2016	100-111-64500.000	1,623.00
KING CITY VETERINARY HOSPIT...	298208	01/22/2016	BILLING CHARGE	100-230-63400.000	5.00
ANTHEM - BLUE CROSS	298182	01/22/2016	FEBRUARY 2016	100-22320	38,864.26
ANTHEM - BLUE CROSS	298182	01/22/2016	FEBRUARY 2016 INVOICE DEDU...	100-22320	-814.35
ANTHEM - BLUE CROSS	298182	01/22/2016	JANUARY 2016 INVOICE DEDUC...	100-22320	-814.35
ANTHEM - BLUE CROSS	298182	01/22/2016	DECEMBER 2015 INVOICE DED...	100-22320	-814.35
SALINAS VALLEY SOLID WASTE ...	298236	01/22/2016	2ND QUARTER 10/01/15-12/31...	100-191-64400.000	4,035.66
MICHAEL STEINMANN	298214	01/22/2016	CHRISTMAS LIGHTS/GAS-RURAL...	100-550-65100.000	209.24
MICHAEL STEINMANN	298214	01/22/2016	CHRISTMAS LIGHTS/GAS-RURAL...	100-601-67100.000	29.25
SEIU 521	298310	01/28/2016	Union Dues	100-22420	128.63
STATE STREET BANK & TRUST C...	DFT0001632	01/29/2016	Deferred Compensation Loan P...	100-22435	120.34
STATE STREET BANK & TRUST C...	DFT0001633	01/29/2016	Defer Comp-GPOA	100-22430	250.00
STATE STREET BANK & TRUST C...	DFT0001634	01/29/2016	Defer Comp-GPSA	100-22430	300.00
STATE STREET BANK & TRUST C...	DFT0001635	01/29/2016	Defer Comp-Management	100-22430	404.26
STATE STREET BANK & TRUST C...	DFT0001636	01/29/2016	Defer Comp-Mid Management	100-22430	50.00
STATE STREET BANK & TRUST C...	DFT0001637	01/29/2016	Defer Comp-Misc Employees	100-22430	86.50
G P O A	298308	01/28/2016	GPOA DUES	100-22410	200.00
CITY OF GREENFIELD	298307	01/28/2016	Misc Withholding	100-22490	60.00
GREENFIELD POLICE SUPERVIS...	298309	01/28/2016	GPSA DUES	100-22415	150.00
STATE OF CALIFORNIA FRANSCH...	298311	01/28/2016	Misc Withholding	100-22490	39.53
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	100-22225	554.27
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	100-22215	1,811.86
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	100-22215	7,746.86
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	100-22220	2,677.14
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	100-22210	8,051.71
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	100-550-64100.000	136.06
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	100-550-64200.000	6.36
REDSHIFT	298233	01/22/2016	INTERNET SERVICES	100-550-64900.000	16.23
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	100-551-64100.211	45.38
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	100-551-64200.211	17.72
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	100-590-64100.000	169.53
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	100-590-64200.000	81.52
LEAGUE OF CALIFORNIA CITIES	298209	01/22/2016	MEMBERSHIP DUES 2016 - LEA...	100-110-68300.000	6,727.76

Expense Approval Report

Payment Dates: 1/22/2016 - 2/4/2016

Vendor Name	Payment Number	Payment Date	Description (Item)	Account Number	Amount
PARTS & SERVICE CENTER	298225	01/22/2016	7331 - PREVENT MAINT.	100-215-66200.000	33.61
GREENFIELD TRUE VALUE	298199	01/22/2016	DISH SOAP	100-311-65900.000	10.81
CHEVRON, U.S.A.	298188	01/22/2016	GASOLINE - PD	100-215-66100.000	83.79
AMERIPRIDE	298181	01/22/2016	CVC CLEANING TOWELS	100-111-65600.000	10.38
AMERIPRIDE	298181	01/22/2016	UNIFORMS	100-310-65200.000	88.83
AMERIPRIDE	298181	01/22/2016	SHOP MOP	100-310-65600.000	1.50
AMERIPRIDE	298181	01/22/2016	SHOP TOWELS	100-311-66200.000	5.24
PARTS & SERVICE CENTER	298225	01/22/2016	RATCHET	100-311-65700.000	11.61
CENTRAL DRUG SYSTEM	298187	01/22/2016	RANDOM DRUG TESTING - PW	100-310-63900.000	52.00
VEGETABLE GROWERS SUPPLY	298251	01/22/2016	GARBAGE BAGS & BROOM	100-311-65900.000	9.24
GREENFIELD TRUE VALUE	298199	01/22/2016	PW ADMIN KEYS	100-310-65900.000	30.00
GREENFIELD TRUE VALUE	298199	01/22/2016	PW ADMIN KEYS	100-310-65900.000	-2.50
PARTS & SERVICE CENTER	298225	01/22/2016	BATTERY TESTER & WARRANTY	100-111-66200.000	-2.27
PARTS & SERVICE CENTER	298225	01/22/2016	BATTERY TESTER & WARRANTY	100-201-66200.000	-2.27
PARTS & SERVICE CENTER	298225	01/22/2016	BATTERY TESTER & WARRANTY	100-601-66200.000	-2.27
GREENFIELD TRUE VALUE	298199	01/22/2016	PW ADMIN KEYS	100-310-65900.000	-27.50
GREENFIELD TRUE VALUE	298199	01/22/2016	PLUMBING - P. PARK	100-550-65900.000	19.42
MNS ENGINEERS, INC.	298215	01/22/2016	Auto Zone/Walnut Specific Plan...	100-601-63600.000	2,000.00
MNS ENGINEERS, INC.	298215	01/22/2016	Small Permits	100-601-63600.000	8,875.00
MNS ENGINEERS, INC.	298215	01/22/2016	Plan Review	100-601-63600.000	2,375.00
MNS ENGINEERS, INC.	298215	01/22/2016	Terracina Oaks Phase II	100-24672	2,617.50
OFFICE DEPOT	298220	01/22/2016	Office Supplies	100-111-61400.000	148.49
OFFICE DEPOT	298220	01/22/2016	Office Supplies	100-170-61400.000	273.88
OFFICE DEPOT	298220	01/22/2016	Office Supplies	100-190-61400.000	570.32
OFFICE DEPOT	298220	01/22/2016	Office Supplies	100-601-61400.000	273.88
MONTEREY COUNTY INFORMA...	298217	01/22/2016	MOBILE DATA COMMUNICATI...	100-215-64500.000	455.00
EMC PLANNING GROUP, INC.	298196	01/22/2016	Base Service	100-601-63600.000	6,619.11
EMC PLANNING GROUP, INC.	298196	01/22/2016	Reimbursables	100-601-63600.000	6.64
CENTRAL DRUG SYSTEM	298187	01/22/2016	QUARTERLY COMPANY FEE	100-110-63900.000	3.50
MNS ENGINEERS, INC.	298215	01/22/2016	Small Permits	100-601-63600.000	6,750.00
MNS ENGINEERS, INC.	298215	01/22/2016	Plan Review	100-601-63600.000	1,250.00
MNS ENGINEERS, INC.	298215	01/22/2016	City Engineer-Terracina Oaks Ph...	100-24672	617.50
MNS ENGINEERS, INC.	298215	01/22/2016	Building Services-Terracina Oaks..	100-601-63600.000	2,025.00
KING CITY VETERINARY HOSPIT...	298208	01/22/2016	VET SERVICES	100-230-63400.000	51.50
SC FUELS	298238	01/22/2016	UNLEADED GASOLINE	100-110-66100.000	72.11
SC FUELS	298238	01/22/2016	UNLEADED GASOLINE	100-201-66100.000	239.56
SC FUELS	298238	01/22/2016	UNLEADED GASOLINE	100-215-66100.000	1,826.06
SC FUELS	298238	01/22/2016	UNLEADED GASOLINE	100-230-66100.000	144.96
SC FUELS	298238	01/22/2016	UNLEADED GASOLINE	100-311-66100.000	106.09
SC FUELS	298238	01/22/2016	UNLEADED GASOLINE	100-550-66100.000	62.09
KING CITY VETERINARY HOSPIT...	298208	01/22/2016	VET SERVICES	100-230-63400.000	121.00
AT&T	298183	01/22/2016	DOJ CIRCUIT - PD	100-215-64500.000	694.89
INTERWEST CONSULTING GRO...	298204	01/22/2016	229 6th Street-Plan Check	100-601-63600.000	975.00
KING CITY VETERINARY HOSPIT...	298208	01/22/2016	VET SERVICES	100-230-63400.000	51.50
KING CITY VETERINARY HOSPIT...	298208	01/22/2016	VET SERVICES	100-230-63400.000	51.50
Liebert Cassidy Whitmore	298210	01/22/2016	LCW annual ERC MEMBERSHIP ...	100-150-63100.000	895.50
AMERIPRIDE	298181	01/22/2016	CVC CLEANING TOWELS	100-111-65600.000	10.38
AMERIPRIDE	298181	01/22/2016	UNIFORMS	100-310-65200.000	87.76
AMERIPRIDE	298181	01/22/2016	SHOP MOP	100-310-65600.000	1.50
AMERIPRIDE	298181	01/22/2016	SHOP TOWELS	100-311-66200.000	5.24
U.S. BANK	298312	01/29/2016	MBAMG PLAQUE FOR JOHN D...	100-110-65100.000	89.48
U.S. BANK	298312	01/29/2016	MBAMG MTG - PARKING	100-110-67300.000	7.00
U.S. BANK	298312	01/29/2016	HOT CHOCOLATE FOR CHRISTM...	100-110-68200.000	89.22
U.S. BANK	298312	01/29/2016	ICMA MEMBERSHIP RENEWAL	100-110-68300.000	1,201.00
HOME DEPOT CREDIT SERVICES	298203	01/22/2016	CHRISTMAS TREE STAND	100-111-65100.000	91.62
U.S. BANK	298312	01/29/2016	CANDY FOR GOODY BAGS & GIF...	100-110-65100.000	549.50
U.S. BANK	298312	01/29/2016	SUPPLIES FOR CHRISTMAS PAR...	100-110-65100.000	42.75
U.S. BANK	298312	01/29/2016	PLUSH TOYS FOR CHRISTMAS G...	100-110-65100.000	30.39
U.S. BANK	298312	01/29/2016	GIFT CARD FOR THOMAS - MB...	100-110-65100.000	105.95
U.S. BANK	298312	01/29/2016	BIRTHDAY CAKE FOR MIC	100-110-65100.000	15.98

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Vendor Name	Payment Number	Payment Date	Description (Item)	Account Number	Amount
U.S. BANK	298312	01/29/2016	BOWLS FOR CENTER PIECE - CH...	100-110-65100.000	10.91
U.S. BANK	298312	01/29/2016	DECORATIONS FOR CHRISTMAS...	100-110-65100.000	10.86
U.S. BANK	298312	01/29/2016	CANDLES FOR EMPLOYEE DINN...	100-110-65100.000	27.16
U.S. BANK	298312	01/29/2016	WATER FOR CHRISTMAS PARTY	100-110-65100.000	15.20
U.S. BANK	298312	01/29/2016	SUPPLIES FOR CHRISTMAS PAR...	100-110-65100.000	169.50
U.S. BANK	298312	01/29/2016	DECORATIONS FOR CHRISTMAS...	100-110-65100.000	69.29
U.S. BANK	298312	01/29/2016	FLOWERS FOR MAYOR'S HUERT...	100-110-65100.000	174.58
U.S. BANK	298312	01/29/2016	CM REPORT	100-125-63200.000	25.00
U.S. BANK	298312	01/29/2016	MICROSOFT	100-125-63200.000	222.53
U.S. BANK	298312	01/29/2016	CM REPORT	100-125-63200.000	25.00
U.S. BANK	298312	01/29/2016	MICROSOFT	100-125-63200.000	60.00
U.S. BANK	298312	01/29/2016	MICROSOFT	100-125-63200.000	16.00
U.S. BANK	298312	01/29/2016	CANDY FOR GOODY BAGS & GIF...	100-26001	27.50
U.S. BANK	298312	01/29/2016	SUPPLIES FOR CHRISTAMS LUN...	100-26001	85.68
U.S. BANK	298312	01/29/2016	THERMAL PAPER (50 ROLLS)	100-190-61400.000	99.80
U.S. BANK	298312	01/29/2016	GAS - COUNTY CDBG WORKSH...	100-190-67300.000	5.08
U.S. BANK	298312	01/29/2016	AUDIO CONNECTION - CHRIST...	100-550-65100.000	7.59
U.S. BANK	298312	01/29/2016	AUDIO CONNECTOR - CHRISTM...	100-550-65100.000	21.71
U.S. BANK	298312	01/29/2016	IRON STOVE & DEEP FRY SKIM...	100-550-65100.000	162.74
U.S. BANK	298312	01/29/2016	CHRISTMAS LIGHTS - CHRISTMA...	100-550-65100.000	1,668.89
U.S. BANK	298312	01/29/2016	ARTS/CRAFTS CHRISTMAS PARTY	100-110-65100.000	61.92
U.S. BANK	298312	01/29/2016	SMART & FINAL - CHRISTMAS A...	100-550-65100.000	568.04
U.S. BANK	298312	01/29/2016	HOT DUG BUNS - CHRISTMAS A...	100-550-65100.000	172.50
U.S. BANK	298312	01/29/2016	BATTERIES	100-215-71400.000	84.02
U.S. BANK	298312	01/29/2016	BICYCLE SERVICE/PARTS	100-215-71400.000	239.05
U.S. BANK	298312	01/29/2016	FLOWER WREATH - JUAN HUER...	100-201-65100.000	214.85
U.S. BANK	298312	01/29/2016	SAFeway - OFFICERS LEMONS, ...	100-201-65100.000	187.21
U.S. BANK	298312	01/29/2016	FLOWERS FOR VIRGINIA PENA	100-201-65100.000	79.85
U.S. BANK	298312	01/29/2016	SAFeway - OFFICERS LEMONS, ...	100-201-65100.000	9.07
U.S. BANK	298312	01/29/2016	BLACK TONER	100-215-61400.000	311.93
U.S. BANK	298312	01/29/2016	FLOWERS FOR OFFICER WEBB	100-215-65100.000	79.84
U.S. BANK	298312	01/29/2016	BATTERIES	100-215-65100.000	117.83
U.S. BANK	298312	01/29/2016	LA PLAZA BAKERY - MAX DEPLO...	100-215-65100.000	281.98
U.S. BANK	298312	01/29/2016	PIZZA - OFFICERS ORIENTATION	100-215-65100.000	32.90
U.S. BANK	298312	01/29/2016	TRAINING FOR DYELS	100-215-67200.000	720.56
U.S. BANK	298312	01/29/2016	RANCHO SAN MIGUEL - CITY C...	100-101-65100.000	23.84
U.S. BANK	298312	01/29/2016	DOLLAR TREE - SUPPLIES FOR K...	100-101-65100.000	12.26
LOS COCHES ANIMAL HOSPITAL	298211	01/22/2016	INJURED ANIMAL SERVICE	100-230-63400.000	72.00
NORTHERN SAFETY CO., INC.	298219	01/22/2016	PUBLIC WORKS SUPPLIES	100-550-65700.000	31.75
EL CAMINO ELECTRIC	298195	01/22/2016	P. PARK PEDESTALS	100-550-63700.000	370.06
PMC	298226	01/22/2016	South End Annexation	100-24605	4,617.50
KING CITY VETERINARY HOSPIT...	298208	01/22/2016	VET SERVICES	100-230-63400.000	51.50
DATAFLOW BUSINESS SYSTEMS	298194	01/22/2016	COPY CHARGES - PW	100-310-61200.000	38.93
DATAFLOW BUSINESS SYSTEMS	298194	01/22/2016	COPY CHARGES - PW	100-310-61200.000	5.37
CITY OF GREENFIELD	298190	01/22/2016	597 EL CAMINO REAL LS	100-111-64300.000	22.84
CITY OF GREENFIELD	298190	01/22/2016	599 EL CAMINO REAL	100-111-64300.000	49.61
CITY OF GREENFIELD	298190	01/22/2016	899 CHERRY AVENUE - CVC BKFL	100-111-64300.000	22.59
CITY OF GREENFIELD	298190	01/22/2016	221 PINOT AVE - CITY PARK	100-550-64300.000	0.02
CITY OF GREENFIELD	298190	01/22/2016	100 FIFTH STREET PARK	100-550-64300.000	19.38
CITY OF GREENFIELD	298190	01/22/2016	801 APRICOT STREET PARK	100-550-64300.000	0.22
CITY OF GREENFIELD	298190	01/22/2016	890 TYLER AVE - CITY PARK	100-550-64300.000	1.01
CITY OF GREENFIELD	298190	01/22/2016	920 WALNUT AVE - CORP YARD	100-550-64400.000	112.75
CITY OF GREENFIELD	298190	01/22/2016	1351 OAK AVE FIRE PROTECTION	100-551-64300.000	22.59
CITY OF GREENFIELD	298190	01/22/2016	1351 OAK AVE/COMMUNITY C...	100-551-64300.000	24.41
CITY OF GREENFIELD	298190	01/22/2016	215 EL CAMINO REAK N	100-551-64300.211	15.72
CITY OF GREENFIELD	298190	01/22/2016	213 EL CAMINO REAL N	100-551-64300.211	14.03
CITY OF GREENFIELD	298190	01/22/2016	1351 OAK AVE/COMMUNITY C...	100-551-64400.000	194.89
CITY OF GREENFIELD	298190	01/22/2016	215 EL CAMINO REAK N	100-551-64400.211	36.07
CITY OF GREENFIELD	298190	01/22/2016	131 THIRTEENTH ST DAY CARE	100-590-64300.000	27.74
AMERIPRIDE	298181	01/22/2016	CVC CLEANING TOWELS	100-111-65600.000	10.38

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AMERIPRIDE	298181	01/22/2016	UNIFORMS	100-310-65200.000	87.76
AMERIPRIDE	298181	01/22/2016	SHOP MOP	100-310-65600.000	1.50
AMERIPRIDE	298181	01/22/2016	SHOP TOWELS	100-311-66200.000	5.24
O'REILLY AUTO PARTS	298221	01/22/2016	733 - VALVES	100-215-66200.000	5.50
MOSS, LEVY & HARTZHEIM	298218	01/22/2016	AUDIT TO DATE	100-190-63300.000	30,830.00
SAFETY-KLEEN CORP.	298234	01/22/2016	PARTS CLEANER	100-311-66200.000	220.30
OFFICE DEPOT	298220	01/22/2016	HANGING FOLDERS	100-110-61400.000	109.47
BEN-E-LECT	298185	01/22/2016	JANUARY 2016	100-22320	1,031.00
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	100-110-52510.000	465.15
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	100-170-52510.000	82.96
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	100-190-52510.000	92.12
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	100-201-52510.000	312.48
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	100-215-52510.000	1,712.05
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	100-310-52510.000	116.55
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	100-311-52510.000	328.26
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	100-550-52510.000	63.11
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	100-601-52510.000	182.20
PMC	298226	01/22/2016	Tunzi Subdivision	100-24604	6,280.00
R & J TRANSMISSION	298229	01/22/2016	REBUILD TRANSMISSION 7321	100-215-66200.000	1,700.00
MNS ENGINEERS, INC.	298215	01/22/2016	Plan Review	100-601-63600.000	1,187.50
MNS ENGINEERS, INC.	298215	01/22/2016	Small Permits	100-601-63600.000	7,687.50
MNS ENGINEERS, INC.	298215	01/22/2016	Las Brisas Subdivision Tentative...	100-601-63600.000	1,957.50
MNS ENGINEERS, INC.	298215	01/22/2016	Blair Subdivision-Final Map Revi...	100-601-63600.000	4,462.50
MNS ENGINEERS, INC.	298215	01/22/2016	Tunzi Subdivision Tentative Map..	100-24604	1,772.50
SPCA FOR MONTEREY COUNTY	298243	01/22/2016	EMERGENCY MEDICAL CARE	100-230-63400.000	150.00
Fund 100 - GENERAL FUND Total:					216,424.88
Fund: 200 - SUPPLEMENTAL LAW ENFORCEMENT					
PNC EQUIPMENT FINANCE	298227	01/22/2016	2 - PNC SEMI ANNUAL RADIO P...	200-205-64700.321	14,542.95
Fund 200 - SUPPLEMENTAL LAW ENFORCEMENT Total:					14,542.95
Fund: 201 - POLICE - OTHER GRANTS					
G P O A	298308	01/28/2016	GPOA DUES	201-22410	100.00
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	201-22225	56.62
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	201-22215	182.42
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	201-22215	780.02
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	201-22220	325.44
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	201-22210	937.52
Fund 201 - POLICE - OTHER GRANTS Total:					2,382.02
Fund: 213 - PARKS					
STATE STREET BANK & TRUST C...	DFT0001635	01/29/2016	Defer Comp-Management	213-22430	10.93
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	213-22225	1.52
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	213-22215	4.90
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	213-22215	20.96
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	213-22220	9.56
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	213-22210	27.08
PACIFIC COAST LAND DESIGN, I...	298222	01/22/2016	REIMBURSABLES	213-905-87513.000	1,732.50
Fund 213 - PARKS Total:					1,807.45
Fund: 215 - CDBG Fund					
STATE STREET BANK & TRUST C...	DFT0001635	01/29/2016	Defer Comp-Management	215-22430	9.38
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	215-22225	1.30
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	215-22215	4.20
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	215-22215	17.96
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	215-22220	8.20
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	215-22210	23.21
WALLACE GROUP	298254	01/22/2016	WTR-WW MASTER PLANS	215-310-73535.435	22,384.59
Fund 215 - CDBG Fund Total:					22,448.84
Fund: 220 - Measure X Supplemental Sales & Use Tax Fund					
SDI COMPANY	298239	01/22/2016	IDENTIFICATION CREDENTIAL C...	220-215-68100.000	61.06
GREGORY ALLEN	298200	01/22/2016	2ND PYMNT JANUARY PROF. SE...	220-215-63400.000	334.20
STATE STREET BANK & TRUST C...	DFT0001633	01/29/2016	Defer Comp-GPOA	220-22430	100.00

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Vendor Name	Payment Number	Payment Date	Description (Item)	Account Number	Amount
DEPT OF CHILD SUPPORT SERVI...	DFT0001638	01/29/2016	Misc Withholding	220-22450	802.61
G P O A	298308	01/28/2016	GPOA DUES	220-22410	350.00
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	220-22225	230.53
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	220-22215	742.84
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	220-22215	3,176.32
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	220-22220	1,295.99
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	220-22210	3,257.20
SALINAS VALLEY PRO SQUAD	298235	01/22/2016	UNIFORM - RODRIGUEZ	220-215-68100.000	190.91
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	220-215-52510.000	168.97
SALINAS VALLEY PRO SQUAD	298235	01/22/2016	NAME BADGE - RODRIGUEZ	220-215-68100.000	23.90
Fund 220 - Measure X Supplemental Sales & Use Tax Fund Total:					10,734.53

Fund: 230 - GAS TAX FUND

VERIZON WIRELESS	298252	01/22/2016	CELL PHONES - PW	230-320-64600.000	21.56
GREENFIELD TRUE VALUE	298199	01/22/2016	RAKES	230-320-65700.000	22.73
SEIU 521	298310	01/28/2016	Union Dues	230-22420	53.27
STATE STREET BANK & TRUST C...	DFT0001635	01/29/2016	Defer Comp-Management	230-22430	25.41
STATE STREET BANK & TRUST C...	DFT0001637	01/29/2016	Defer Comp-Misc Employees	230-22430	167.51
STATE OF CALIFORNIA FRANSCH...	298311	01/28/2016	Misc Withholding	230-22490	35.59
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	230-22225	52.22
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	230-22215	168.20
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	230-22215	719.30
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	230-22220	102.10
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	230-22210	483.70
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	230-320-64100.000	188.38
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	230-320-64200.000	6.36
REDSHIFT	298233	01/22/2016	INTERNET SERVICES	230-320-64900.000	16.23
PARTS & SERVICE CENTER	298225	01/22/2016	SAW BLADE & CUTTING BLADES	230-320-65700.000	9.54
VEGETABLE GROWERS SUPPLY	298251	01/22/2016	RAIN COATS/BOOTS	230-320-65200.000	40.93
PARTS & SERVICE CENTER	298225	01/22/2016	7805 - FUSE	230-320-66200.000	1.13
WALLACE GROUP	298254	01/22/2016	STORMWATER IMPROVEMENTS	230-320-63700.000	45.50
VEGETABLE GROWERS SUPPLY	298251	01/22/2016	WORK GLOVES/SAFETY VEST	230-320-65200.000	14.63
VEGETABLE GROWERS SUPPLY	298251	01/22/2016	IRRIGATION BOOTS	230-320-65200.000	13.24
PARTS & SERVICE CENTER	298225	01/22/2016	BATTERY TESTER & WARRANTY	230-320-66200.000	-2.27
R G FABRICATION	298230	01/22/2016	7804 - PIPE/BOLTS	230-320-66200.000	67.56
SC FUELS	298238	01/22/2016	UNLEADED GASOLINE	230-320-66100.000	351.95
SAN BENITO SUPPLY	298237	01/22/2016	BASE ROCK	230-320-65700.000	120.44
U.S. BANK	298312	01/29/2016	3735 - OPERATIONS PERMIT	230-320-65800.000	570.00
U.S. BANK	298312	01/29/2016	CE HOURS OF PESTICIDE REGUL...	230-320-67400.000	20.00
NORTHERN SAFETY CO., INC.	298219	01/22/2016	PUBLIC WORKS SUPPLIES	230-320-65700.000	79.35
PARTS & SERVICE CENTER	298225	01/22/2016	7804 - HEADLIGHT	230-320-66200.000	8.71
GREEN RUBBER-KENNEDY AG	298198	01/22/2016	7804 - REPAIR	230-320-66200.000	88.24
GREENFIELD TRUE VALUE	298199	01/22/2016	CHAIN OIL	230-320-65700.000	12.16
CITY OF GREENFIELD	298190	01/22/2016	1245 APPLE AVE - PERC POND	230-320-64300.000	0.01
CITY OF GREENFIELD	298190	01/22/2016	263 OALO VERDE ST - PERC PO...	230-320-64300.000	0.03
CITY OF GREENFIELD	298190	01/22/2016	920 WALNUT AVE - CORP YARD	230-320-64400.000	112.74
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	230-320-52510.000	441.75
Fund 230 - GAS TAX FUND Total:					4,058.20

Fund: 263 - LLM #1 - LEXINGTON

STATE STREET BANK & TRUST C...	DFT0001635	01/29/2016	Defer Comp-Management	263-22430	1.41
STATE OF CALIFORNIA FRANSCH...	298311	01/28/2016	Misc Withholding	263-22490	1.98
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	263-22225	0.94
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	263-22215	3.06
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	263-22215	13.00
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	263-22220	1.52
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	263-22210	6.13
CITY OF GREENFIELD	298190	01/22/2016	324 WILSON CIRCLE	263-360-64300.000	0.23
CITY OF GREENFIELD	298190	01/22/2016	0000 GIANOLINI PARKWAY	263-360-64300.000	27.58
CITY OF GREENFIELD	298190	01/22/2016	326 WILSON CIRCLE	263-360-64300.000	946.04

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Vendor Name	Payment Number	Payment Date	Description (Item)	Account Number	Amount
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	263-360-52510.000	6.62
				Fund 263 - LLM #1 - LEXINGTON Total:	1,008.51
Fund: 264 - LLM #2 - TERRA VERDE, ETC					
STATE STREET BANK & TRUST C...	DFT0001635	01/29/2016	Defer Comp-Management	264-22430	1.41
STATE OF CALIFORNIA FRANSCH...	298311	01/28/2016	Misc Withholding	264-22490	1.98
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	264-22225	1.75
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	264-22215	5.66
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	264-22215	24.10
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	264-22220	1.79
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	264-22210	8.23
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	264-360-64100.000	416.32
VEGETABLE GROWERS SUPPLY	298251	01/22/2016	GARBAGE BAGS & BROOM	264-360-65700.000	64.28
SOLEDAD HARDWARE & LUMB...	298241	01/22/2016	GAZEBO BULBS	264-360-65700.000	34.72
CITY OF GREENFIELD	298190	01/22/2016	18 S EL CAMINO REAL-MEDIAN	264-360-64300.000	23.04
CITY OF GREENFIELD	298190	01/22/2016	300 LAS MANZANITAS DRIVE	264-360-64300.000	15.87
CITY OF GREENFIELD	298190	01/22/2016	207 TUSCANY AVENUE PARK	264-360-64300.000	0.07
CITY OF GREENFIELD	298190	01/22/2016	235 THORP/WALNUT TREE LINE	264-360-64300.000	52.05
CITY OF GREENFIELD	298190	01/22/2016	385 THORP AVE	264-360-64300.000	39.23
CITY OF GREENFIELD	298190	01/22/2016	200 RAVA PARKWAY PARK	264-360-64300.000	0.76
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	264-360-52510.000	6.62
				Fund 264 - LLM #2 - TERRA VERDE, ETC Total:	697.88
Fund: 265 - SMD #1					
SEIU 521	298310	01/28/2016	Union Dues	265-22420	3.04
STATE STREET BANK & TRUST C...	DFT0001637	01/29/2016	Defer Comp-Misc Employees	265-22430	10.50
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	265-22225	2.38
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	265-22215	7.68
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	265-22215	32.82
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	265-22220	4.62
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	265-22210	21.78
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	265-360-52510.000	32.06
				Fund 265 - SMD #1 Total:	114.88
Fund: 266 - SMD #2					
SEIU 521	298310	01/28/2016	Union Dues	266-22420	3.04
STATE STREET BANK & TRUST C...	DFT0001637	01/29/2016	Defer Comp-Misc Employees	266-22430	10.49
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	266-22225	2.38
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	266-22215	7.68
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	266-22215	32.84
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	266-22220	4.65
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	266-22210	21.73
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	266-360-52510.000	32.06
				Fund 266 - SMD #2 Total:	114.87
Fund: 291 - HOME GRANT					
STATE STREET BANK & TRUST C...	DFT0001635	01/29/2016	Defer Comp-Management	291-22430	12.50
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	291-22225	1.74
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	291-22215	5.60
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	291-22215	23.94
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	291-22220	10.93
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	291-22210	30.94
RANEY PLANNING AND MANAG...	298231	01/22/2016	Base Services	291-610-63900.000	863.77
RANEY PLANNING AND MANAG...	298231	01/22/2016	Reimbursables	291-610-63900.000	1.95
RANEY PLANNING AND MANAG...	298231	01/22/2016	Base Services	291-610-63900.000	200.00
				Fund 291 - HOME GRANT Total:	1,151.37
Fund: 297 - GREENFIELD SCIENCE WORKSHOP					
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	297-22225	28.14
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	297-22215	90.68
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	297-22215	387.60
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	297-22220	42.52
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	297-22210	262.78
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	297-597-64100.292	195.38

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Vendor Name	Payment Number	Payment Date	Description (Item)	Account Number	Amount
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	297-597-64200.292	9.88
REDSHIFT	298233	01/22/2016	INTERNET SERVICES	297-597-64900.000	99.99
JOSE SANCHEZ	298207	01/22/2016	COSTCO - SHELVES FOR STORA...	297-597-65500.292	196.40
HAYWARD SALINAS	298201	01/22/2016	HARDWOOD DOWEL	297-597-65500.292	510.54
HOME DEPOT CREDIT SERVICES	298203	01/22/2016	PENCIL SHARPENER	297-597-65500.292	21.26
HOME DEPOT CREDIT SERVICES	298203	01/22/2016	PAINTING SUPPLIES FOR BATH...	297-597-65500.292	159.14
HOME DEPOT CREDIT SERVICES	298203	01/22/2016	LIGHT BULBS FOR LIGHT BOXES	297-597-65500.292	10.48
HOME DEPOT CREDIT SERVICES	298203	01/22/2016	LUMBER FOR TABLES AND GEN...	297-597-65500.292	16.88
HOME DEPOT CREDIT SERVICES	298203	01/22/2016	EXTENSION CORDS FOR "LIGHT ...	297-597-65500.292	105.71
HOME DEPOT CREDIT SERVICES	298203	01/22/2016	LAVA ROCKS FOR AQUAPONICS...	297-597-65500.292	18.55
GREENFIELD TRUE VALUE	298199	01/22/2016	HARDWARE SUPPLIES	297-597-65500.292	9.69
U.S. BANK	298312	01/29/2016	MAGNETS	297-597-65500.292	260.04
U.S. BANK	298312	01/29/2016	DRILL BITS FOR GENERAL USE	297-597-65500.292	16.36
U.S. BANK	298312	01/29/2016	PAPER CLIPS FOR ELECTRIC MO...	297-597-65500.292	7.04
U.S. BANK	298312	01/29/2016	PROJECTOR CABLE	297-597-65500.292	20.79
U.S. BANK	298312	01/29/2016	CUPS FOR WINDMILL ACTIVITY	297-597-65500.292	26.77
U.S. BANK	298312	01/29/2016	CONTAINERS FOR GENERAL USE	297-597-65500.292	7.08
U.S. BANK	298312	01/29/2016	PAPER CLIPS FOR WINDMILL AC...	297-597-65500.292	1.50
U.S. BANK	298312	01/29/2016	GARDEN WORKDAY - LUNCH	297-597-65500.292	19.54
U.S. BANK	298312	01/29/2016	TOWELS FOR CLEANING/GENE...	297-597-65500.292	14.18
U.S. BANK	298312	01/29/2016	SUPPLIES FOR MARSHMALLOW...	297-597-65500.292	16.94
U.S. BANK	298312	01/29/2016	LUNCH - GARDEN WORKDAY	297-597-65500.292	26.06
U.S. BANK	298312	01/29/2016	OUTLET FOR LIGHT BOX ACTIVI...	297-597-65500.292	24.00
U.S. BANK	298312	01/29/2016	DAILY SNACKS	297-597-65500.292	47.27
U.S. BANK	298312	01/29/2016	UC DAVIS FIELD TRIP - GAS	297-597-65500.292	40.00
U.S. BANK	298312	01/29/2016	MAGNETS	297-597-65500.292	58.20
U.S. BANK	298312	01/29/2016	UC DAVIS FIELD TRIP - LUNCH &...	297-597-65500.292	42.38
U.S. BANK	298312	01/29/2016	SUPPLIES FOR MARSHMALLOW...	297-597-65500.292	25.83
U.S. BANK	298312	01/29/2016	UC DAVIS FIELD TRIP - LUNCH &...	297-597-65500.292	7.20
U.S. BANK	298312	01/29/2016	SUPPLIES FOR MARSHMALLOW...	297-597-65500.292	25.14
U.S. BANK	298312	01/29/2016	CUPS FOR AEMOMETER	297-597-65500.292	16.34
U.S. BANK	298312	01/29/2016	CROCHET MATERIALS	297-597-65500.292	54.88
U.S. BANK	298312	01/29/2016	BEADS FOR WINDMILL ACTIVITY	297-597-65500.292	4.30
U.S. BANK	298312	01/29/2016	LIGHTS FOR AQUAPONICS EXHIB..	297-597-65500.292	16.33
U.S. BANK	298312	01/29/2016	UC DAVIS FIELD TRIP - GAS	297-597-65500.292	31.99
U.S. BANK	298312	01/29/2016	GAS FOR WHALE TRUCK	297-597-65500.292	29.99
U.S. BANK	298312	01/29/2016	CLEANING SUPPLIES	297-597-65500.292	27.78
U.S. BANK	298312	01/29/2016	PAINT FOR BATHROOMS/OFFIC...	297-597-65500.292	164.51
U.S. BANK	298312	01/29/2016	GOOD 360 DONATION	297-597-65500.292	600.00
CITY OF GREENFIELD	298190	01/22/2016	45 EL CAMINO REAL	297-597-64300.292	19.97
CITY OF GREENFIELD	298190	01/22/2016	45 EL CAMINO REAL	297-597-64400.292	58.62
Fund 297 - GREENFIELD SCIENCE WORKSHOP Total:					3,876.65

Fund: 503 - SEWER FUND

TYLER TECHNOLOGIES	298249	01/22/2016	UTILITY BILLING ONLINE COMP...	503-191-63300.000	37.50
VERIZON WIRELESS	298252	01/22/2016	CELL PHONES - PW	503-330-64600.000	19.00
VERIZON WIRELESS	298252	01/22/2016	CELL PHONES - PW	503-330-64600.000	38.50
VEGETABLE GROWERS SUPPLY	298251	01/22/2016	GOPHER TRAPS	503-335-65700.000	138.93
SWRCB - OFFICE OF OPERATOR ...	298247	01/22/2016	WASTEWATER EXAM - VICTOR ...	503-335-67400.000	140.00
SWRCB - OFFICE OF OPERATOR ...	298245	01/22/2016	WASTEWATER EXAM - ALEJAN...	503-335-67400.000	140.00
SWRCB - OFFICE OF OPERATOR ...	298246	01/22/2016	WASTEWATER EXAM - JUAN G...	503-335-67400.000	140.00
CALIFORNIA INFRASTRUCTURE ...	DFT0001629	01/29/2016	WASTE WATER EXPANSION PRO...	503-705-91310.000	29,991.57
SEIU 521	298310	01/28/2016	Union Dues	503-22420	110.51
STATE STREET BANK & TRUST C...	DFT0001635	01/29/2016	Defer Comp-Management	503-22430	42.35
STATE STREET BANK & TRUST C...	DFT0001636	01/29/2016	Defer Comp-Mid Management	503-22430	33.02
STATE STREET BANK & TRUST C...	DFT0001637	01/29/2016	Defer Comp-Misc Employees	503-22430	120.52
STATE OF CALIFORNIA FRANSCH...	298311	01/28/2016	Misc Withholding	503-22490	59.31
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	503-22225	94.45
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	503-22215	304.30
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	503-22215	1,301.02
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	503-22220	190.74

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Vendor Name	Payment Number	Payment Date	Description (Item)	Account Number	Amount
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	503-22210	909.86
REDSHIFT	298233	01/22/2016	INTERNET SERVICES	503-330-64900.000	36.24
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	503-333-64100.000	574.23
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	503-335-64100.000	2,777.59
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	503-335-64200.000	6.36
GREENFIELD TRUE VALUE	298199	01/22/2016	CONCRETE FOR SEWER LINE PO...	503-335-65700.000	114.90
PARTS & SERVICE CENTER	298225	01/22/2016	SAW BLADE & CUTTING BLADES	503-333-65700.000	9.54
ACCOUNTEMP	298179	01/22/2016	TEMP SERVICES - G. ALBOR	503-191-63900.000	327.41
PARTS & SERVICE CENTER	298225	01/22/2016	3720 - BOLT	503-330-66300.000	5.11
PARTS & SERVICE CENTER	298225	01/22/2016	BATTERY TESTER & WARRANTY	503-330-66200.000	-2.27
SC FUELS	298238	01/22/2016	UNLEADED GASOLINE	503-330-66100.000	265.23
PRAXAIR DISTRIBUTION, INC.	298228	01/22/2016	WELDING GAS	503-330-65700.000	44.14
ACCOUNTEMP	298179	01/22/2016	TEMP SERVICES - G. ALBOR	503-191-63900.000	377.85
U.S. BANK	298312	01/29/2016	CE HOURS OF PESTICIDE REGUL...	503-333-67400.000	20.00
NORTHERN SAFETY CO., INC.	298219	01/22/2016	PUBLIC WORKS SUPPLIES	503-333-71707.000	831.37
NORTHERN SAFETY CO., INC.	298219	01/22/2016	PUBLIC WORKS SUPPLIES	503-335-65700.000	8.44
VALLEY ELECTRIC MOTOR SERVI...	298250	01/22/2016	REPLACE HEADWORKS AT WW...	503-335-71709.000	1,005.00
TYLER TECHNOLOGIES	298249	01/22/2016	INSITE TRANSACTION FEES	503-191-63300.000	677.50
CITY OF GREENFIELD	298190	01/22/2016	920 WALNUT AVE - CORP YARD	503-330-64300.000	26.47
CITY OF GREENFIELD	298190	01/22/2016	920 WALNUT AVE - CORP YARD	503-330-64400.000	112.74
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	503-191-52510.000	318.08
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	503-330-52510.000	205.10
				Fund 503 - SEWER FUND Total:	41,552.61

Fund: 504 - WATER FUND

TYLER TECHNOLOGIES	298249	01/22/2016	UTILITY BILLING ONLINE COMP...	504-191-63300.000	37.50
RAY'S SMALL ENGINE REPAIR	298232	01/22/2016	PROPANE GAS	504-345-65700.000	68.36
VERIZON WIRELESS	298252	01/22/2016	CELL PHONES - PW	504-340-64600.000	38.49
VERIZON WIRELESS	298252	01/22/2016	CELL PHONES - PW	504-340-64900.000	19.01
VEGETABLE GROWERS SUPPLY	298251	01/22/2016	SAFETY VEST	504-345-65200.000	68.98
PARTS & SERVICE CENTER	298225	01/22/2016	7914 - TIE DOWN	504-340-66200.000	17.90
CALIFORNIA INFRASTRUCTURE ...	DFT0001630	01/29/2016	WATER EXPANSION PROJECT L...	504-705-91310.000	43,391.72
SEIU 521	298310	01/28/2016	Union Dues	504-22420	43.63
STATE STREET BANK & TRUST C...	DFT0001635	01/29/2016	Defer Comp-Management	504-22430	42.35
STATE STREET BANK & TRUST C...	DFT0001636	01/29/2016	Defer Comp-Mid Management	504-22430	16.98
STATE STREET BANK & TRUST C...	DFT0001637	01/29/2016	Defer Comp-Misc Employees	504-22430	29.48
STATE OF CALIFORNIA FRANSCH...	298311	01/28/2016	Misc Withholding	504-22490	59.27
STATE OF CALIFORNIA EDD	DFT0001639	01/29/2016	SDI	504-22225	44.10
Internal Revenue Service	DFT0001640	01/29/2016	Medicare	504-22215	142.10
Internal Revenue Service	DFT0001641	01/29/2016	Social Security	504-22215	607.96
STATE OF CALIFORNIA EDD	DFT0001642	01/29/2016	State Withholding	504-22220	86.20
Internal Revenue Service	DFT0001643	01/29/2016	Federal Tax Withholding	504-22210	421.45
REDSHIFT	298233	01/22/2016	INTERNET SERVICES	504-340-64900.000	36.20
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	504-345-64100.000	5,009.49
PACIFIC GAS & ELECTRIC	298223	01/22/2016	MONTHLY UTILITIES	504-345-64200.000	6.36
PARTS & SERVICE CENTER	298225	01/22/2016	BOOSTER PREVENT MAINT.	504-345-66500.000	18.13
PARTS & SERVICE CENTER	298225	01/22/2016	BOOSTER PUMP REPAIR	504-345-66500.000	16.05
PARTS & SERVICE CENTER	298225	01/22/2016	SAW BLADE & CUTTING BLADES	504-345-65700.000	9.54
PARTS & SERVICE CENTER	298225	01/22/2016	3707 - PIN	504-340-66300.000	4.77
ACCOUNTEMP	298179	01/22/2016	TEMP SERVICES - G. ALBOR	504-191-63900.000	327.41
HD SUPPLY WATERWORKS	298202	01/22/2016	1" WATER METERS	504-950-86101.000	856.36
HD SUPPLY WATERWORKS	298202	01/22/2016	LAUNDRYMAT METER	504-950-86101.000	1,600.81
PARTS & SERVICE CENTER	298225	01/22/2016	BATTERY TESTER & WARRANTY	504-340-66200.000	-4.54
SC FUELS	298238	01/22/2016	UNLEADED GASOLINE	504-340-66100.000	380.37
PARTS & SERVICE CENTER	298225	01/22/2016	7916 - VEHICLE REPAIR	504-340-66200.000	22.04
SAN BENITO SUPPLY	298237	01/22/2016	BASE ROCK	504-345-65700.000	120.43
PRAXAIR DISTRIBUTION, INC.	298228	01/22/2016	WELDING GAS	504-345-65700.000	44.15
ACCOUNTEMP	298179	01/22/2016	TEMP SERVICES - G. ALBOR	504-191-63900.000	377.85
HD SUPPLY WATERWORKS	298202	01/22/2016	1" APARTMENT METERS	504-950-86101.000	13,701.78
HD SUPPLY WATERWORKS	298202	01/22/2016	1" WATER METERS	504-950-86101.000	1,856.61
HD SUPPLY WATERWORKS	298202	01/22/2016	5/8" WATER METERS	504-950-86101.000	2,232.50

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Vendor Name	Payment Number	Payment Date	Description (Item)	Account Number	Amount
SSA LANDSCAPING ARCHITECTS,...	298244	01/22/2016	GREENFIELD TURF REPLACEME...	504-340-65100.254	5,185.00
SSA LANDSCAPING ARCHITECTS,...	298244	01/22/2016	REIMBURSEMENT	504-340-65100.254	94.88
U.S. BANK	298312	01/29/2016	HOME DEPOT - WATER GUN	504-340-68200.254	160.90
U.S. BANK	298312	01/29/2016	CE HOURS OF PESTICIDE REGUL...	504-345-67400.000	20.00
NORTHERN SAFETY CO., INC.	298219	01/22/2016	PUBLIC WORKS SUPPLIES	504-345-65700.000	8.44
PARTS & SERVICE CENTER	298225	01/22/2016	7916 - VEHICLE SPRING	504-340-66200.000	12.43
PARTS & SERVICE CENTER	298225	01/22/2016	7916 - PREVENT MAINT	504-340-66200.000	8.74
MONTEREY BAY ANALYTICAL SE...	298216	01/22/2016	OCTOBER WATER SAMPLES	504-345-63800.000	915.00
TYLER TECHNOLOGIES	298249	01/22/2016	INSITE TRANSACTION FEES	504-191-63300.000	677.50
CITY OF GREENFIELD	298190	01/22/2016	920 WALNUT AVE - CORP YARD	504-340-64400.000	137.54
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	504-191-52510.000	318.08
BEN-E-LECT	298185	01/22/2016	NOVEMBER 2015 CLAIMS PAID	504-340-52510.000	205.10
Fund 504 - WATER FUND Total:					79,495.40
Fund: 705 - SUCCESSOR ADMINISTRATIVE FUND					
UNION BANK, N.A.	DFT0001599	01/28/2016	TAX ALLOCATION BONDS SERIES..	705-820-95746.000	1,189,884.11
LOZANO SMITH	298212	01/22/2016	PROFESSIONAL SERVICES	705-820-63100.000	55.50
Fund 705 - SUCCESSOR ADMINISTRATIVE FUND Total:					1,189,939.61
Fund: 746 - Successor Agency 2006 Bond Debt Service Fund					
UNION BANK, N.A.	DFT0001599	01/28/2016	TAX ALLOCATION BONDS SERIES..	746-49570.000	-1,189,884.11
UNION BANK, N.A.	DFT0001599	01/28/2016	TAX ALLOCATION BONDS SERIES..	746-820-91210.000	740,000.00
UNION BANK, N.A.	DFT0001599	01/28/2016	TAX ALLOCATION BONDS SERIES..	746-820-91310.000	449,884.11
Fund 746 - Successor Agency 2006 Bond Debt Service Fund Total:					0.00
Fund: 756 - Successor Agency 2016 Bond Debt Service Fund					
LOZANO SMITH	298212	01/22/2016	PROFESSIONAL SERVICES	756-820-91110.000	240.50
Fund 756 - Successor Agency 2016 Bond Debt Service Fund Total:					240.50
Grand Total:					1,590,591.15

Report Summary

Fund Summary

Fund	Payment Amount
100 - GENERAL FUND	216,424.88
200 - SUPPLEMENTAL LAW ENFORCEMENT	14,542.95
201 - POLICE - OTHER GRANTS	2,382.02
213 - PARKS	1,807.45
215 - CDBG Fund	22,448.84
220 - Measure X Supplemental Sales & Use Tax Fund	10,734.53
230 - GAS TAX FUND	4,058.20
263 - LLM #1 - LEXINGTON	1,008.51
264 - LLM #2 - TERRA VERDE, ETC	697.88
265 - SMD #1	114.88
266 - SMD #2	114.87
291 - HOME GRANT	1,151.37
297 - GREENFIELD SCIENCE WORKSHOP	3,876.65
503 - SEWER FUND	41,552.61
504 - WATER FUND	79,495.40
705 - SUCCESSOR ADMINISTRATIVE FUND	1,189,939.61
746 - Successor Agency 2006 Bond Debt Service Fund	0.00
756 - Successor Agency 2016 Bond Debt Service Fund	240.50
Grand Total:	1,590,591.15

Account Summary

Account Number	Account Name	Payment Amount
100-101-65100.000	General Operating Suppli...	36.10
100-110-52510.000	Health Insurance	465.15
100-110-61400.000	Office Supplies	109.47
100-110-63900.000	General Services	3.50
100-110-64600.000	Cell Phone Charges	51.60
100-110-65100.000	General Operating Suppli...	1,373.47
100-110-66100.000	Gasoline & Oil	72.11
100-110-67300.000	Other Meals & Travel	7.00
100-110-68200.000	Community Outreach	89.22
100-110-68300.000	Memberships	7,928.76
100-111-61400.000	Office Supplies	148.49
100-111-63900.000	General Services	50.00
100-111-64300.000	Water Utility	95.04
100-111-64500.000	Phone Charges	1,623.00
100-111-65100.000	General Operating Suppli...	91.62
100-111-65600.000	Janitorial Supplies	31.14
100-111-66200.000	Vehicle Maintenance	-2.27
100-125-63200.000	Technology Services	801.78
100-150-63100.000	Administration Services	895.50
100-170-52510.000	Health Insurance	82.96
100-170-61400.000	Office Supplies	273.88
100-190-52510.000	Health Insurance	92.12
100-190-61400.000	Office Supplies	670.12
100-190-63300.000	Financial Services	30,830.00
100-190-67300.000	Other Meals & Travel	5.08
100-191-64400.000	Waste Disposal	4,035.66
100-201-52510.000	Health Insurance	312.48
100-201-65100.000	General Operating Suppli...	490.98
100-201-66100.000	Gasoline & Oil	239.56
100-201-66200.000	Vehicle Maintenance	55.29
100-215-52510.000	Health Insurance	1,712.05
100-215-61400.000	Office Supplies	311.93
100-215-64500.000	Phone Charges	1,149.89
100-215-65100.000	General Operating Suppli...	512.55
100-215-66100.000	Gasoline & Oil	1,909.85

Account Summary

Account Number	Account Name	Payment Amount
100-215-66200.000	Vehicle Maintenance	1,739.11
100-215-67200.000	Other Training	1,054.56
100-215-71400.000	Police Equipment	323.07
100-22210	Federal Withholding Tax ...	8,051.71
100-22215	FICA Payable	9,558.72
100-22220	State Withholding Tax Pa...	2,677.14
100-22225	S.D.I. Payable	554.27
100-22320	Medical Benefits Payable	37,494.16
100-22410	G.P.O.A. Union Dues Paya...	200.00
100-22415	G.P.S.A. Union Dues Payab..	150.00
100-22420	S.E.I.U. Union Dues Payab...	128.63
100-22430	Deferred Comp Payable	1,090.76
100-22435	PERS Loan Payable	120.34
100-22490	Miscellaneous Withholding	99.53
100-230-63400.000	Animal Control Services	554.00
100-230-64600.000	Cell Phone Charges	67.89
100-230-64900.000	Other Utilities	38.01
100-230-66100.000	Gasoline & Oil	144.96
100-24604	EIR Deposit - Tunzi Project	8,052.50
100-24605	EIR Deposit - Scheid Viney...	4,617.50
100-24672	Subdivision Deposit - Terr...	3,235.00
100-26001	Suspense Account	113.18
100-310-52510.000	Health Insurance	116.55
100-310-61200.000	Printing and Copying	44.30
100-310-63900.000	General Services	52.00
100-310-65200.000	Uniforms/Personnel Equi...	264.35
100-310-65600.000	Janitorial Supplies	4.50
100-310-65900.000	Building Maintenance Su...	0.00
100-311-52510.000	Health Insurance	328.26
100-311-65700.000	Public Works Supplies	11.61
100-311-65900.000	Building Maintenance Su...	20.05
100-311-66100.000	Gasoline & Oil	106.09
100-311-66200.000	Vehicle Maintenance	236.02
100-550-52510.000	Health Insurance	63.11
100-550-63700.000	Public Works Services	370.06
100-550-64100.000	Electricity	136.06
100-550-64200.000	Gas Utility	6.36
100-550-64300.000	Water Utility	20.63
100-550-64400.000	Waste Disposal	112.75
100-550-64600.000	Cell Phone Charges	21.56
100-550-64900.000	Other Utilities	16.23
100-550-65100.000	General Operating Suppli...	2,810.71
100-550-65700.000	Public Works Supplies	721.50
100-550-65900.000	Building Maintenance Su...	19.42
100-550-66100.000	Gasoline & Oil	62.09
100-551-63500.000	Recreation Services	26,942.41
100-551-64100.211	Electricity	45.38
100-551-64200.211	Gas Utility	17.72
100-551-64300.000	Water Utility	47.00
100-551-64300.211	Water Utility	29.75
100-551-64400.000	Waste Disposal	194.89
100-551-64400.211	Waste Disposal	36.07
100-590-64100.000	Electricity	169.53
100-590-64200.000	Gas Utility	81.52
100-590-64300.000	Water Utility	27.74
100-590-65900.000	Building Maintenance Su...	14.73
100-601-52510.000	Health Insurance	182.20
100-601-61400.000	Office Supplies	273.88

Account Summary

Account Number	Account Name	Payment Amount
100-601-63600.000	Community Development...	46,170.75
100-601-66200.000	Vehicle Maintenance	-2.27
100-601-67100.000	Meetings & Conferences	29.25
200-205-64700.321	Radios - SLESF	14,542.95
201-22210	Federal Withholding Tax ...	937.52
201-22215	FICA Payable	962.44
201-22220	State Withholding Tax Pa...	325.44
201-22225	S.D.I. Payable	56.62
201-22410	G.P.O.A. Union Dues Paya...	100.00
213-22210	Federal Withholding Tax ...	27.08
213-22215	FICA Payable	25.86
213-22220	State Withholding Tax Pa...	9.56
213-22225	S.D.I. Payable	1.52
213-22430	Deferred Comp Payable	10.93
213-905-87513.000	Prop 84 Greenfield Comm...	1,732.50
215-22210	Federal Withholding Tax ...	23.21
215-22215	FICA Payable	22.16
215-22220	State Withholding Tax Pa...	8.20
215-22225	S.D.I. Payable	1.30
215-22430	Deferred Comp Payable	9.38
215-310-73535.435	CDBG Planning Studies	22,384.59
220-215-52510.000	Health Insurance	168.97
220-215-63400.000	Police Services	334.20
220-215-68100.000	Recruitment	275.87
220-22210	Federal Withholding Tax ...	3,257.20
220-22215	FICA Payable	3,919.16
220-22220	State Withholding Tax Pa...	1,295.99
220-22225	S.D.I. Payable	230.53
220-22410	G.P.O.A. Union Dues Paya...	350.00
220-22430	Deferred Comp Payable	100.00
220-22450	Wage Garnishments Paya...	802.61
230-22210	Federal Withholding Tax ...	483.70
230-22215	FICA Payable	887.50
230-22220	State Withholding Tax Pa...	102.10
230-22225	S.D.I. Payable	52.22
230-22420	S.E.I.U. Union Dues Payab...	53.27
230-22430	Deferred Comp Payable	192.92
230-22490	Miscellaneous Withholding	35.59
230-320-52510.000	Health Insurance	441.75
230-320-63700.000	Public Works Services	45.50
230-320-64100.000	Electricity	188.38
230-320-64200.000	Gas Utility	6.36
230-320-64300.000	Water Utility	0.04
230-320-64400.000	Waste Disposal	112.74
230-320-64600.000	Cell Phone Charges	21.56
230-320-64900.000	Other Utilities	16.23
230-320-65200.000	Uniforms / Personnel Equ...	68.80
230-320-65700.000	Public Works Supplies	244.22
230-320-65800.000	Permits & Inspections	570.00
230-320-66100.000	Gasoline & Oil	351.95
230-320-66200.000	Vehicle Maintenance	163.37
230-320-67400.000	Certifications	20.00
263-22210	Federal Withholding Tax ...	6.13
263-22215	FICA Payable	16.06
263-22220	State Withholding Tax Pa...	1.52
263-22225	S.D.I. Payable	0.94
263-22430	Deferred Comp Payable	1.41
263-22490	Miscellaneous Withholding	1.98

Account Summary

Account Number	Account Name	Payment Amount
263-360-52510.000	Health Insurance	6.62
263-360-64300.000	Water Utility	973.85
264-22210	Federal Withholding Tax ...	8.23
264-22215	FICA Payable	29.76
264-22220	State Withholding Tax Pa...	1.79
264-22225	S.D.I. Payable	1.75
264-22430	Deferred Comp Payable	1.41
264-22490	Miscellaneous Withholding	1.98
264-360-52510.000	Health Insurance	6.62
264-360-64100.000	Electricity	416.32
264-360-64300.000	Water Utility	131.02
264-360-65700.000	Public Works Supplies	99.00
265-22210	Federal Withholding Tax ...	21.78
265-22215	FICA Payable	40.50
265-22220	State Withholding Tax Pa...	4.62
265-22225	S.D.I. Payable	2.38
265-22420	S.E.I.U. Union Dues Payab...	3.04
265-22430	Deferred Comp Payable	10.50
265-360-52510.000	Health Insurance	32.06
266-22210	Federal Withholding Tax ...	21.73
266-22215	FICA Payable	40.52
266-22220	State Withholding Tax Pa...	4.65
266-22225	S.D.I. Payable	2.38
266-22420	S.E.I.U. Union Dues Payab...	3.04
266-22430	Deferred Comp Payable	10.49
266-360-52510.000	Health Insurance	32.06
291-22210	Federal Withholding Tax ...	30.94
291-22215	FICA Payable	29.54
291-22220	State Withholding Tax Pa...	10.93
291-22225	S.D.I. Payable	1.74
291-22430	Deferred Comp Payable	12.50
291-610-63900.000	General Services	1,065.72
297-22210	Federal Withholding Tax ...	262.78
297-22215	FICA Payable	478.28
297-22220	State Withholding Tax Pa...	42.52
297-22225	S.D.I. Payable	28.14
297-597-64100.292	Electricity	195.38
297-597-64200.292	Gas Utility	9.88
297-597-64300.292	Water Utility	19.97
297-597-64400.292	Waste Disposal	58.62
297-597-64900.000	Other Utilities	99.99
297-597-65500.292	Recreation Supplies	2,681.09
503-191-52510.000	Health Insurance	318.08
503-191-63300.000	Utility Billing Financial Ser...	715.00
503-191-63900.000	General Services	705.26
503-22210	Federal Withholding Tax ...	909.86
503-22215	FICA Payable	1,605.32
503-22220	State Withholding Tax Pa...	190.74
503-22225	S.D.I. Payable	94.45
503-22420	S.E.I.U. Union Dues Payab...	110.51
503-22430	Deferred Comp Payable	195.89
503-22490	Miscellaneous Withholding	59.31
503-330-52510.000	Health Insurance	205.10
503-330-64300.000	Water Utility	26.47
503-330-64400.000	Waste Disposal	112.74
503-330-64600.000	Cell Phone Charges	57.50
503-330-64900.000	Other Utilities	36.24
503-330-65700.000	Public Works Supplies	44.14

Account Summary

Account Number	Account Name	Payment Amount
503-330-66100.000	Gasoline & Oil	265.23
503-330-66200.000	Vehicle Maintenance	-2.27
503-330-66300.000	General Operations Equi...	5.11
503-333-64100.000	Electricity	574.23
503-333-65700.000	Public Works Supplies	9.54
503-333-67400.000	Certifications	20.00
503-333-71707.000	Gas Detectors	831.37
503-335-64100.000	Electricity	2,777.59
503-335-64200.000	Gas Utility	6.36
503-335-65700.000	Public Works Supplies	262.27
503-335-67400.000	Certifications	420.00
503-335-71709.000	Headworks Motor	1,005.00
503-705-91310.000	Interest Expense	29,991.57
504-191-52510.000	Health Insurance	318.08
504-191-63300.000	Utility Billing Financial Ser...	715.00
504-191-63900.000	General Services	705.26
504-22210	Federal Withholding Tax ...	421.45
504-22215	FICA Payable	750.06
504-22220	State Withholding Tax Pa...	86.20
504-22225	S.D.I. Payable	44.10
504-22420	S.E.I.U. Union Dues Payab...	43.63
504-22430	Deferred Comp Payable	88.81
504-22490	Miscellaneous Withholding	59.27
504-340-52510.000	Health Insurance	205.10
504-340-64400.000	Waste Disposal	137.54
504-340-64600.000	Cell Phone Charges	38.49
504-340-64900.000	Other Utilities	55.21
504-340-65100.254	Water Conservation Suppl...	5,279.88
504-340-66100.000	Gasoline & Oil	380.37
504-340-66200.000	Vehicle Maintenance	56.57
504-340-66300.000	General Operations Equi...	4.77
504-340-68200.254	Water Conservation Reba...	160.90
504-345-63800.000	Water Production Services	915.00
504-345-64100.000	Electricity	5,009.49
504-345-64200.000	Gas Utility	6.36
504-345-65200.000	Uniforms / Personnel Equ...	68.98
504-345-65700.000	Water Production Supplies	250.92
504-345-66500.000	Water Operations Equip...	34.18
504-345-67400.000	Certifications	20.00
504-705-91310.000	Interest Expense	43,391.72
504-950-86101.000	Annual Meter Replaceme...	20,248.06
705-820-63100.000	Administration Services	55.50
705-820-95746.000	Transfer to Successor Age...	1,189,884.11
746-49570.000	Transfer from Successor A...	-1,189,884.11
746-820-91210.000	Principal	740,000.00
746-820-91310.000	Interest	449,884.11
756-820-91110.000	Cost of Bond Issuance	240.50
	Grand Total:	1,590,591.15

Project Account Summary

Project Account Key	Payment Amount
None	1,590,591.15
Grand Total:	1,590,591.15

CITY COUNCIL MINUTES

CITY COUNCIL MEETING OF JANUARY 26, 2016

CALL TO ORDER

Mayor Huerta called the meeting to order at 6:04 p.m.

ROLL CALL

PRESENT: Mayor Huerta, Mayor Pro-tem Rodriguez, Councilmembers Walker and Torres
Councilmember Santibañez arrived at 6:16 p.m.

ABSENT: None

STAFF: City Manager Stanton, Community Services Director Steinmann, Chief Fresé, Police Commander Allen, Administrative Services Director Corgill, City Attorney Sullivan, City Clerk Rathbun

GUESTS: Debbie Benavides, Joel Benavides, Sergio Valderrama, Luis Lopez, Scott McCurrach, Angelica Ramirez

INVOCATION

Invocation by Joel Benavides.

PLEDGE OF ALLEGIANCE

All recited the Pledge of Allegiance.

AGENDA REVIEW

No comments were received.

PUBLIC COMMENTS FROM THE AUDIENCE REGARDING ITEMS NOT ON THE AGENDA

Pedro Ruiz, representing Gabriel Trujillo, Green Dream Organics, presented the City Council with a donation of \$1,000 for the Greenfield Skateboard Park.

Scott McCurrach stated that he had attended the previous meetings and was not in favor of the marijuana issue and stated that most in attendance of those meetings were also against it.

Sergio Valderrama stated that he was dissatisfied with the utility billing procedures and gave his suggestions to make it better. He also passed out a letter he wrote regarding the same subject.

CONSENT CALENDAR

Councilmember Walker asked that J-4 be pulled for additional discussion.

A MOTION by Mayor Pro-tem Rodriguez, seconded by Councilmember Torres to approve the consent calendar including City of Greenfield Warrants #297870 through #298104 and Bank Drafts #1532 through #1596 in the amount of \$703,799.56, Minutes of the January 12, 2016 City Council Meeting, adopt **Resolution #2016-09, “A Resolution of the City Council of the City of Greenfield Amending the Employee Salary and Classification Plan”**, adopt **Resolution #2016-11, “A Resolution of the City Council of the City of Greenfield Approving an Application for Authorization to Access State and Federal Level Summary Criminal History Information for Employment, Volunteers and Contractors”** and Approve the Emergency Operations Plan. All in favor. Motion carried.

Councilmember Walker asked for clarification of the resolution. City Manager Stanton explained the resolution.

A MOTION by Councilmember Walker, seconded by Mayor Pro-tem Rodriguez to adopt **Resolution #2016-10, “A Resolution of the City Council of the City of Greenfield Approving an Application for Authorization to Access State Summary Criminal History Information for Employment, Volunteers and Contractors”**. All in favor. Motion carried.

MAYOR’S PRESENTATIONS, PROCLAMATIONS, COMMUNICATIONS, RESOLUTIONS

PRESENTATION – POLICE STATUS REPORT

Chief of Police Frese gave a police status report.

REPORT FROM THE CLEAN UP COMMITTEE

Angelica Ramirez gave a report regarding the Clean Up Committee. She stated that for the last year they have cleaned every other Sunday for about 1 ½ hours each day. She stated that there were about 20 people that participated.

CITY COUNCIL – BUSINESS

FIRST READING OF AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF GREENFIELD AMENDING SECTION 2.20.010, PLANNING COMMISSION ESTABLISHED, TO REDUCE THE PLANNING COMMISSION MEMBERSHIP FROM SEVEN TO FIVE MEMBERS

Staff report was given by Community Services Director Steinmann.

A MOTION by Councilmember Santibañez, seconded by Councilmember Walker to read by title only, first reading, An Ordinance of the City Council of the City of Greenfield Amending Section 2.20.010, Planning Commission Established, to Reduce the Planning Commission Membership from Seven to Five Members. All in favor. Motion carried.

ADOPTION OF A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GREENFIELD ADOPTING THE 2015 MONTEREY COUNTY MULTI-JURISDICTIONAL HAZARD MITIGATION PLAN RESOLUTION #2016-12

Staff report was given by Community Services Director Steinmann.

A MOTION by Councilmember Walker, seconded by Councilmember Santibañez to adopt **Resolution #2016-12, “A Resolution of the City Council of the City of Greenfield Adopting the 2015 Monterey County Multi-Jurisdictional Hazard Mitigation Plan”**. All in favor. Motion carried.

ADJOURN TO CLOSED SESSION

Meeting adjourned to closed session at 6:55 p.m.

CONFERENCE WITH LEGAL COUNSEL – POTENTIAL LITIGATION

RECONVENE TO OPEN SESSION

Meeting reconvened to open session at 7:41 p.m.

City Attorney Sullivan stated that direction was given and there was no reportable action.

BRIEF REPORTS ON CONFERENCES, SEMINARS, AND MEETINGS ATTENDED BY MAYOR AND CITY COUNCIL

Councilmember Torres stated that the board for the Salinas Valley Solid Waste Authority had just elected new officers.

Councilmember Walker stated that he had taken pictures of the skateboard park and there was more graffiti than expected and stated that he would forward the pictures to the City Manager.

COMMENTS FROM CITY COUNCIL

Mayor Pro-tem Rodriguez stated that he attended the Valley Mayors/Managers meeting and the key issues were farm worker housing and the TAMC proposed sales tax measure. He stated that the housing was a big issue. He also stated that they spoke about the marijuana issue.

Administrative Services Director Corgill asked if Council was available to be present for a property tax report from HdL. City Council concurred to have the presentation on Thursday, February 4th at 5:30 p.m.

CITY MANAGER REPORT

City Manager Stanton reported that she attended the Revenue & Taxation Committee and Housing, Community & Economic Development Committee League of California Cities in Sacramento.

She also reported that staff had met with the County of Monterey and the Greenfield Fire District regarding reorganization of the Fire District. Mayor Huerta stated that he wanted to make sure that Supervisor Salinas' office was involved in these meetings.

Administrative Services Director Corgill reported that the refunding of the bonds would be completed by mid-February and that it would be a savings of 4.8 million dollars and that the City had received an A- credit rating.

ADJOURNMENT

Mayor adjourned the City Council meeting at 8:01 p.m.

Mayor of the City of Greenfield

City Clerk of the City of Greenfield



City Council Memorandum

599 El Camino Real Greenfield CA 93937 831-674-5591
www.ci.greenfield.ca.us

MEMORANDUM: February 5, 2016

AGENDA DATE: February 9, 2016

TO: Mayor and City Council

FROM: Susan A. Stanton, ICMA-CM
City Manager

TITLE: PROPOSED TRANSPORTATION SALES TAX MEASURE

BACKGROUND:

TAMC is seeking to raise new funding and is considering placing a funding proposal and expenditure plan before the voters in November 2016. Based upon TAMC analysis, safety priorities, and input from the Agency's Board of Directors and outreach efforts, a list of safety and improvement projects has been identified for an early draft of a proposed Transportation Expenditure Plan. (See Attachment #1: Priority Regional Transportation Projects)

The Transportation Agency has been looking to raise local money to help fund the region's growing transportation needs. The key mechanism under consideration is to become a self-help county by raising the local transportation sales tax by 3/8%, which countywide would raise approximately \$20 million per year (See Attachment #2: Local Share Formula) . State law requires the regional transportation planning agency, in this case TAMC, to develop an expenditure plan for a proposed transportation sales tax measure. That plan must be adopted by the County Board of Supervisors, and a majority of the cities representing a majority of the population, then placed on the ballot for a 2/3 voter approval. (See Attachment #3: Priority Project Matrix)

Development of the draft and final expenditure plan provides an opportunity to discuss regional and local transportation priorities with the public, community stakeholders and elected officials. Significant flexibility on the content, amount of detail and timing of adoption is provided to implementing agencies. TAMC is targeting the November 2016 ballot for placing this proposal before the voters for approval, which means that the plan must be finalized and placed on the ballot by early August, 2016.

The Agency's 2016 expenditure plan is being modeled on other successful transportation measures around the State. ([Attachment #4: Draft Transportation Investment Plan](#)) The plan will include specific projects in broad categories and taxpayer safeguards; such as a firm sunset date, a citizen oversight committee and a requirement that local jurisdictions maintain prior investment levels to be eligible for tax measure local street and road maintenance funding.

Based upon further TAMC staff analysis, including identification top collision locations, input from the Agency's ad hoc committee and community leaders task force, meetings with the Public Works Directors and City Managers, and many meetings with community groups, TAMC staff has identified a list of safety and improvement projects for consideration in this early, first draft of the Transportation Expenditure Plan ([Attachment #5: Regional Transportation Investment Plan](#)).

The TAMC Board has approved a one page summary of the measure entitled "Keep Monterey County Moving" for distribution on December 2, 2015 ([See: Attachment #6](#)) The TAMC goal is to get as many comments in January and early February as possible, so they can take a revised version to the TAMC Board on February 24.

BUDGET AND FINANCIAL IMPACT:

The County-wide measure is estimated to generate \$600,000,000. The proposed local share formula would allocate half of the estimated sales tax funds for regional projects and half to local projects based on population and lane miles. The proposed funding formula would entitle the City of Greenfield to receive \$7,609,000. ([See Attachment #7: Countywide Local Share Formula](#))

REVIEWED AND RECOMMENDED:

A recent survey of county-wide road maintenance needs was conducted with nine cities and the County. Within the cities, a total of 993 lane miles are in need of maintenance estimated at \$409 million. Within the unincorporated county 1,100 lane miles are in need of maintenance estimated at \$741 million. In total, county-wide, at least 2,092 lane miles are need of maintenance estimated at \$1.15 billion. Given the magnitude of this deferred road maintenance backlog, the Monterey County Managers Group recommended consideration of a 60% Local Maintenance – 40% Regional Project split for revenues generated from the measure. ([See Attachment #8: 50-60 Share Comparison](#)) Sixty percent of the revenues will generate an estimated \$360,000,000 million over 30 years or \$12,000,000 annually to be distributed to cities and the county toward funding their significant road maintenance backlogs.

Mayor Huerta has been extensively involved in this discussion and is the City's representative on TAMC and supports the TAMC Executive Director recommendation for a 50/50 sharing of this revenue for local and regional projects.

POTENTIAL MOTION:

There is no requested action at this time. TAMC is still formulating the funding allocation and developing proposed projects.

Project Matrix										
	ZONE	PROJECT COST	PROGRAMMED	FUNDING GAP ⁽¹⁾	SAFETY	TRAFFIC CONGESTION	MULTIMODAL	ECONOMIC IMPACT	SB 375	READINESS ⁽²⁾
Tier 1 Projects										
US-101 - San Juan Road Interchange	N. County	\$90,600,000	\$76,200,000	\$14,400,000	High	High		High	Low	High
SR-156 Widening	N. County	\$108,700,000	\$12,700,000	\$96,000,000	High	High	Bike	High	Low	Medium
US-101 - South County Frontage Roads	Gr. Salinas	\$75,445,419	\$0	\$75,445,419	High	Medium	Bike	High	Low	High
Local Street and Road Maintenance	S. County	\$1,984,000,000	\$282,000,000	\$1,702,000,000			Bike / Transit	High	High	High
Monterey Peninsula Fixed Guideway	S. County	\$164,400,000	\$25,000,000	\$139,400,000			Rail / Bike / Transit	Medium	High	Medium
Passenger Rail Extension to Monterey	S. County	\$110,000,000	\$35,000,000	\$75,000,000			Rail /Bike / Transit	Medium	High	High
MST Bus Replacements	S. County	\$36,480,000	\$950,000	\$35,530,000			Rail /Bike / Transit	Medium	High	High
Tier 2 Projects										
US-101 /S. County Cities Interchanges	S. County	\$161,504,913	\$0	\$161,504,913	High	Medium		Medium	Low	Mixed
Westside Bypass/Marina-Salinas Corridor	Gr. Salinas	\$148,052,579	\$26,606,000	\$121,446,579	Medium	High	Bike / Transit	Medium	Medium	Low
SR-68 Commuter Improvements	Gr. Salinas	\$24,000,000	\$5,893,571	\$18,106,429	Medium	High		Medium	Low	Low
Del Monte - Lighthouse Corridor	Peninsula	\$60,000,000	\$0	\$60,000,000	Medium	Medium	Bike / Transit	High	High	Medium
SR 1 - Widening (Seaside-Sand City)	Gr. Salinas	\$53,000,000	\$0	\$53,000,000	Medium	High		High	Low	Low
Tier 3 Projects										
SR 68 - Holman Highway Widening	Gr. Salinas	\$25,000,000	\$1,350,000	\$23,650,000	High	High		High	Low	High
Monterey Peninsula Airport Access	Gr. Salinas	Unknown			Low	Medium		Medium	Low	Low
Boronda Road - East Salinas	Gr. Salinas	Unknown			Medium	Medium		Medium	Low	Low
River Rd	Gr. Salinas	Unknown			Medium	Low		Medium	Low	Low
G-12 Northern/Southern Improvements	Gr. Salinas	\$48,000,000	\$0	\$48,000,000	High	Medium		Medium	Low	Medium
U.S. 101 - Harris Rd/Eastside	Gr. Salinas	\$54,153,132	\$0	\$54,153,132	Low	Medium		High	Low	Low
Artichoke Ave - SR 183	Gr. Salinas	\$7,000,000	\$1,200,000	\$5,800,000	High	High		Medium	Low	Low
U.S. 101 - Old Stage Rd Frontage Rd/ Interchange	Gr. Salinas	Unknown			Medium	Medium		Medium	Low	Low

Notes:

(1) Some funds may be available from the FORA and regional fee programs

(2) Projects in environmental review score "medium", projects with completed environmental documents score "high", all others score low.

All amounts shown in Year 2010 dollars

Countywide Measure at 3/8-cent: \$300,000,000	
<u>Proposed</u> Local Share Formula	
\$ millions/year	
Jurisdiction	50% Population & 50% Lane Miles
Local % of Measure	50%
Carmel	\$ 3,576,000
Del Rey Oaks	\$ 1,305,000
Gonzales	\$ 3,655,000
Greenfield	\$ 7,609,000
King City	\$ 6,748,000
Marina	\$ 11,975,000
Monterey	\$ 18,869,000
Pacific Grove	\$ 10,262,000
Salinas	\$ 76,152,000
Sand City	\$ 488,000
Seaside	\$ 18,494,000
Soledad	\$ 10,496,000
Unincorporated	\$ 130,370,000
Total	\$ 300,000,000

Monterey County
Regional Transportation Investment Plan
Discussion Draft

Estimated Revenues	
3/8% over 30 years	\$600 million
Local Road and Street Projects	50%
Regional Projects	50%
Projects	\$ Millions
Local Road & Street improvements (including county farm roads)	\$300
Regional Safety, Mobility and Walkability Projects:	\$300
Highway 68 - Monterey to Salinas - safety & traffic flow	\$45
Safe Routes to Schools	\$25
Castroville Blvd / Blackie Road 156 Interchange	\$35
Senior Transportation Services	\$15
Highway 68 - Monterey to Pacific Grove – safety	\$10
US 101 – Salinas and South County	\$30
Commuter Buses, Salinas Valley Bus Facilities, Vanpools	\$25
Highway 1 Traffic Relief - Busway	\$15
Downtown Safety & Walkability	\$15
River Road - safety and bike lanes	\$20
Trails – incl. Fort Ord Recreational Trail and Greenway	\$25
Del Monte Corridor - Safety (Monterey/Seaside)	\$10
Marina - Salinas Multimodal Corridor (Imjin Road)	\$25
Habitat Preservation/ Advance Mitigation	\$5

Source: Transportation Agency for Monterey County



For more information, visit our website at tamcmonterey.org

Discussion Draft
**Transportation
Investment Plan**



**Keep Monterey County
*Moving!***



Our Aging Roads are Crumbling



Hartnell Road



From County Roads...



Jensen Rd



...to City Streets



+\$1 Billion Road Repair Needs



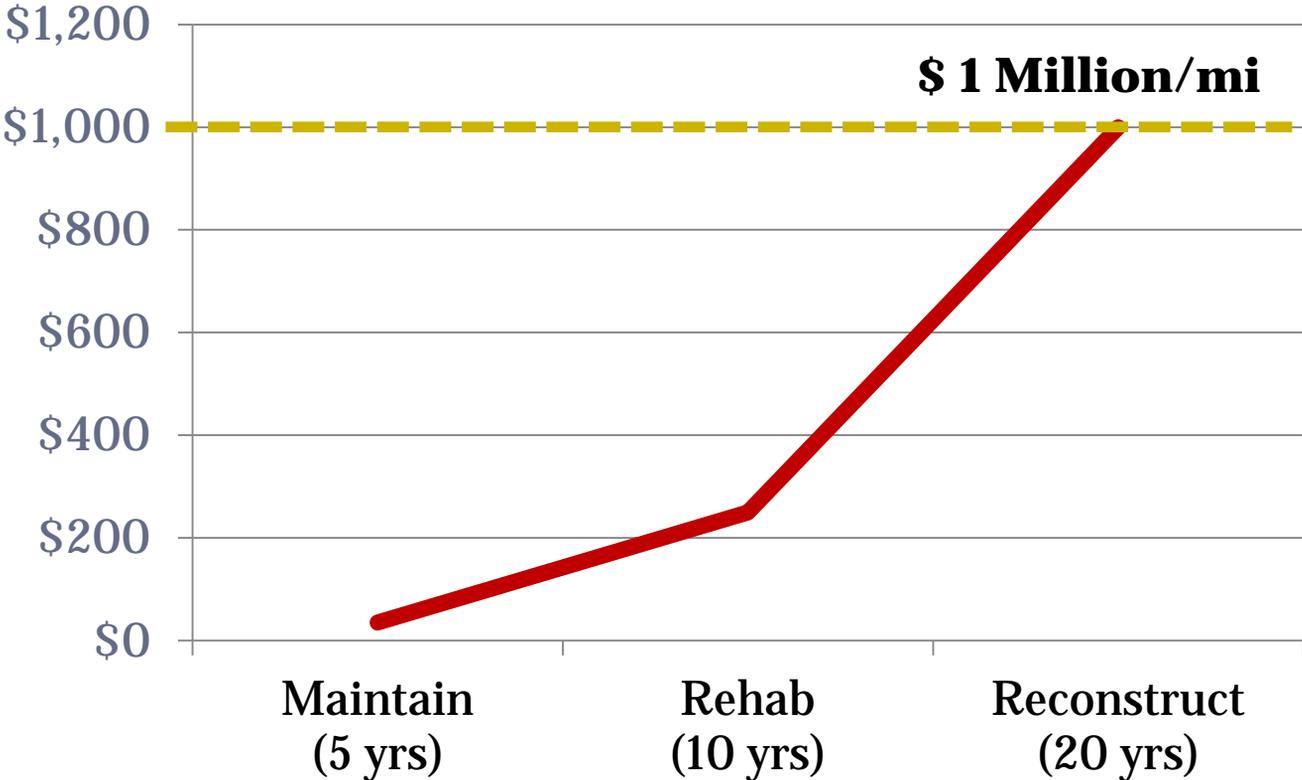
Old Stage Rd



The longer we wait,
the more expensive it is...



Rising Cost per Mile (\$ Thousands)



Regional Roads: Full of Traffic Jams

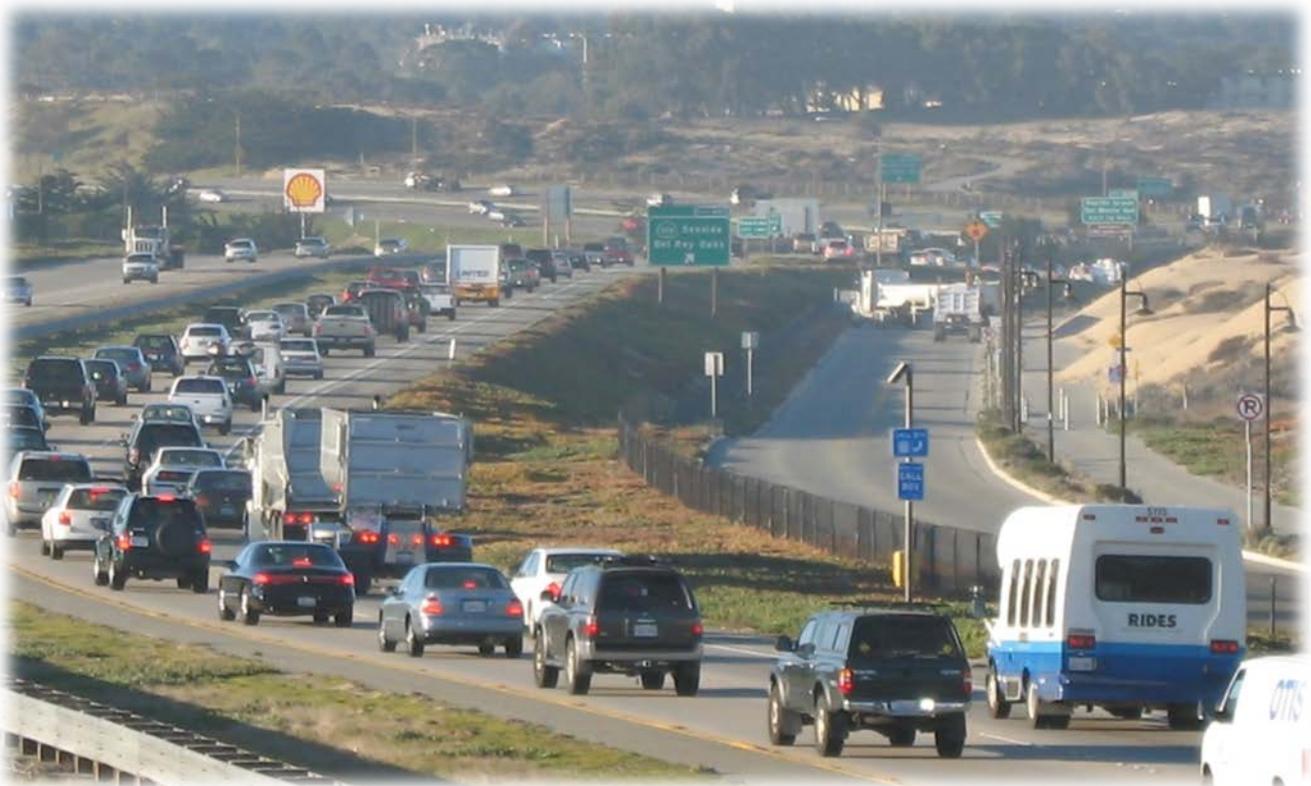
Highway 68



Regional Roads: Stuck in Traffic



Highway 1



Overcrowded Buses



Safer Roads are Needed ...for residents, visitors



Castroville Blvd @ 156



...and to Support Our Economy



US 101 – South County



Serve Our Aging Population



Senior Transportation



Keep our Children Safe

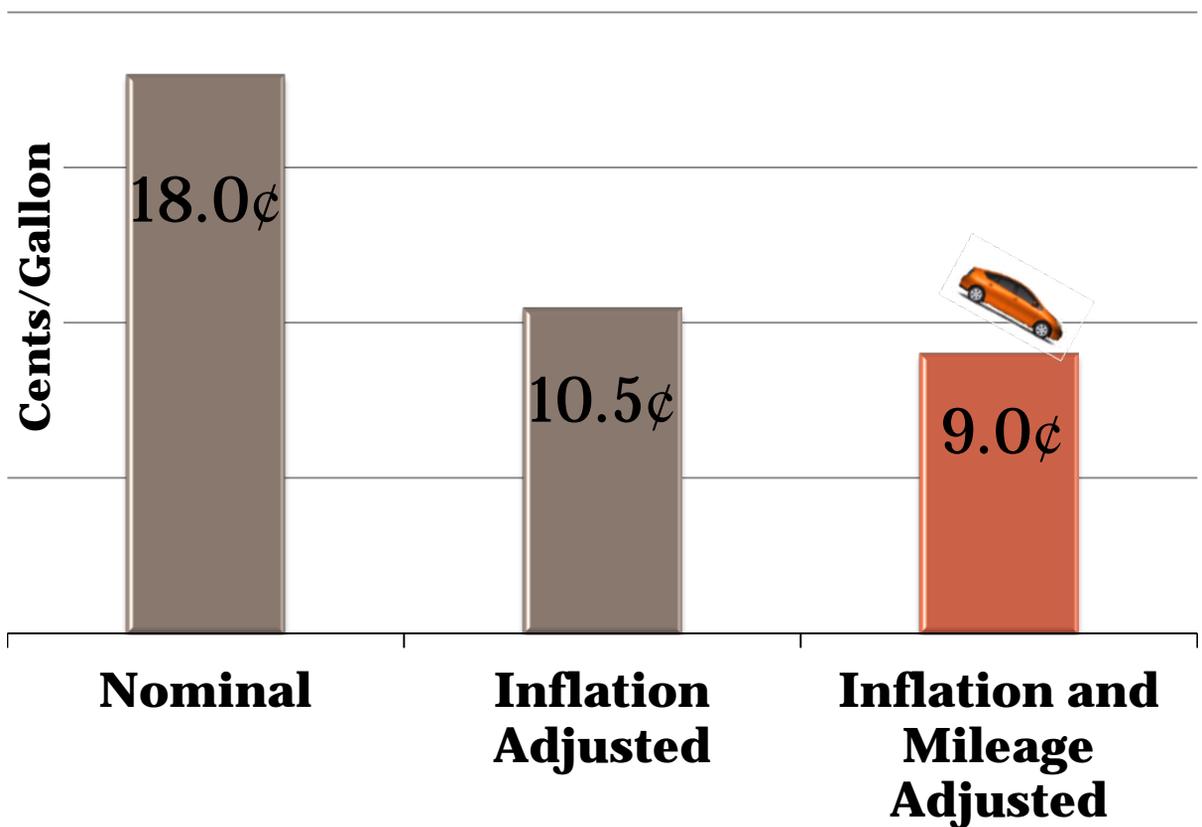


Safer Routes to Schools



Gas Tax Hasn't Been Raised Since 1994

Real Revenues have dropped by 50%

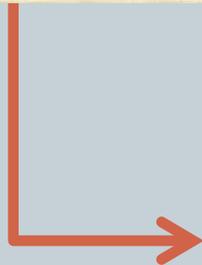


It's time to help ourselves



Self Help =

- Local Control – we decide
- State can't take the money
- Matching funds



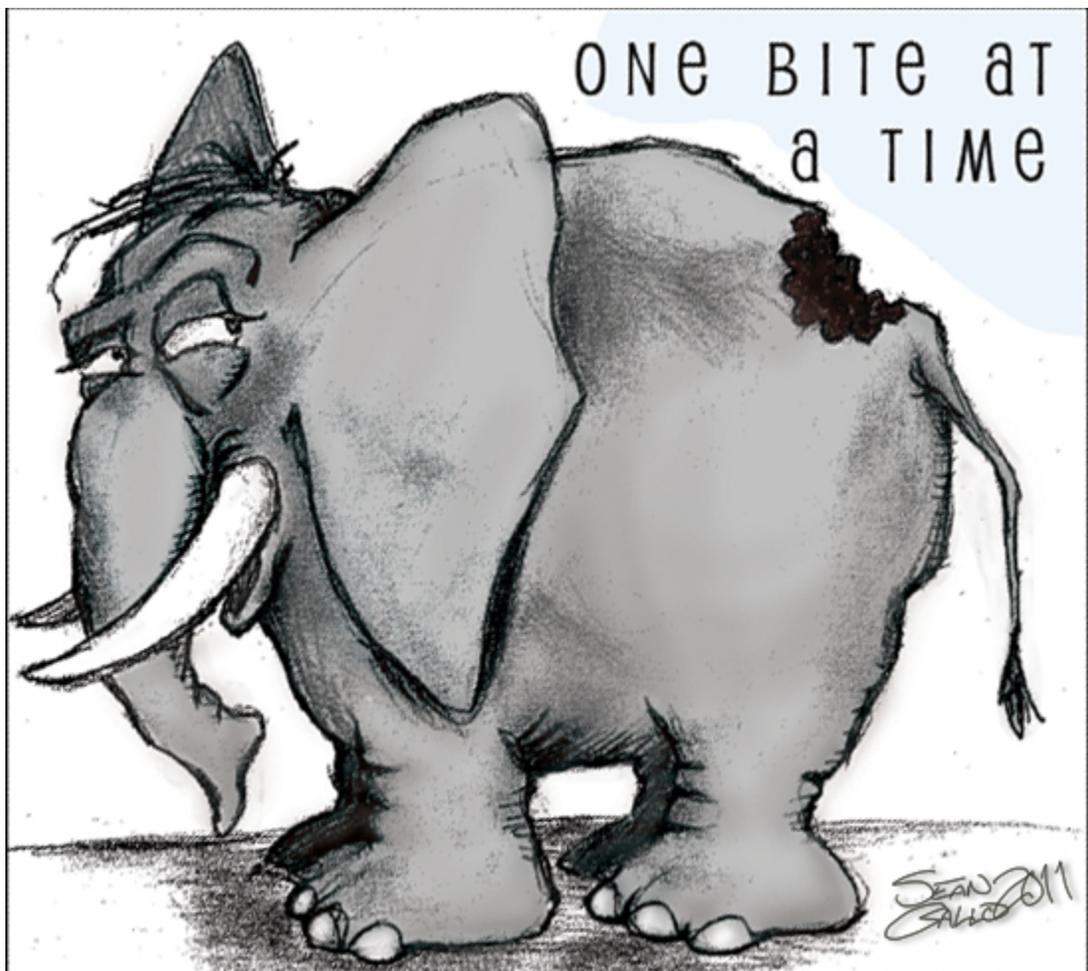
Local Revenues for Local Projects

$3/8\%$
= a fraction
of a penny



= \$600 Million
over 30 years

Transportation Need > \$600 M



Environment/Habitat

Innovative Technology

Fill Potholes Complete Streets

Bike Safety Highway 1 Safety

Synchronize Signals Telecommuting

People with Disabilities

Local Roads

Safe Routes To Schools

River Road US 101

Congestion Relief

Stormwater Improvements

FORTAG Bus Service

Senior Transportation

Highway 1 Widening

Highway 68

Ped Safety

Balanced Transportation Investment Plan



Local
Road
Repairs

50%

Regional
Safety &
Mobility

50%

Why 50%/50%?



- Local Road Repairs are #1

But.....

- People travel regionally
 - Builds our coalition of support
 - Helps get matching funds
 - Easy to explain
- Gets us to 2/3!



Local Road Repairs: \$300 Million

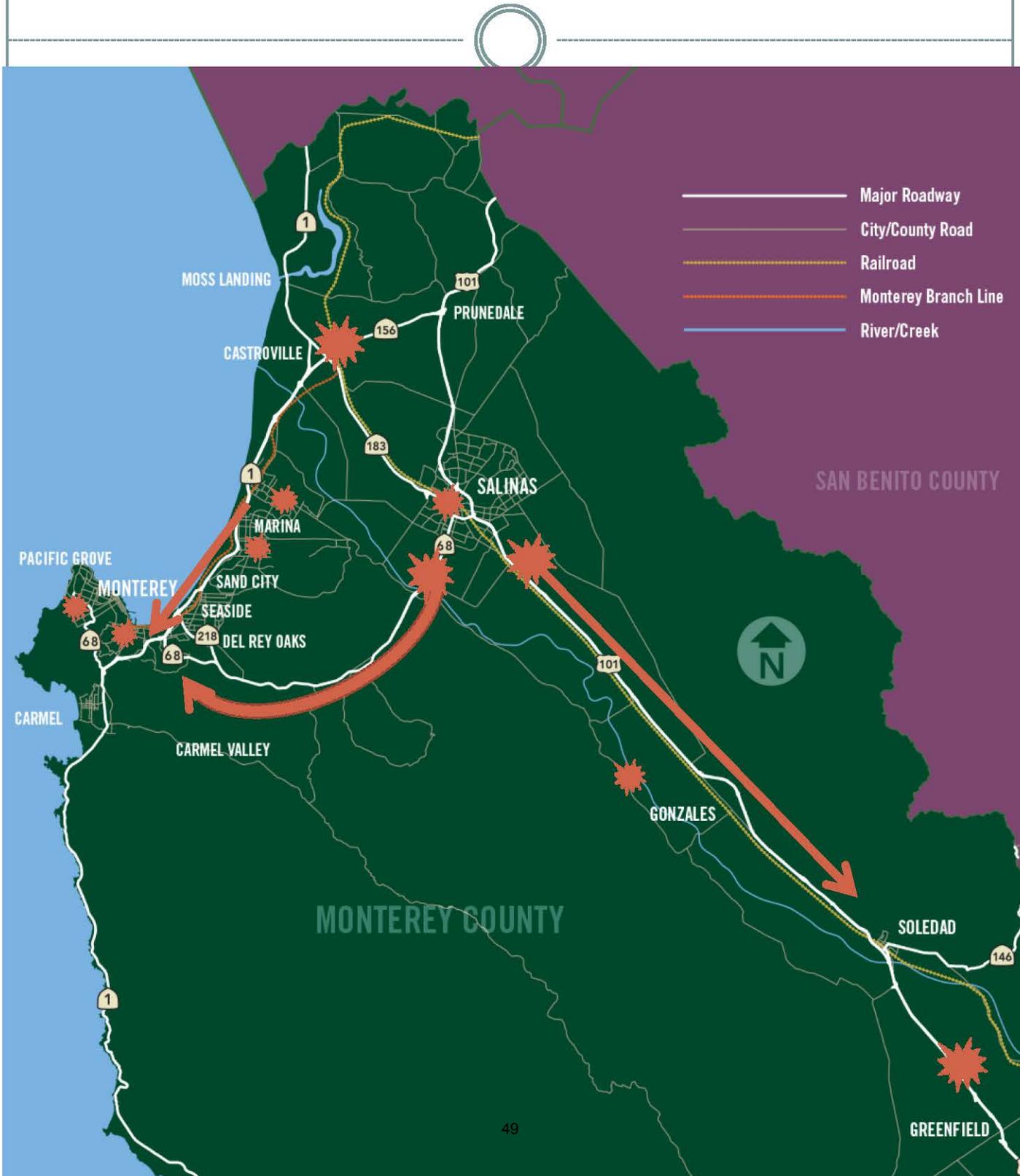
Jurisdiction	50% Pop - 50% Lane Miles	
Carmel	\$	3,576,000
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Gonzales	\$	3,655,000
Greenfield	\$	7,609,000
King City	\$	6,748,000
Marina	\$	11,975,000
Monterey	\$	18,869,000
Pacific Grove	\$	10,262,000
Salinas	\$	76,152,000
Sand City	\$	488,000
Seaside	\$	18,494,000
Soledad	\$	10,496,000
County Unincorporated	\$	130,370,000
Total	\$	300,000,000

Local Road Funds: Eligible Uses



- Pothole Repairs:
 - County Roads
 - City Streets
- Road Safety and Traffic Flow
- Pedestrian and Bicycle Safety
 - Sidewalks, lighting
 - Crosswalks
 - Bike Lanes, Racks
- Stormwater, drainage
- New Technology

Regional Projects: \$300 M



Regional Safety and Mobility for All



- Safe Routes to Schools
- Commuter Buses, Salinas Valley Transit
- Downtown Safety & Walkability
- Seniors, People with Disabilities
- Habitat Preservation





Taxpayer Safeguards



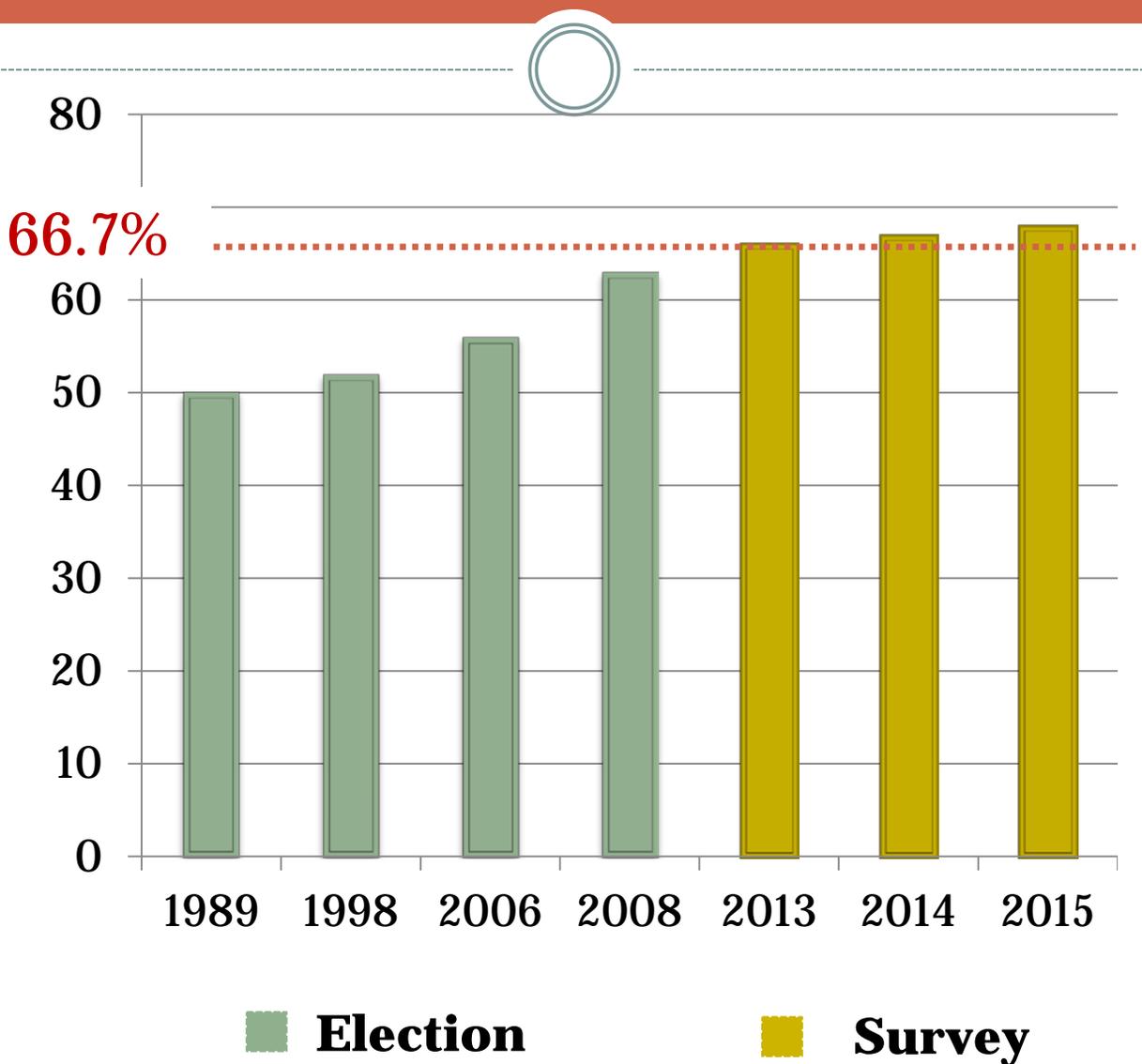
- Annual Audits
- Citizens' Oversight Committee
- Transportation Projects only
- No Fund Shifting
- Firm Sunset Date
- State Cannot Take Money!

Timeline

Oct	Nov	Dec	Jan/ Feb	Mar/ Apr	Aug	Nov 8
Public Brain Storm						
Input	Review Ideas	Input				
		Release Draft Plan	Input			
			Public & City Review			
			TAMC Adopts Plan	Cities Adopt Plan		
					Place on Ballot	



Growing Support



Its time to Fix Our Roads



Keep Monterey County
Moving!



Monterey County
Regional Transportation Investment Plan
Discussion Draft

Estimated Revenues	
3/8% over 30 years	\$600 million
Local Road and Street Projects	50%
Regional Projects	50%
Projects	\$ Millions
Local Road & Street improvements (including county farm roads)	\$300
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Marina - Salinas Multimodal Corridor (Imjin Road)	\$25
Habitat Preservation/ Advance Mitigation	\$5

Source: Transportation Agency for Monterey County



For more information, visit our website at tamcmonterey.org

Keep Monterey County Moving

Transportation Investment Plan

The Problem:

Our transportation system is aging and county roads and city streets are crumbling. We have made progress on making our highways safer, and reducing traffic, but there are still significant safety concerns and traffic jams on local highways.

Our vulnerable populations — the elderly, children and the disabled — need safer and easier ways to get around.

We have fallen off the fiscal cliff when it comes to transportation revenues. The primary funding source is the gas tax which hasn't been raised for 20 years; and our cars are more fuel efficient. We can't rely on funding from the state and federal government.



**Community leaders all agree:
SOMETHING NEEDS TO BE DONE TO FIX OUR ROADS!**



The Solution:

We must help ourselves by becoming a self-help county so that we can fill potholes, make our roads safer, and reduce traffic congestion.



Keep Monterey County Moving

Transportation Investment Plan



\$600 Million
 $\frac{3}{8}\%$ Over 30 Years

Project	\$ in Millions
Local Road & Street Maintenance	
Local road and street maintenance, including farm roads; identified by each city and the county	\$300
Regional Safety, Mobility & Walkability Projects	
Highway 68—Monterey to Salinas—safety & traffic flow	\$45
Castroville Blvd/Blackie Road 156 interchange	\$35
US 101—So. Salinas Interchange , South County Frontage Roads	\$30
Safe Routes to Schools	\$25
Commuter Buses, Salinas Valley Bus Facilities, Vanpools	\$25
Marina-Salinas Multimodal Corridor (Imjin Road)	\$25
Recreational Trails—incl. Ford Ord Recreational and Greenway	\$25
River Road—safety and bike lanes	\$20
Downtown Safety & Walkability Improvements	\$15
Senior Transportation Services	\$15
Highway 1 Traffic Relief—Busway	\$15
Del Monte Corridor—Safety Improvements	\$10
Highway 68—Monterey-Pacific Grove—safety	\$10
Habitat Preservation/Advanced Mitigation	\$5
Total Revenue	\$600

Countywide Measure at 3/8-cent: \$300,000,000	
<u>Proposed</u> Local Share Formula	
\$ millions/year	
Jurisdiction	50% Population & 50% Lane Miles
Local % of Measure	50%
Carmel	\$ 3,576,000
Del Rey Oaks	\$ 1,305,000
Gonzales	\$ 3,655,000
Greenfield	\$ 7,609,000
King City	\$ 6,748,000
Marina	\$ 11,975,000
Monterey	\$ 18,869,000
Pacific Grove	\$ 10,262,000
Salinas	\$ 76,152,000
Sand City	\$ 488,000
Seaside	\$ 18,494,000
Soledad	\$ 10,496,000
Unincorporated	\$ 130,370,000
Total	\$ 300,000,000

Countywide Measure at 3/8-cent: \$600,000,000
Local Share Formula: 50% vs 60% with
Different Allocation Scenarios

Jurisdiction	Est. Local 3/8 Sales Tax Annually		50% Population & 50% Lane Miles /b				100% Population				100% Lane Miles			
	Over 30 Years /a	Annually	50% Share Over 30 Years /c	50% Share Annually	60% Share Over 30 Years /c	60% Share Annually	50% Share Over 30 Years	50% Share Annually	60% Share Over 30 Years	60% Share Annually	50% Share Over 30 Years	50% Share Annually	60% Share Over 30 Years	60% Share Annually
Carmel-By-The-Sea	22,494,270.00	749,809.00	3,576,000	119,200	4,292,000	143,066.67	\$ 2,686,862	\$ 89,562.07	3,224,245	107,475	4,465,802.71	148,860	5,358,981	178,632.70
Del Rey Oaks	3,240,330.00	108,011.00	1,305,000	43,500	1,566,000	52,200	\$ 1,172,967	\$ 39,098.88	1,407,565	46,919	1,437,441.94	47,915	1,724,936	57,497.87
Gonzales	7,187,610.00	239,587.00	3,655,000	121,833	4,386,000	146,200	\$ 5,904,691	\$ 196,823.02	7,085,652	236,188	1,405,099.50	46,837	1,686,125	56,204.17
Greenfield	10,044,660.00	334,822.00	7,609,000	253,633	9,131,000	304,367	\$ 11,906,891	\$ 396,896.38	14,288,317	476,277	3,311,806.34	110,394	3,974,181	132,472.70
King City	13,811,250.00	460,375.00	6,748,000	224,933	8,097,000	269,900	\$ 9,304,728	\$ 310,157.59	11,165,711	372,190	4,191,041.67	139,701	5,029,267	167,642.23
Marina	21,031,770.00	701,059.00	11,975,000	399,167	14,370,000	479,000	\$ 14,286,988	\$ 476,232.95	17,144,443	571,481	9,662,454.80	322,082	11,594,984	386,499.48
Monterey	83,013,960.00	2,767,132.00	18,869,000	628,967	22,643,000	754,767	\$ 20,108,404	\$ 670,280.14	24,130,166	804,339	17,630,150.57	587,672	21,156,251	705,208.37
Pacific Grove	15,531,990.00	517,733.00	10,262,000	342,067	12,314,000	410,467	\$ 10,867,022	\$ 362,234.08	13,040,470	434,682	9,656,315.72	321,877	11,587,617	386,253.92
Salinas	254,676,210.00	8,489,207.00	76,152,000	2,538,400	91,383,000	3,046,100	\$ 109,051,011	\$ 3,635,033.70	130,861,649	4,362,055	43,253,077.29	1,441,769	51,903,866	1,730,128.86
Sand City	24,431,160.00	814,372.00	488,000	16,267	586,000	19,533	\$ 240,572	\$ 8,019.07	288,687	9,623	735,940.33	24,531	883,131	29,437.71
Seaside	61,319,400.00	2,043,980.00	18,494,000	616,467	22,193,000	739,767	\$ 23,709,867	\$ 790,328.90	28,451,935	948,398	13,278,819.16	442,627	15,934,636	531,154.54
Soledad	7,413,780.00	247,126.00	10,496,000	349,867	12,595,000	419,833	\$ 18,099,841	\$ 603,328.05	21,719,882	723,996	2,891,354.58	96,378	3,469,637	115,654.57
County	100,991,700.00	3,366,390.00	130,370,000	4,345,667	156,444,000	5,214,800	\$ 72,659,155	\$ 2,421,971.84	87,191,277	2,906,376	188,079,695.39	6,269,323	225,696,387	7,523,212.89
TOTAL	625,188,090	20,839,603	299,999,000	9,999,967	360,000,000	12,000,000	299,999,000	9,999,967	360,000,000	12,000,000	299,999,000	9,999,967	360,000,000	12,000,000

/a Estimates were provided by the HDL Companies. Estimates are adjusted for payment aberrations and do not account for variations in the application of transactions & use tax vs. sales tax.

/b Population and Lane Mile estimates provided by TAMC

/c Amounts are based on the conservative TAMC sales tax estimate of \$20 million over 30 years

Total Population and Land Miles

			Population	% of Total Pop	Lane Miles	% of Total Lane Miles
Carmel			3,775	0.90%	60	1.49%
Del Rey Oaks			1,648	0.39%	19	0.48%
Gonzales			8,296	1.97%	19	0.47%
Greenfield			16,729	3.97%	44	1.10%
King City			13,073	3.10%	56	1.40%
Marina			20,073	4.76%	129	3.22%
Monterey			28,252	6.70%	235	5.88%
Pacific Grove			15,368	3.62%	129	3.22%
Salinas			153,215	36.35%	578	14.42%
Sand City			338	0.08%	10	0.25%
Seaside			33,312	7.90%	177	4.43%
Soledad			25,430	6.03%	39	0.96%
Unincorporated			102,085	24.22%	2,512	62.69%
			421,494	1.000	4,007	



City Council Memorandum

599 El Camino Real Greenfield CA 93937 831-674-5591
www.ci.greenfield.ca.us

MEMORANDUM: February 5, 2016

AGENDA DATE: February 9, 2016

TO: Mayor and City Council

FROM: Susan A. Stanton, ICMA-CM
City Manager

TITLE: FIRE SERVICE REORGANIZATION STUDY

BACKGROUND:

On January 12, 2016, the City approved a Memorandum of Understanding with the Greenfield Fire Protection District to evaluate the best approach for providing fire protection in the Greenfield area. The first step in this evaluation process is to conduct a Fire Services Reorganization Study that will identify the options to provide fire services in the CITY and in the DISTRICT'S existing unincorporated area in the most cost effective manner for the recommended and appropriate service levels. The process of addressing these questions is set forth in the California Government Code which was outlined in the proposed MOU and will be the basis for a professional service contract and scope of work. While there are a number of possible governance alternatives that might be studied, LAFCO staff has suggested that potential reorganization scenarios that should be evaluated include, but are not limited to:

- Detachment of the CITY from the DISTRICT
- Establishment of the existing DISTRICT as a subsidiary of the CITY
- Dissolution of the DISTRICT
- Merger of the CITY and DISTRICT
- Consolidation of the DISTRICT with one more of the existing fire protection districts in the nearby area.

Since the approval of the MOU, staff from the City, Fire District, LAFCO and Monterey County have met and discussed these options and, at this time, it appears the most viable option would be for the City to detach from the District, adopt its own revenue support system and contractually negotiate a service agreement with the reconstituted District to provide Fire and EMS Service to the unincorporated area. After discussing each of the options, it appears that the

most viable option for providing Fire and EMS is to maintain the geographic service area of the current District and not to consolidated or parceled it to adjoined districts due in order to maintain response time.

Given this consensus, the proposed Fire study will review and evaluate the current state of the District's facilities, equipment, and finances; projected population growth for both the City and unincorporated areas of the District; and prospective funding alternatives to ensure long-term continuity of fire protection services in both the City and unincorporated rural District areas. The study will also include an evaluation of the factors required by the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code Section 56650 et seq.) relative to a reorganization of local government services. As requested, our Work Plan also includes coordinating and assisting the County of Monterey and the Monterey County Local Agency Formation Commission (LAFCo), on behalf of the City and District, relative to the submittal and processing of an anticipated Application for Reorganization, and a subsequent Implementation Plan.

The proposed scope of work is divided into four primary work tasks. The first task is primarily associated with gathering appropriate data and studies that will be necessary to complete the analysis. The second work task involves a review of the Fire Service and future reorganization. In this task the Consultant will review and evaluate existing District services and resources, and identify and evaluate current and projected near-term fire and EMS service needs and alternative service delivery models to ensure continuity of service throughout the current District area. Subtask for this task include:

- Review and evaluate current District services, facilities, and equipment, including any current or anticipated near-term deficiencies.
- Review and analyze District fiscal resources to include revenues, expenditures, fiscal reserves, capital planning, and fiscal policies.
- Identify projected population and development growth within the District over the next ten years.
- Identify fire and EMS service needs over the next ten years using industry-recognized best practices as a benchmark.
- Identify and evaluate potential alternative fire/EMS service delivery models to ensure continuity of services throughout the existing service area.

Task 3 involves a discussion of the initial findings recommendations of the study and Task 4 involves coordination of a potential reorganization with the Monterey County Local Agency Formation Commission (LAFCo), as needed or requested, to facilitate submittal and processing of an Application for Reorganization.

In consultation with both LAFCo and the Fire District, staff is recommending Citygate Associates to conduct this study. Founded in 1990, Citygate is dedicated to assisting public sector agencies improve services and they have extensive experience in the public safety practice area conducting consolidation/reorganization feasibility analysis, deployment and station location analysis, master and strategic plans, organizational efficiency studies, risk assessment studies, performance audits, staffing studies, and GIS for districts, cities, and counties throughout

the United States. Citygate is currently assisting the City and County to conduct a comprehensive fiscal feasibility analysis and facilitation development of a Joint Powers Authority Governance Agreement.

As indicated in their attached proposal, Citygate has extensive experience performing this work and their project manager, Samul Mazza, is the retired Fire Chief of the City of Monterey where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Chief Mazza is a Senior Fire and Emergency Services Specialist with over 40 years of fire service experience. Chief Mazza has extensive collaborative and command experience, including appointment as the Incident Commander of a statewide Type-1 Incident Command Team. Chief Mazza is a California state Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer and National Fire Academy instructor.

BUDGET AND FINANCIAL IMPACT:

Citygate anticipates the duration of this project to be eight (8) months and is available to start upon execution of a Professional Services Agreement or contract for services. Citygate charges are based on *actual time* spent by their consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. They will undertake this study for a “not-to-exceed” total cost of \$60,833 based on the proposed Work Plan and Scope of Work, outlined below:

Task & Sub-Task		Consultant and Administrative Hourly Fees	Reimbursable Expenses	Administrative Fee (5% of Hourly Fees)	Total Cost
1	Initiate and Manage Project	\$10,340	\$276	\$517	\$11,133
2	Reorganization Analysis	\$7,500	\$91	\$375	\$7,966
3	Intermediate Report	\$8,240	\$91	\$412	\$8,743
4	LAFCo Application Assistance	\$13,140	\$904	\$657	\$14,701
5	Implementation Plan	\$17,070	\$366	\$854	\$18,290
Total		\$56,290	\$1,728	\$2,815	\$60,833

This study was obviously not budgeted by the City. The Fire District is not able to assist in paying for the analysis and the Monterey County, while supportive of the effort, also has no mechanism to share this cost. So, the cost of the study will be charged to the Measure W Sales Tax Fund and would be reimbursed by revenue collected to fund the new fire department if approved by the City Council and community.

REVIEWED AND RECOMMENDED:

The proposed study is of critical importance to both the District and the City. As discussed with the approval of the MOU between the City and Fire District, Fire Protection and Emergency Medical Service is of critical importance to the Greenfield Community. The goal of this study is to analyze the requirements for the City to achieve detachment from the District, with a concurrent transfer of District assets to the City and contractual agreement for the City to provide fire protection services to the remainder of the unincorporated District. Citygate, the City, and

the District all understand the economic constraints related to a project of this magnitude and complexity. Greenfield Fire Chief Rich Foster, LAFCo Executive Director Kate McKenna and the City Manager each recommends approval of the proposed agreement with Citygate.

CONSEQUENT ACTION:

During the next six months, the City will need to evaluate how best to pay for Fire Protection and EMS service in the long term and allocate temporary funding to maintain fire protection once the Fire District’s grant funds are exhausted. The only funding source available for temporarily sustaining Fire District operations are Measure W funds anticipated to be received in June.

While staff is still exploring what revenue source could best *sustain an affective fire capability* in Greenfield long term, a parcel tax is used by many cities to fund fire and EMS services. Parcel taxes, whether for general or special purposes, require two-thirds voter approval. This election can be held at any time. Parcel tax is collected by the County along with other taxes and assessments on the property tax roll, and distributed to the City on the same remittance schedule. However, parcel taxes are not popular with the voters. In the recent election in 2015, there were nine parcel taxes for cities and special districts and only four passed:

Parcel Taxes and Special Taxes (non-school)

There were nine parcel taxes for cities and special districts. Four passed.

City, County and Special District Parcel Taxes - Two-Thirds Approval

<u>Agency Name</u>	<u>County</u>	<u>Amount</u>	<u>YES%</u>	<u>NO%</u>		
San Marino	Los Angeles	Measure SA various	77.7%	22.4%	PASS	extend
South Pasadena	Los Angeles	Measure L various	76.5%	23.5%	PASS	extend, increase
Marinwood Community Services District	Marin	Measure I from \$190/parcel	73.7%	26.3%	PASS	increase
Stallion Springs	Kern	Measure B \$50/parcel	68.2%	31.8%	PASS	increase
Cosumnes River Community Services District	El Dorado	Measure D from \$100to\$250	62.9%	37.1%	FAIL	increase
Acrata Fire Protection District	Humboldt	Measure A \$24/unit	44.6%	55.4%	FAIL	increase
Running Springs Water District	San Bernardino	Measure B in 2016, to \$125	43.8%	56.3%	FAIL	increase
Claremont	Los Angeles	Measure PS \$286/parcel	26.9%	73.1%	FAIL	increase
Rancho Cucamonga	San Bernardino	Measure A \$44.5/unit-	22.5%	77.5%	FAIL	extend

As discussed with the approval of the City/Fire MOU, properly funding Fire and EMS is critical to the safety of the community and the future redevelopment of the City. The Greenfield Fire Protection District’s per capita annual revenues are the lowest of all fire protection districts in the County, at \$33 a person which has created the fiscal challenge the community is now forced to address and resolve. No matter what revenue source is adopted to pay for fire protection, deciding not to pay for the service is not an option.

During the next several months, staff will continue to explore all available revenue sources to fund fire protection and determine which is the most appropriate for Greenfield. Ultimately, the City has both the obligation, and the burden, to communicate in clear terms to City tax payers why properly funding fire and EMS service is important to their families and to the future development of the City.

POTENTIAL MOTION:

I MOVE TO APPROVE/DENY RESOLUTION #2016-13, A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GREENFIELD APPROVING AN AGREEMENT BETWEEN CITYGATE ASSOCIATES, LLC AND THE CITY OF GREENFIELD TO CONDUCT A FIRE SERVICES REORGANIZATION STUDY

**CITY OF GREENFIELD
RESOLUTION NO. 2016-13**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GREENFIELD
APPROVING AN AGREEMENT BETWEEN CITYGATE ASSOCIATES, LLC AND THE CITY
OF GREENFIELD TO CONDUCT A FIRE SERVICES REORGANIZATION STUDY**

WHEREAS, on January 12, 2016, the City approved a Memorandum of Understanding with the Greenfield Fire Protection District to evaluate the best approach for providing fire protection in the Greenfield area; and

WHEREAS, the first step in this evaluation process is to conduct a Fire Services Reorganization Study that will identify the options to provide fire services in the City and in the Fire District's existing unincorporated area in the most cost effective manner for the recommended and appropriate service levels and;

WHEREAS, staff is recommending Citygate Associates, LLC to conduct this study; Citygate is dedicated to assisting public sector agencies improve services and they have extensive experience in the public safety practice area;

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Greenfield approves the Agreement, as attached, with Citygate Associates, LLC and anticipates the duration of this project to be eight (8) months in the amount not to exceed \$60,833.

PASSED AND ADOPTED by the City Council of the City of Greenfield at a regular meeting duly held on the 9th day of February 2016, by the following vote:

AYES, and in favor thereof, Councilmembers:

NOES, Councilmembers:

ABSENT, Councilmembers:

John P. Huerta, Jr., Mayor

Attest:

Ann F. Rathbun, City Clerk

CITYGATE ASSOCIATES, LLC

■ FOLSOM (SACRAMENTO), CA

MANAGEMENT CONSULTANTS ■

■ ■

PROPOSAL TO CONDUCT A FIRE SERVICES REORGANIZATION STUDY

CITY OF GREENFIELD, CA

January 13, 2016



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CITYGATE ASSOCIATES, LLC
FIRE & EMERGENCY SERVICES



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January 13, 2016

Susan Stanton, City Manager
City of Greenfield
599 El Camino Real
PO Box 127
Greenfield, CA 93927

RE: PROPOSAL TO CONDUCT A FIRE SERVICES REORGANIZATION STUDY FOR THE CITY OF GREENFIELD, CA

Dear Ms. Stanton:

Citygate Associates, LLC is pleased to present our proposal to conduct a Fire Services Reorganization Study for the City of Greenfield, CA. We understand that the intent of this study is to assist the City and District achieve reorganization where the City assumes administrative and operational responsibilities, and the City Council becomes the governing body of the current or successor district. This introductory letter explains why Citygate is the most experienced merger/reorganization consultancy on the west coast, period. It also provides a brief overview of our extensive fire services experience.

OUR EXPERIENCE

Over the last 14 years, Citygate has performed over 250 public safety studies. In California alone, our team of subject matter experts has performed public safety studies for over 75 cities, serving over 14.5 million residents, or 39 percent of the state's population. In addition, our experience is simply unmatched when it comes to fire department consolidations/reorganization and their associated policy, deployment analysis, governance, and financial strategies. We have three merger studies currently underway, and have completed over twenty-five such fire reorganization engagements, some including multiple agencies with widely differing forms of governance, revenue streams, service areas, and demographics. We have extensive experience conducting service reorganization studies before and since the recession, including a recent study for the Fire Agencies on the Valley Floor of Yuba County, and currently Placer County. We even completed a police/fire safety JPA feasibility study for four agencies, the first-ever of its kind in California.

When multiple agencies have much at stake, or a project is complex, only consultants with the most exceptional multi-agency experience will suffice. Within the past few years alone, Citygate has executed many of the largest fire service studies we know of, including the Counties of San Diego (57 agencies) and El Dorado (14 agencies), the cities of San Diego, Oakland, Stockton, San Bernardino, Pasadena, the Sacramento Metropolitan Fire District, and the Ports of Long Beach and Los Angeles. We enjoy the complex, challenging, “Gordian Knot” projects where other firms might steer clear.

We strongly encourage the partners to call our key project references—they are *golden*. As the County of San Diego former CAO stated: “*We work with consultants, obviously, all the time, but the work that Citygate did on this report is some of the best I’ve seen in my tenure here.*” (Watch the video clip at this link: www.citygateassociates.com/sdcountyvideo)

CITYGATE ASSOCIATES KEY SCOPE STRENGTHS FOR THIS STUDY

We believe that you are not simply hiring a “firm.” You are hiring professional individuals who have the qualifications matching your unique needs. Our team members are the practice specialists in their fields. The partners are not going to work with less skilled, entry- or mid-level consultants. We submit that the consultant team you need should possess these three *critical* attributes:

1. Experience designing and actually *managing merged* fire services. We can “walk our talk” on how to successfully establish sub-regional fire services.
2. Long-term financial expertise in local agencies, including skills in costing personnel expenses, drafting cost share allocation plans, and performing revenue-to-costs analysis.
3. Exceptional communication that builds consensus on the tough issues. When the technical details are completed, your consultant team must be able to clearly explain the results and options to the stakeholders.

We have these attributes. Time after time, at the end of our report presentations, our clients say, “This is one of the best studies we have ever received and we now really understand the fire issues before us.” Citygate will *not* present lofty ideas that have no practical chance of implementation or acceptance. What sets Citygate apart is our ability to weave our experience with the partners’ facts and needs into recommendations that can positively move the agencies’ fire service decisions ahead. We know the approaches needed and how to effectively communicate the results to the stakeholders.

* * *

Citygate believes that, upon the City’s review of our proposal and unique qualifications, you will find that Citygate’s team of multi-disciplinary consultants will exceed your expectations! On

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this basis, we enthusiastically look forward to working with the City of Greenfield and the Greenfield Fire Protection District to address the needs of this challenging project.

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

Sincerely,



David C. DeRoos, MPA, CMC, President
2250 East Bidwell Street, Suite 100
Folsom, CA 95630

cc: Project Team

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SECTION 1—WORK PLAN AND SCOPE OF WORK

1.1 OVERVIEW OF WORK PLAN

Citygate’s Work Plan to Conduct a Fire Services Reorganization Study for the City of Greenfield (City) and the Greenfield Fire Protection District (District) is presented in this section. Citygate understands that the goal of this study is to achieve reorganization of the District where the City assumes administrative and operational responsibilities, and the City Council becomes the governing body of the current or successor district. This analysis will identify and evaluate potential fire service delivery and governance alternatives to ensure continuity of fire protection services in both the City and unincorporated rural District areas. The study will also evaluate the factors required by the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code Section 56650 et seq.) relative to a reorganization of local government services. As requested, our Work Plan also includes coordinating and assisting the County of Monterey and the Monterey County Local Agency Formation Commission (LAFCo), on behalf of the City and District, relative to the submittal and processing of an anticipated Application for Reorganization, and subsequent Implementation Plan.

Citygate’s Work Plan has been developed in a manner that is consistent with our Project Team members’ extensive experience in public sector fire administration. We utilize various National Fire Protection Association (NFPA) publications, the Insurance Service Office (ISO) Fire Protection Rating Schedule, and self-assessment criteria of the Commission on Fire Accreditation International (CFAI) as best practice guidelines. Our Work Plan is also tailored to meet the specific needs of the City and District for this project.

A project of this depth and breadth must include an analysis of multiple factors and diverse variables, and resultant findings are only as good as the professionals drawing the conclusions. This is what sets the Citygate team apart. As recent practicing professionals in public sector administration, the City is, in effect, getting the expertise of an extensively well-seasoned team of department heads, not the opinions of junior staff level consultants who have spent little time on the front lines managing in local government.

1.2 SCOPE OF SERVICES

To meet the City and District needs for this project, our scope of services includes:

- ◆ Understanding the risks to be protected in the existing District service area.
- ◆ Understanding how fire and first responder EMS services are currently provided to the existing service area.

- ◆ Performing a comprehensive analysis of fire service options for the City and District in conformance with the requirements of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, and providing a written report of findings.
- ◆ Providing coordination and assistance to the Monterey County Local Agency Formation Commission (LAFCo) on behalf of the City and District to facilitate submittal and processing of a proposed Application for Reorganization.
- ◆ Developing a comprehensive Implementation Plan pursuant to anticipated LAFCo approval of the Application for Reorganization to ensure continuity of fire and EMS services to the entire service area.

Our Work Plan includes:

- ◆ A collaborative process that includes opportunities for input and review by both the City and District, as well as other identified stakeholders.
- ◆ Utilization of existing information wherever available.

1.3 PROJECT WORK PLAN

Our Work Plan is comprised of five tasks. The presentation of our Work Plan describes each of the tasks in more detail including:

- ◆ Number and name of the task
- ◆ Sub-tasks
- ◆ Description of the work to be accomplished in the task.

Task 1: Initiate and Manage the Project

Sub-tasks:

- ◆ Obtain and review documentation.
 - Citygate will develop and submit a comprehensive list of requested documentation relevant to this study, including the City’s General Plan, City and District growth forecasts, any appropriate prior studies, fire agency documentation including (as available) dispatch data, fleet inventory, facility condition assessments, personnel, equipment and other operating costs, and a myriad of other information. We will also review the prior Municipal Services Reviews. Once we receive the requested

documentation from the participating agencies, we will review it prior to conducting our interviews in the following sub-task. We have found that reviewing this information prior to our interviews improves the effectiveness and value of the interviews we conduct, since it results in more specific questions and more definitive information.

- ◆ Meet with City and Fire District staff to initiate the study.
- ◆ Finalize the detailed Work Plan and schedule for the project.
 - We will establish a final detailed Work Plan and project schedule in collaboration with agencies' staff. These tools will assist both Citygate and agency staff to monitor the progress of the study.
- ◆ Conduct a stakeholder briefing/listening meeting.
 - To help ensure that all parties have an opportunity to understand the study process and to voice their concerns and opinions, Citygate will, in collaboration with staff, conduct an initial stakeholder briefing/listening meeting. This meeting will include a discussion of needs, opportunities, and concerns regarding shared services, facilities, and/or reorganization of fire services.
- ◆ Ongoing Project Management.
 - Throughout the entire project duration, we will monitor engagement progress and completion of tasks, including providing monthly written status reports and oral communications, as needed.

Task 2: Fire Service Reorganization Analysis

Citygate will perform a comprehensive analysis of fire service options for the City and District in conformance with the requirements of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code Section 56650 et seq.), including the following elements:

Sub-tasks:

- ◆ Identification and evaluation of relevant statutory requirements regarding reorganization of existing fire services within the affected geographic boundaries of the City and District, including:

- Enumeration and description of proposed services to be provided to the affected geographic area, including the level and range of services to be provided.
- Identification of the estimated timeline when said services can feasibly be provided.
- Identification of any improvement or upgrading of structures, roads, sewer or water facilities, or other conditions the City would impose or require within the affected territory if the change of organization is approved.
- Identification and description of how said services will be funded, including alternative funding options.
- As applicable, address the requirements of Senate Bill 239 relative to certain contract fire services.
- ◆ Evaluation of the capacity and adequacy of any current and planned facilities relative to the provision of fire services, including identification and description of any infrastructure or equipment deficiencies or needs.
- ◆ Evaluation of the current financial capacity of the District to provide services.
- ◆ Evaluation of the City’s current organizational, administrative, and operational capacity to manage fire and EMS services and facilities.
- ◆ Identification and evaluation of governance alternatives, including but not limited to, a reorganization of the District with the City. Potential alternatives to be evaluated include:
 - Detachment of the City from the District.
 - Establishment of the existing District as a subsidiary district of the City pursuant to Government Code Section 56117 et seq.
 - Dissolution of the District.
 - Merger of the City and District pursuant to Government Code Section 56117 et seq.
 - Consolidation of the District with one or more existing local fire protection agencies.
- ◆ Identification and evaluation of alternative fire and EMS service delivery models, including sustainable revenue sources and recommended cost allocation, for the City and unincorporated District areas.

Task 3: Intermediate Report

Citygate will prepare and deliver an intermediate report of our findings from Task 2.

Sub-tasks:

- ◆ Citygate’s Project Team will prepare a comprehensive Draft Intermediate Report, including exhibits as appropriate. The Draft Intermediate Report will address all of the elements identified in Task 2.
- ◆ Upon completion of the Draft Intermediate Report, an electronic version in MS-Word will be sent to the City’s Project Manager for comments using the “track changes” and “insert comments” tools in MS-Word. We will also include a copy of any referenced material. Our normal practice is to review a draft of our report with leadership to ensure that the factual basis for our recommendations is correct and to allow time for a thorough review. In addition, we take time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.
- ◆ The process of Final Intermediate Report preparation is an important one. Implicit in this process is the need for a sound understanding of how our review was conducted, what issues were identified, why our recommendations were made, and how implementation should be accomplished.
 - Based on the results of the Draft Intermediate Report review process, we will prepare a Final Intermediate Report.
 - We will deliver two (2) bound copies of the Final Intermediate Report to the City. An electronic version of the Final Intermediate Report will also be provided.

Task 4: LAFCo Application Assistance

Citygate will, on behalf of the City and District, coordinate with and assist the Monterey County Local Agency Formation Commission (LAFCo), as needed or requested, to facilitate submittal and processing of the proposed Application for Reorganization. Said coordination shall include the following elements:

Sub-tasks:

- ◆ Consultation and coordination with the County of Monterey on behalf of the City and District to facilitate planning for continuity of fire and EMS services in the City and District, including a tax share agreement for the unincorporated areas of the District.
- ◆ Coordination with Monterey County LAFCo, the City, and District to facilitate completion and submittal of the required Application for Reorganization package, including a plan for services and completed checklist as required by LAFCo.
- ◆ Coordination with Monterey County LAFCo on behalf of the City and District, to facilitate resolution of the Application for Reorganization, as applicable.

Task 5: Implementation Plan

Citygate will develop a comprehensive Implementation Plan pursuant to anticipated LAFCo approval of the Application for Reorganization.

Sub-tasks:

- ◆ Prepare an Implementation Plan to ensure continuity of fire and EMS services within the City and District; the Plan shall minimally include:
 - An assessment of current operational elements of the District to ensure continuity of fire and EMS service delivery to the community.
 - Identification of recommended staffing, deployment, field operations, command, and operational policies and procedures to ensure continuity of fire and EMS service upon effective date of reorganization within available and projected fiscal resources.
 - The transfer of the real and personal property of the District to the City, including any remaining funds for the 2015-16 budget and including all future property tax and contractual payments received by the District as applicable.
 - The transfer of employment of all current District employees to City employment, including facilitation of transition employee agreement(s) as applicable, and transition of any personal services contracts or other contracts or agreements pertaining to employment, duties, services, or work to the City as applicable.

1.5 STUDY COMPONENTS WITH WHICH THE CITY AND DISTRICT MUST ASSIST

Citygate, the City, and the District all understand the economic constraints related to a project of this magnitude and complexity. The City and District have the best capability to collect much of the required data that can assist the Citygate study. Therefore, the City and District will assist Citygate with:

- ◆ Providing information and documents in the format requested by Citygate.
- ◆ Providing background documentation as requested by Citygate describing existing organization, services, budgets, expenses, and performance measures, if any.
- ◆ Coordinating and facilitating meetings with appropriate agency leadership as requested by Citygate.
- ◆ Ensuring that all information, documentation, and data as necessary to complete this study are made available to Citygate as requested.
- ◆ Providing a single point of contact for this project.

1.6 PROJECT SCHEDULE

Citygate anticipates the duration of this project to be eight (8) months and is available to start upon execution of a Professional Services Agreement or contract for services. A summary of the proposed project schedule is presented below:

Project Schedule

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
1 Initiate & Manage Project		○						
2 Reorganization Analysis								
3 Intermediate Report								
4 LAFCo Assistance				○	○	○	○	○
5 Implementation Plan								○

○ Project / site meeting

1.7 PROJECT/SITE VISIT SCHEDULE

The following is our schedule of on-site meetings to facilitate the gathering of information and understanding for the project, and to explain/present the project’s findings:

- ◆ Task 1 – One trip to initiate the project and conduct the initial stakeholder briefing/listening meeting.

City of Greenfield, CA

Proposal to Conduct a Fire Services Reorganization Study

- ◆ Task 4 – Up to 12 trips to coordinate with the County of Monterey and LAFCo relative to facilitating submittal and processing of the Application for Reorganization.
- ◆ Task 5 – Up to two trips to review the Implementation Plan with the City Project Manager and other designated stakeholders.

SECTION 2—CITYGATE ORGANIZATION AND PROJECT TEAM

2.1 CITYGATE’S PROJECT TEAM

Citygate’s capabilities for this service can be simply stated: the experience and talents of our Project Team members! We know that successful analysis and review results come from the consultants being able to handle, as necessary, six critical roles (1) champion for the agency’s mission; (2) stakeholder listener; (3) subject matter expert; (4) meeting facilitator; (5) coaching for agency staff and content expert; and (6) final strategist/advisor.

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

The Citygate team has a multi-disciplinary approach that includes the full range of skills required to execute this project.

2.2 NECESSARY PROJECT TEAM SKILLS

Our Project Team possesses a number of the skills necessary to successfully complete this project, including:

1. Fire department deployment principles and practices
2. Fire department staffing
3. Fire services command and organizational structure
4. Fire department performance measurement
5. Fire prevention, urban-wildland interface, and community risk reduction
6. Dispatch and communications
7. Field operations for fire and emergency medical services
8. Operating and capital budgeting
9. Management and fiscal analysis
10. Roles and functions of LAFCo
11. Fire code adoptions
12. Fire facilities
13. Fleet management

14. Workers' compensation
15. Fire services technology
16. Safety and training
17. Land use planning
18. Strategic, master, and business planning.

2.3 PROJECT TEAM / PROJECT ROLES

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

Chief Stewart W. Gary, MPA, Public Safety Principal



Chief Gary is the Public Safety Principal for Citygate Associates and is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For the past fourteen years, he has been a lead instructor, program content developer and consultant for the Standards of Response Coverage process. For many years he annually taught a 40-hour course on this systems approach for fire deployment at the California Fire Academy and he teaches and consults across the United States and Canada on the Standards of Response Coverage process. Over the last fourteen years, he has performed over 250 public safety studies in departments ranging in size from Minneapolis, Minnesota to San Diego, California, San Diego County, the Sacramento Metropolitan Fire District and Los Angeles County.

Significant to this fire department review effort, he successfully used planning, team building, culture development and process re-design tools to successfully design, lead and manage the award winning Livermore-Pleasanton Fire Department Consolidation. Chief Gary also conducts team building and team coaching workshops for executive fire management teams.

Chief Gary will attend the initial on-site meeting, oversee the technical work, and review the Intermediate Report and Transition Plan elements.

Samuel Mazza, CFC, CFO, EFO, Project Manager and Fire Services Specialist



Chief Mazza is a Senior Fire and Emergency Services Specialist with over 40 years of fire service experience. He is the retired Fire Chief of the City of Monterey, California where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Prior to his service with Monterey, Chief Mazza spent over 30 years with CAL FIRE in numerous assignments spanning state, county, and fire and special district services. He has extensive collaborative and command experience, including appointment as the Incident Commander of a statewide Type-1 Incident Command Team. Chief Mazza is a California state Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer and National Fire Academy instructor.

Chief Mazza will facilitate on-site information and data gathering, stakeholder meetings and interviews, conduct information evaluation and data analysis, prepare the Intermediate Report, provide coordination with the County of Monterey and LAFCo, and prepare the Implementation Plan.

Stan Feathers, MPA, Senior Associate and Fiscal Specialist



Mr. Stanley E. Feathers has served as City Manager, Assistant City Manager, Finance Director, Budget Manager and has served extended duty as interim Community Development Director. He has over 25 years of management experience in both county and city government. His experience includes governmental finance, budget, business systems, human resources, labor relations, contract management, planning and community development, public safety, information and business technology, risk management, legislative advocacy, public works, major capital projects, and a wide variety of other areas.

Mr. Feathers recently retired, joined Citygate and additionally since retirement, assisted Central Valley Cities in dealing with financial, budget and organizational issues related to the impact of the housing and economic meltdown. He just completed serving as interim City Manager for the City of Oakdale, a full-service city in the central valley.

Mr. Feathers will assist with the fiscal analysis and planning as required.

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



Mr. Steven Harman is an experienced and acknowledged leader in the public sector human resource management community, and retired as the Director of Human Resources in the City of Livermore. He has more than thirty-two years of personnel management experience covering the full array of management functions including recruitment and selection, classification and compensation, training and development, policy and procedure development and other related areas. Mr. Harman has extensive experience in providing human resource management services for public safety functions. He is a certified expert witness in California and Federal Courts in matters pertaining to employment discrimination and wrongful termination.

Mr. Harman will assist with human resources expertise regarding any potential transition of employment. He will perform analysis, and co-author reports.

David C. DeRoos, MPA, CMC, Citygate President



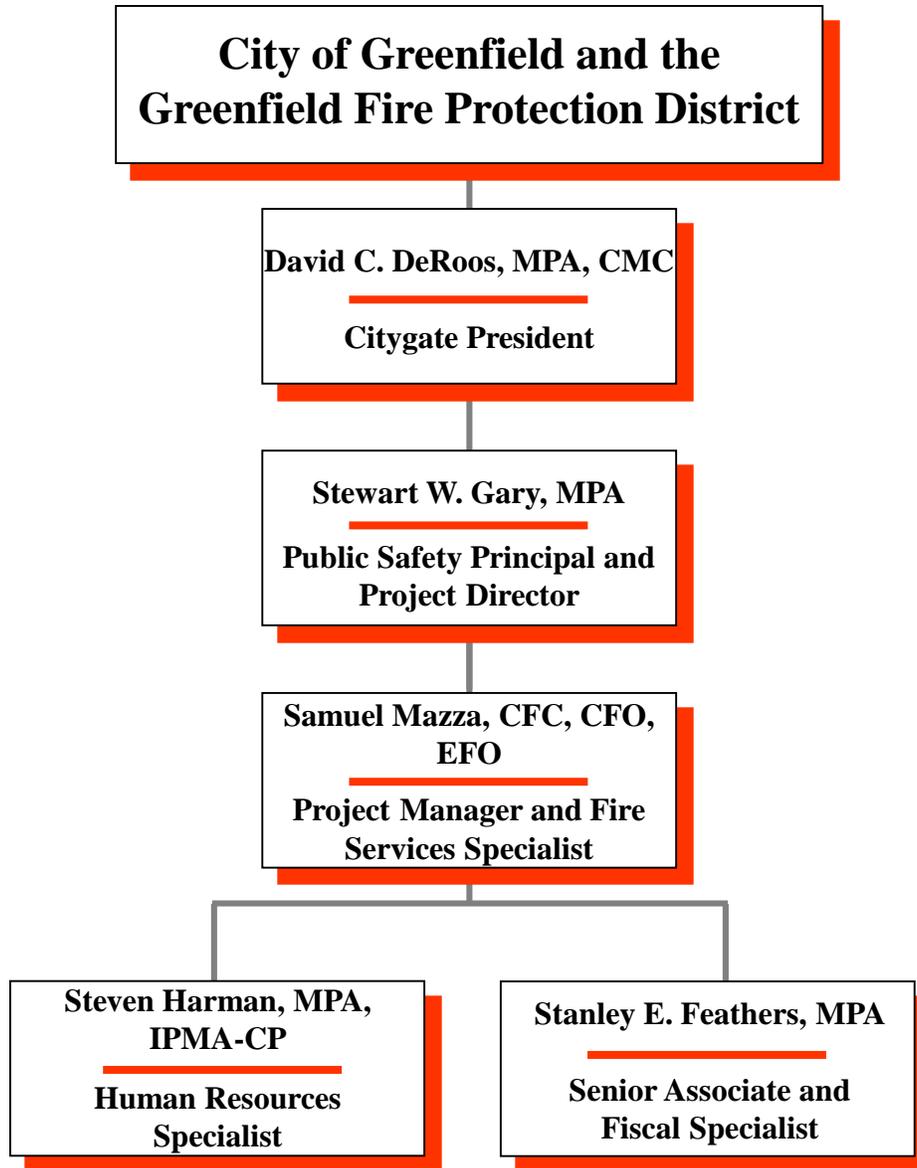
Mr. DeRoos has 30 years of experience as a consultant to local government, preceded by 5 years as an assistant to the City Administrator. He earned his undergraduate degree in Political Science/Public Service (Phi Beta Kappa) from the University of California, Davis and holds a Master of Public Administration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

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

2.4 PROJECT TEAM ORGANIZATION CHART

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

Project Team Organization Chart



SECTION 3—RELATED EXPERIENCE

3.1 CITYGATE ASSOCIATES PROJECT EXPERIENCE

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

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

3.2 SIMILAR COMPLETED ENGAGEMENTS

Citygate has completed many recent projects that are very similar to the reorganization, fiscal, and governance work requested in this study. Below Citygate provides a description of some of our previous related fire services engagements. Following this description of projects Citygate presents our client references.

Monterey County 9-1-1 Emergency Communications JPA, CA – Comprehensive Fiscal Feasibility Analysis and Facilitation Development of a Joint Powers Authority Governance Agreement

Citygate was selected to develop a comprehensive 10-year cost feasibility analysis comparing the current Monterey County 9-1-1 Emergency Communications Dispatch Services model to the proposed JPA model, facilitate development of a JPA governance and cost-share structure among the prospective JPA partners, and draft the complete JPA agreement for stakeholder discussion. The City of Salinas is serving as the contracting agency. This project is ongoing.

Cities of Newark and Union City, CA – Fire Services Alternatives Study

Citygate completed a feasibility analysis of the services, costs, and key issues regarding contracting with Alameda County for fire services. The key issues assessed included the increasing expense of Other Post-Employment Benefits (OPEB), and a number of shared governance issues. This study assessed three different service delivery options.

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

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

Citygate also performed a dispatch study to evaluate opportunities for regional police including evaluating opportunities for shared dispatching between two or more of the study partners.

Cities of Brea and Fullerton, CA – Assessment of Fire Resource and Ambulance Plan

Citygate provided an operational and fiscal feasibility review of the cities' staff work on structuring a fire engine and ambulance deployment service plan. The envisioned plan used new city employees under the supervision of the jointly-managed Fire Department.

Placer County, CA – Fire Service Consolidation Implementation Plan

Citygate is currently developing a fire service consolidation implementation plan for the Placer County Department of Administrative Services on behalf of the County Executive Office.

Yuba County, CA – Shared Fire Services Analysis

Citygate assessed the feasibility for shared fire services amongst the fire agencies of the valley floor of Yuba County. This multi-phased review assessed the possibility for operational and administrative consolidations, cooperative agreements, Joint Powers Authorities, contracts-for-service, or other viable options for consolidation.

City of Rancho Cucamonga, CA – Police Service and JPA Feasibility Analysis

Citygate performed a police service analysis for the City of Rancho Cucamonga to assist in evaluating the current police services provided to the City by the San Bernardino County Sheriff's Department and other potential service options. The scope of the study included answering the following questions: (1) How does the current contract compare to similarly situated cities that also contract for law enforcement services?; (2) What would an in-house police department look like for comparable services and how much would it potentially cost (including start-up and ongoing operational costs)?; (3) Are there viable law enforcement agencies in the region that could provide law enforcement services or partners to form a JPA; and what challenges would need to be overcome including start-up and ongoing operational costs?; and (4) Is there a tipping point beyond which the City should consider a police services alternative?

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

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

Cities of Anaheim, Fullerton, and Orange CA – Consolidation, Merger, or Contract Fire Services Feasibility Analysis

Citygate performed a study for the City of Anaheim, Fullerton, and Orange to identify opportunities to expand and/or to strengthen the delivery of Fire, EMS, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and Orange City Fire Department services and other non-emergency functions among the agencies.

Alameda County Health Care Services Agency, CA – EMS System Consultation Services

Citygate was selected by the Alameda County Health Care Services Agency to perform an operational and economic analysis, RFP design, and bid review. This review is to determine the financial viability of the system, system efficacy in terms of deployment, and then help the County HCSA develop an RFP and vendor selection tools for the provision of EMS services, and aid the County in its selection of the next County EMS vendor.

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

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

Cities of Newark and Union City, CA – Regional Fire Service Study

Citygate completed a feasibility analysis of merging the cities of Newark's and Union City's fire services to gain economies of scale and improved services in these challenging economic times. Additionally, Citygate explored other fire service delivery options and worked with the study partners and Alameda County Fire Department (ALCO) to evaluate the possibility of ALCO providing contract fire services to one or both cities.

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

Citygate conducted a fire service Standards of Response Coverage deployment study for the San Diego Fire Rescue Department (population over 1.25 million). The study broke new ground by determining the appropriate number of additional fire stations critically needed and then recommended 2-firefighter/paramedic staffed Fast Response Squads for adaptive peak hour

deployment. The study independently reviewed in depth the existing fire and emergency medical risks to be protected, the current and desirable response system to these needs, and recommended a best-fit solution to most effectively leverage the existing situation while allowing the development of an even stronger regional response system to benefit everyone.

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

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

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

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

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

<http://citygateassociates.com/fire/fire-san-diego-county-study>

The Board of Supervisors voted 5-0 to adopt Citygate's recommendations and the County is now in the process of implementing the recommendations.

El Dorado LAFCO, CA – Countywide Fire and Emergency Services Study

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

City of Greenfield, CA

Proposal to Conduct a Fire Services Reorganization Study

be able to meet service demands. The study exceeded LAFCO's and the stakeholders' expectations.

City of Sausalito and Southern Marin FPD – Fire Consolidation Analysis

Citygate performed a feasibility analysis in order to help the City of Sausalito and the Southern Marin Fire Protection District to identify opportunities to expand and strengthen their services and other non-emergency functions between the two agencies.

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

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

City of Emeryville, CA – Evaluation of the Fire Services Delivery System

Citygate conducted a Fire Department operational review to include all aspects of the City's fire services operations. The review focused on how to best meet Emeryville's fire protection needs, while providing any possible operational efficiency, cost savings or possible re-configuration of services in these difficult economic times.

As a follow-on engagement to our fire department review, Citygate assisted the City in assessing fire service provision options, including review of a proposal from Alameda County for the provision of fire services. Ultimately, the City decided to contract for services with Alameda County.

UC Santa Cruz, CA – Consolidation Feasibility Study

Citygate completed a fire services consolidation feasibility study for University of California, Santa Cruz and the City of Santa Cruz.

Presidio Trust (CA) – Fire Services Reorganization

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

3.3 CITYGATE CLIENT SUMMARY

In addition to the related studies described previously, Citygate presents a list of additional consolidation/reorganization projects, SOC/deployment studies, Master/Strategic Plans, and general clients for projects we have completed or are currently completing.

Consolidations and Contract-for-Service Analyses

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

Fire Standards of Coverage/Deployment Studies

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

Master/Strategic Plans

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

General Studies

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

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

3.4 CLIENT REFERENCES

Citygate provides a list of references for related engagements. We strongly encourage The City and District to contact these references to see why agencies continue to call on Citygate for their public safety services consulting needs.

Monterey County 9-1-1 Emergency Communications JPA, CA

Project: Comprehensive Fiscal Feasibility Analysis and Facilitation Development of a Joint Powers Authority Governance Agreement

Mr. Ray Corpuz, City Manager

rayc@ci.salinas.ca.us

(831) 758-7201

Term: July 2015-Present

Cities of Brea, Buena Park, Fullerton, La Habra, and Placentia, CA

Project: Police Services and Dispatch Merger Feasibility Studies

Tim O'Donnel, City Manager

(714) 990-7710

timo@ci.brea.ca.us

Term: March 2012-March 2013

El Dorado LAFCO, CA

Project: Countywide Fire and Emergency Services Study

Jose Henriquez, Executive Officer

(530) 295-2707

jhenriquez@edlafco.us

Term: September 2009-May 2010

Yuba County, CA

Project: Shared Fire Services Analysis

Joe Waggershauser, Fire Chief

(530) 633-0861

chief@wheatlandfireauthority.com

Term: February 2013-October 2014

Southern Marin FPD and City of Sausalito, CA

Project: Fire Consolidation Analysis

Adam Politzer, City Manager

(415) 289-4166

apolitzer@ci.sausalito.ca.us

Term: February 2009-March 2012

Cities of Newark and Union City, CA

Project: Fire Services Alternatives Study

John Becker, City Manager

(510) 578-4200

john.becker@newark.org

Term: May 2014-September 2014

Cities of Anaheim, Fullerton, and Orange CA

Project: Consolidation, Merger, or Contract for Services Feasibility Analysis

Randy Bruegman, Fire Chief

(714) 765-4000

rbruegman@anaheim.net

Term: March 2011-January 2012

3.5 CITYGATE'S DISTINGUISHING CHARACTERISTICS IN THE MARKETPLACE

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

- Ethics: We will use rational information to help elected officials make informed policy choices. Our opinions are not for “sale” to those that might want to slant a recommendation because they are paying for the advice.
- Quality: We deliver a complete work product that meets the client’s *local* needs. We do not use one-size-fits-all reports. Our reports clearly use facts to frame appropriate recommendations that the civilian reader can understand. We do not use industry jargon or jump to conclusions that only a fire service individual would understand.
- Timeliness: We will offer our clients a realistic timeline and always complete our work within that timeline. Where we have not, it is due to the client needing more time to schedule events or to produce background information.
- Sensitivity: We will understand at the project kick-off what the stakeholder issues are and what information will be needed to completely address them. We are careful to respect local issues. We do not take sides. We rationally analyze information and present policy choices. We are quiet, “backstage” experts who let the local officials set and explain public policy.
- Independence: Citygate provides a dependable independent voice (perspective, viewpoint, evaluation, assessment). Citygate is not aligned with any special interest group or association.

SECTION 4—FEES

4.1 PROJECT FEES

Our charges are based on *actual time* spent by our consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. We will undertake this study for a “not-to-exceed” total cost based on our Work Plan and Scope of Work, outlined below.

Consulting Fees of Project Team	Reimbursable Expenses	Administration (5% of Hourly Fees)	Total Citygate Core Project Amount
\$79,090	\$1,728	\$3,955	<u>\$84,773</u>

The price quoted is effective for 90 days from the date of receipt of this proposal and includes one (1) draft report review cycle as described in Task 5 of our Work Plan to be completed by Citygate and the agencies within 30 calendar days. Additional Draft Report cycles or processing delays requested by either agency would be billed in addition to the contracted amount at our time and materials rates. When changes are agreed upon, Citygate will provide one (1) bound color copy of the final report and a reproducible master copy on CD-ROM. The Draft Report will be considered to be the Final Report if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

4.2 DETAILED PROJECT FEES

The following is a detailed description of our proposed project fees by task. Please note that this is essentially a three-phase project, with Phase I including Tasks 1, 2, and 3; Phase II including Tasks 1 and 4; and Phase III including Tasks 1 and 5. The City will have the opportunity at each phase to review/refine scope of work and associated costs as desired.

Detailed Project Fees

Task & Sub-Task		Consultant and Administrative Hourly Fees	Reimbursable Expenses	Administrative Fee (5% of Hourly Fees)	Total Cost
1	Initiate and Manage Project	\$8,830	\$276	\$441	\$9,547
2	Reorganization Analysis	\$8,470	\$0	\$423	\$8,893
3	Intermediate Report	\$11,470	\$0	\$574	\$12,044
4	LAFCo Application Assistance	\$19,130	\$1,086	\$957	\$21,173
5	Implementation Plan	\$31,190	\$366	\$1,560	\$33,116
Total		\$79,090	\$1,728	\$3,955	\$84,773

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4.3 STANDARD HOURLY BILLING RATES

Classification	Rate	Consultant
Citygate President	\$225 per hour	David DeRoos
Fire Practice Principal	\$250 per hour	Stewart Gary
Senior Fire Services Specialist – Project Manager	\$210 per hour	Samuel Mazza
Senior Associate – Fiscal Specialist	\$210 per hour	Stan Feathers
Human Resources Specialist	\$210 per hour	Steven Harman
Report Project Administrator	\$125 per hour	Chad Jackson
Administrative Support	\$95 per hour	Various

4.4 BILLING SCHEDULE

We will bill monthly for time, reimbursable expenses incurred at actual costs (travel), plus a five percent (5%) administration charge in lieu of individual charges for copies, phone, etc. Our invoices are payable within thirty (30) days. Citygate’s billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter. Our practice is to send both our monthly status report and invoice electronically. If we are selected for this project, we will request the email for the appropriate recipients of the electronic documents. Hard copies of these documents will be provided only upon request. We prefer to receive payment by direct deposit, if available.

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

APPENDIX A

CODE OF ETHICS

CODE OF ETHICS

CLIENTS

1. We will serve our clients with integrity, competence, and objectivity.
2. We will keep client information and records of client engagements confidential and will use proprietary client information only with the client's permission.
3. We will not take advantage of confidential client information for ourselves or our firms.
4. We will not allow conflicts of interest which provide a competitive advantage to one client through our use of confidential information from another client who is a direct competitor without that competitor's permission.

ENGAGEMENTS

5. We will accept only engagements for which we are qualified by our experience and competence.
6. We will assign staff to client engagements in accord with their experience, knowledge, and expertise.
7. We will immediately acknowledge any influences on our objectivity to our clients and will offer to withdraw from a consulting engagement when our objectivity or integrity may be impaired.

FEES

8. We will agree independently and in advance on the basis for our fees and expenses and will charge fees and expenses that are reasonable, legitimate, and commensurate with the services we deliver and the responsibility we accept.
9. We will disclose to our clients in advance any fees or commissions that we will receive for equipment, supplies or services we recommend to our clients.

PROFESSION

10. We will respect the intellectual property rights of our clients, other consulting firms, and sole practitioners and will not use proprietary information or methodologies without permission.
11. We will not advertise our services in a deceptive manner and will not misrepresent the consulting profession, consulting firms, or sole practitioners.
12. We will report violations of this Code of Ethics.

The Council of Consulting Organizations, Inc. Board of Directors approved this Code of Ethics on January 8, 1991. The Institute of Management Consultants (IMC) is a division of the Council of Consulting Organizations, Inc.

APPENDIX B

PROJECT TEAM RESUMES

Mr. Gary was, until his retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 43rd year in the Fire Service, Mr. Gary began as a volunteer and worked his way up through the ranks, including his service as a Paramedic for five years.

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

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

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

Memberships Held Include:

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

Current Consulting Experience Includes:

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

- ◆ Served as Public Safety Principal and Project Director for a police dispatch shared services analysis for the cities of Brea, Buena Park, Fullerton, La Habra and Placentia.
- ◆ Currently serving as Public Safety Principal and Project Manager to conduct a comprehensive fiscal feasibility analysis and to facilitate the development of a governance and Joint powers Authority (JPA) agreement for the formation of a 9-1-1 Emergency Communications JPA for the Monterey County public safety agencies.
- ◆ Served as Public Safety Principal and Project Director for a consolidation, merger or contract for services feasibility analysis for the City of Anaheim and its

partners in the study. Citygate identified opportunities to expand and/or to strengthen the delivery of Fire, EMS, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and Orange City Fire Department.

- ◆ Currently serving as Public Safety Principal to develop a fire services consolidation implantation plan for the Placer County Department of Administrative Services on behalf of the County Executive Office.
- ◆ Served as Public Safety Principal and Project Director for a shared fire services analysis for the Fire Agencies on the Valley Floor of Yuba County.
- ◆ Served as Project Manager, Public Safety Principal, and Merger Specialist for the City of Rancho Cucamonga Police Services and JPA Feasibility Analysis.
- ◆ Served as Public Safety Principal and Project Director for an independent financial review of elements related to Contra Costa County’s Ambulance RFP.
- ◆ Served as Public Safety Principal to develop and evaluate the results of a Fire Services RFP for the City of Hesperia Fire Department.
- ◆ Currently serving as Public Safety Principal to conduct a Yolo County Fire Protection Districts combined MSR/SOI study for the Yolo Local Agency Formation Commission.
- ◆ Currently Serving as Public Safety Principal for an independent review of Stanford University’s contract with the City of Palo Alto to provide fire protection services to the University. This project has spanned numerous phases.
- ◆ Currently serving as Fire and Emergency Services Principal and Project Director to provide EMS System Consultation Services for the Alameda County Health Care Services Agency.
- ◆ Served as Public Safety Principal to evaluate City fire service proposals for the City of San Bernardino, CA.
- ◆ Served as Project Manager for a feasibility analysis of merging the cities of Newark’s and Union City’s fire services to gain economies of scale and improved services in these challenging economic times. Additionally, Citygate explored other fire service delivery options and worked with the study partners and Alameda County Fire Department (ALCO) to evaluate the possibility of ALCO providing contract fire services to one or both cities.
- ◆ Served as Public Safety Principal to conduct a Standards of Coverage and Staffing Study for the County of Kings.
- ◆ Served as Project Manager and SOC Specialist for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.
- ◆ Served as Project Director for Citygate’s Standards of Response Coverage study for the City of San Diego, CA.

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- ◆ Served as Project Manager for a consolidation, merger or contract fire services feasibility analysis for the City of Sausalito and Southern Marin FPD. Citygate identified opportunities to expand and strengthen their services and other non-emergency functions between the two agencies.
 - ◆ Served as Project Director to conduct an evaluation of the Fire Services Delivery System for the City of Emeryville, CA. Also performed follow-on assistance in assessing fire service provision options and a review of a proposal from Alameda County for the provision of fire services.
 - ◆ Served as Public Safety Principal and Project Director for a project to provide a feasibility study for a public safety Joint Powers Authority for the cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
 - ◆ Served as Project Director and SOC Specialist for a Fire Master Plan and accompanying fiscal analysis for the Presidio Trust to identify the current and future fire and EMS service needs of the Presidio Trust Areas A and B, and other surrounding locations and an assessment of policy choices for delivery of this fire and EMS service.
 - ◆ Served as Project Director for a Fire Department Consolidation Feasibility Study for University of California, Santa Cruz and City of Santa Cruz.
 - ◆ Served as Public Safety Principal for Citygate’s police department consolidation feasibility assessment for the cities of Burlingame and San Mateo, CA.
 - ◆ Served as Public Safety Principal for a fire services merger technical implementation for the cities of Millbrae, Burlingame, San Bruno, and Town of Hillsborough to gain greater economies of scale, avoid fiscal, governance and operational duplication and where needed, improve services. The study investigated full consolidation of the agency fire services with various related governance arrangements to partial contractual sharing along with the most feasible appropriate cost apportionment formulas.
 - ◆ Served as Public Safety Principal to conduct an emergency service consolidation/merger support study for the University of California, Davis and the cities of Davis, West Sacramento, and Woodland.
 - ◆ Served as Public Safety Principal, Project Director and SOC Specialist for Citygate’s Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in the County region. Citygate outlined a process designed to establish a blueprint for improving San Diego County’s regional fire protection and emergency medical system.
 - ◆ Served as Public Safety Principal, Project Director and SOC Specialist for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost effective coverage.

- ◆ Currently serving as Fire and Emergency Services principal and Project Director for consulting services for 911 paramedic first response and paramedic ambulance transportation for the Santa Clara County Exclusive Operating Area (EOA).
- ◆ Served as Public Safety Principal and Project Director for a Standards of Cover Study, Management/Administrative Assessment, and Strategic Plan for the Cosumnes Fire Department.
- ◆ Currently serving as Public Safety Principal and Project Director to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
- ◆ Served as Project Director and SOC Specialist for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
- ◆ Served as Public Safety Principal and Project Manager for Citygate's project to perform a high-level assessment of the feasibility of fire agency consolidation for the cities of Monterey, Pacific Grove, and Carmel.

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

Other non-Citygate Relevant Experience Includes:

- ◆ In 2002, Mr. Gary led a seminar that taught the Standards of Response Cover (SOC) methodology to members of the Clark County Fire Department.
- ◆ In 2005 and into 2006, Mr. Gary coached, assisted and initially drafted the Clark County Fire Department Rural SOC documents. He advised County GIS on how to prepare the necessary mapping and response statistics analysis. He then coached the project manager on collecting risk assessment information on each rural area, which he then wove into an integrated draft set of risk statements and proposed response policies for each rural area.
- ◆ In 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Response Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9-0 vote.
- ◆ In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless ten-company department for which he served as Chief. The LPFD represents one of the few successful city-to-city fire mergers in California. The LPFD consisted of 128 total personnel with an operating budget for FY 00/01 of \$18M. Service was provided from eight stations and a training facility, and two additional stations were under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the *Standards of Cover* system for fire service deployment. He re-worked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this

deployment methodology for the International Fire Chiefs across the United States and Canada.

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

Instructor and Lecturer:

- ◆ Instructor and lecturer on Fire Service Deployment for the Commission on Fire Accreditation Standards of Cover Methodology. Over the last five years, Mr. Gary has presented one-day workshops across the U.S. and Canada to fire chiefs. Presentations have included:
 - The International Association of Fire Chiefs Convention;
 - U.S. Navy Fire Chiefs in Norfolk, Virginia;
 - U.S. Air Force Fire Chiefs at the USAF Academy, Colorado Springs, Colorado;

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- Seattle area Fire Chiefs;
 - Vancouver British Columbia Fire Chiefs Association;
 - The Michigan/Indiana Fire Chiefs Association School at Notre Dame University;
 - The California Fire training Officers annual workshop.
- ◆ Developed and taught for seven years, the 40-hour course in fire deployment methods for the California Fire Academy. Over 250 fire officers have been trained in this course.

Presentations:

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

Publications:

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

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

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

Memberships Held Include:

- ◆ International Association of Fire Chiefs, Fairfax, VA
- ◆ California Fire Chiefs Association, Rio Linda, CA

Consulting Experience Includes:

Since joining Citygate, a selection of Mr. Mazza's consulting experience is listed below.

- ◆ Served as Senior Fire Service Associate for Montecito Fire Protection District to provide a Standards of Coverage and Risk Assessment Study.
- ◆ Currently serving as Senior Fire Services Specialist to conduct a comprehensive fiscal feasibility analysis and to facilitate the development of a governance and Joint powers Authority (JPA) agreement for the formation of a 9-1-1 Emergency Communications JPA for the Monterey County public safety agencies.
- ◆ Currently serving as Senior Fire and Emergency Services Specialist to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
- ◆ Currently serving as Senior Fire Services Specialist and Risk Assessment Specialist to perform a comprehensive standards of cover and headquarters staffing adequacy review for the City of Santa Clara Fire Department.
- ◆ Served as Senior Fire Service Associate for a Standards of Cover update and risk assessment for the Menlo Park Fire Protection District.

- ◆ Served as Senior Fire Services Specialist and Project Manager for a Standards of Coverage and Staffing Study for the County of Kings.
- ◆ Currently serving Project Manager and Fire Services Specialist to conduct a Yolo County Fire Protection Districts combined MSR/SOI study for the Yolo Local Agency Formation Commission.
- ◆ Served as Senior Fire Services Specialist for a Fire and EMS Needs Assessment in the Sweetwater Area of San Antonio Valley for the County of Santa Clara.
- ◆ Served as the Senior Fire Services Specialist, Project Manager for a Tabletop Exercise for the Monterey County Office of Emergency Services.
- ◆ Served as Fire Services Specialist for a Fire Services Threat Assessment for the University of California, Merced.
- ◆ Served as Fire Services Specialist for a performance audit for the University of California, Davis to produce a campus-specific Standards of Response Cover Plan, a forward-looking Applied Strategic Plan and a Pre-Accreditation Review of key UCD Fire operating elements documentation.
- ◆ Served as Fire Service Specialist to conduct a fire services alternatives study for the Cities of Newark and Union City.
- ◆ Served as Senior Fire Services Specialist and Project Manager for a Feasibility Study for Interested Monterey County Public Safety Agencies to be serviced by Santa Cruz Regional 9-1-1.
- ◆ Served as Project Manager and Fire Services Specialist for a Fire Services Study for the Templeton Community Services District Fire Department to identify gaps in operations and resources; develop recommendations to maximize current fire department operations and resources, and identify best practices.

Significant Programs/Projects:

- ◆ Coordinated rewrite of the Monterey City Emergency Operations Plan in 2010 in conformance with federal and state all-hazard guidelines
- ◆ Authored Damage Assessment Plan annex to the Monterey City Emergency Operations Plan
- ◆ Authored Critical Infrastructure and Key Resources Plan annex to the Monterey City Emergency Operations Plan
- ◆ Authored Pandemic Influenza Preparedness and Response Plan annex to the Monterey City Emergency Operations Plan
- ◆ Developed and administered multiple fire service contracts
- ◆ Coordinated annual Proposition 172 allocation for Monterey County fire agencies with the Monterey County Administrative Office
- ◆ Board of Directors – Fire Agency Insurance Risk Authority
- ◆ Monterey County Emergency Medical Services Agency Task Force – evaluating and recommending enhancements to the Monterey County EMS system

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- ◆ Represented Monterey County fire agencies on the Monterey County Emergency Medical System Committee
 - ◆ Coordinated fire agencies' recommendations and comments to the Monterey County General Plan update
 - ◆ Coordinated implementation of the California Incident Command Certification System within the Monterey County Operational Area
 - ◆ Participated in the National Fallen Firefighters Foundation Wildland Fire Symposium to develop initiatives to reduce firefighter line-of-duty-fatalities
 - ◆ Developed and implemented capital facilities and equipment replacement and maintenance plans
 - ◆ Facilitated development and implementation of multiple Strategic Plans
 - ◆ Facilitated implementation of the reorganization of Monterey County Service Area #61 into the South Monterey County Fire Protection District
 - ◆ Coordinated development and implementation of a Fire District Illness and Injury Prevention Plan
 - ◆ Coordinated development and implementation of fire suppression assessment and mitigation fee ordinances
 - ◆ Co-facilitated development and implementation of multi-agency engine and truck company performance standards.

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

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

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

- ◆ Currently serving as Senior Fiscal Services Specialist to conduct a comprehensive fiscal feasibility analysis and to facilitate the development of a governance and Joint powers Authority (JPA) agreement for the formation of a 9-1-1 Emergency Communications JPA for the Monterey County public safety agencies.
- ◆ Served as Senior Associate and Fiscal/Business Process Specialist for an independent financial review of elements related to the Contra Costa County ambulance RFP. Served as Senior Associate and Fiscal Specialist to conduct a shared fire services analysis for the Fire Agencies on the Valley Floor of Yuba County.
- ◆ Currently serving as Senior Associate and Fiscal/Business Process Specialist for consulting services for 911 paramedic first response and paramedic ambulance transportation for the Santa Clara County Exclusive Operating Area (EOA).
- ◆ Currently serving as Senior Associate and Fiscal/Business process Specialist to provide EMS System Consultation Services for the Alameda County Health Care Services Agency.
- ◆ Served as Senior Associate and Fiscal Specialist for a project to provide a feasibility study for a public safety Joint Powers Authority for the Cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
- ◆ Served as Fiscal Specialist for the City of Rancho Cucamonga Police Services Analysis.

- ◆ Served as Senior Associate and Fiscal Specialist for a Services Provision Master Plan project for the Heartland Communications Facility Authority.
- ◆ Currently serving as Senior Associate and Fiscal Specialist to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
- ◆ Recently served as Senior Associate and Fiscal Specialist for Fire Services Deployment Study for the City of San Bernardino.
- ◆ Served as Senior Associate and Fiscal Specialist for the Relocation Study of Fire Station #4 to serve the Napa Pipe Project for the City of Napa.
- ◆ Currently serving as Senior Associate and Fiscal Specialist to conduct a Yolo County Fire Protection Districts combined MSR/SOI study for the Yolo Local Agency Formation Commission.
- ◆ Served as Senior Associate and Fiscal Specialist for the Lakeside Fire Protection District Standards of Cover Assessment and Strategic Fiscal Review.
- ◆ Currently serving as Fiscal Specialist to perform a comprehensive public safety deployment and performance review of the Police and Fire Departments for the City of Glendale, AZ.
- ◆ Currently serving as Senior Associate and Fiscal Specialist to develop a fire services consolidation implantation plan for the Placer County Department of Administrative Services on behalf of the County Executive Office.
- ◆ Served as Senior Associate and Fiscal Specialist for the provision of consulting services regarding fire prevention's best practices for the City of Sacramento, CA.
- ◆ Served as Senior Associate and Fiscal Specialist for a project to analyze the Sacramento Metropolitan Fire District's revenue-to-expense plans to determine if the planning to date meets both fire service and local government fiscal best practices.
- ◆ Served as Senior Associate and Fiscal Specialist for structural firefighting, EMS, and Aircraft rescue and firefighting services review for the Sacramento Metropolitan Fire District and the Sacramento County Department of Airports.
- ◆ Served as Senior Associate and Fiscal/Business Process Specialist to Provide an Emergency Medical Services Review for the County of Los Angeles Fire Department.
- ◆ Served as Project Manager and Lead Fiscal Specialist for the Town of Gilbert, AZ staff modeling over a 20-year time horizon.

Related Experience:

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

- ◆ **Intergovernmental Relations** – As City Manager and Assistant City Manager Mr. Feathers has been involved in a significant number of inter-agency endeavors including multi-agency contracts to provide transportation, planning, sanitations

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

- ◆ **City Management** – Provided executive oversight of all city services and responsibilities. Served as both City Manager and Assistant City Manager. This includes all aspects of city management, operations, department head supervision, city council relations, agenda process, media relation, intergovernmental relations, legislative analysis, and strategic planning.
- ◆ **Budget** – Has been involved in the management, analysis, development, and monitoring of governmental budgets throughout his career. His expertise extends to every aspect from strategic long-range planning to day-to-day operations and performance management. His experience includes police, fire, public works, community development, parks and recreation, engineering, enterprise operations such as wastewater, water, airport, golf courses, community center, and major capital projects in all areas of city infrastructure. His experience includes preparation of feasibility studies, indirect and direct cost allocation studies, long-range financial projections and modeling, enterprise and governmental operations cash flow projections, utility rate analysis and projections and a host of varying analytical studies.
- ◆ **Finance** – Has extensive experience including all aspects of governmental finance including preparation of annual financial statements, the annual financial audit, required financial reporting and disclosure, bond issuance and debt issues including analysis of ongoing bond requirements and continuing disclosure necessary to comply with relevant bondholder agreements and covenants. His debt and financing issues experience has mainly centered on capital improvement projects for City infrastructure including public safety facilities, redevelopment projects, wastewater and water enterprise facilities and other governmental facilities.
- ◆ **Contract Negotiation and Management** – Served as the lead negotiator in numerous contract negotiations during his career. Many have been both complex and multifaceted negotiations. They include: a \$62 million wastewater plant design build contract; a settlement of a controversial and longstanding dispute over a reimbursement agreement between a benefit district’s land owners, lead developer, and the city which was key to economic development strategies for the city; an intense and ultimately successful negotiation between the city, Firefighters labor association and Cal-Fire to transition city fire services to Cal-Fire and produce significant cost savings for the city; professional service contracts for legal services with city attorneys and special counsels; department heads agreements; interagency agreements for utility (water and wastewater) services; and a variety of other areas with significant implications.
- ◆ **Human Resources** – Served as the City Human Resources Director and has also supervised the Director of Human Resources and Risk Manager. Served as Chief labor relations negotiator on many occasions. Successfully negotiated many labor relations contracts. Conducted classifications studies, executive recruitments, updated and modified administrative policies as well as created new directives,

updated personnel rules as state of labor laws changed. Conducted reorganizations in virtually every city department over his career including combining or splitting departments to improve the business processes and the value of services as well as outsourcing service to private sector service providers.

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

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

Related Experience:

- ◆ Currently serving as Senior Human Resources Specialist to conduct a comprehensive fiscal feasibility analysis and to facilitate the development of a governance and Joint powers Authority (JPA) agreement for the formation of a 9-1-1 Emergency Communications JPA for the Monterey County public safety agencies.
- ◆ Currently serving as Human Resources Specialist to provide EMS System Consultation Services for the Alameda County Health Care Services Agency.
- ◆ Served as Human Resources Consultant for a project to provide a feasibility study for a public safety Joint Powers Authority for the Cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
- ◆ Served as Human Resources Specialist for the City of Rancho Cucamonga Police Services and JPA Feasibility Analysis.
- ◆ Currently serving as Senior Human Resources Specialist to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
- ◆ Served as Senior Consultant and Co-Project Director to conduct a fire services alternatives study for the Cities of Newark and Union City.
- ◆ Served as Human Resources Specialist for domain awareness center staffing plan development for the Port of Oakland and City of Oakland.
- ◆ Served as Project Consultant for a review and assessment of organizational structure, operational functions and levels of staffing for each District department to enhance organizational and operational current and future needs for the Monterey Peninsula Airport District.
- ◆ Served as Senior Human Resource Consultant to provide an Emergency Medical Services Review for the County of Los Angeles Fire Department.
- ◆ Served as Project Manager for Citygate's analysis of the Human Resources Division for the City of Vista, CA.

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- ◆ Served as Project Manager for a Management Review of the Police Department for the City of Maricopa, AZ.
 - ◆ Currently serving as Human Resources Specialist to perform a comprehensive public safety deployment and performance review of the Police and Fire Departments for the City of Glendale, AZ.
 - ◆ Served as Human Resources Consultant for a Patrol Division workload and Served as Project Manager for Citygate’s review of the Goodyear, AZ Police Department.
 - ◆ Served as Project Manager for a review of the Provo City, UT Police Department’s leadership and management approach to implementing its policies regarding the standards of conduct and ethics.
 - ◆ Served as senior consultant and project manager for an executive search for the position of Police Chief for the City of Provo, UT.
 - ◆ Conducted a successful executive search for a Police Chief for the City of Provo, UT.
 - ◆ As Director of Human Resources for the City of Vallejo, Mr. Harman was responsible for coordinating and assisting with the administration of discipline for the Vallejo, CA Police Department. As Secretary to the Civil Service Commission, Mr. Harman assisted in defending management’s disciplinary action before the Civil Service Commission.
 - ◆ Conducted hundreds of successful searches including fire chiefs, police chiefs, city attorneys, department heads, division managers and other key governmental positions.
 - ◆ Conducted a search for the City of Los Angeles’ Information Technology Agency for the positions of General Manager and Assistant General Manager.
 - ◆ Conducted an executive search for the position of Deputy Planning Director for the City of Los Angeles. Mr. Harman performed all aspects of the search including review of applications, conducting interviews, work product preparation and key interfacing with the client.
 - ◆ Conducted an executive search for the Los Angeles Animal Services General Manager.
 - ◆ Developed and implemented human resources strategic plans so that the goals of the human resource program were aligned with the organizational goals and objectives.
 - ◆ Developed and implemented comprehensive employee compensation policies and procedures.
 - ◆ Directed organization-wide classification and compensation studies for two public agencies – Butte County, CA and the City of San Leandro, CA.
 - ◆ Developed for City Council approval a comprehensive employee compensation policy which required an annual “total compensation” salary and benefit study and report for benchmark job classes.

- ◆ Conducted numerous compensation studies for executive level positions including City Manager, City Attorney, Finance Director, Director of Library Services, Police and Fire Chief, Director of Economic Development, and Community Development Director among others.
- ◆ Developed and implemented strategies for compliance with Accounting Standard #45 and reducing long-term liabilities for retirement health insurance.
- ◆ Successfully negotiated more than 50 labor agreements all within bargaining parameters; concurrently developing a high level of trust with representatives of organized labor.
- ◆ Successfully negotiated the consolidation of two municipal fire departments.
- ◆ Served as Program Chair for the 2006 IPMA-HR International Training Conference, Solving the Generational Collide, Las Vegas, Nevada, October 2006.
- ◆ Presented at numerous human resource management conferences.
- ◆ Served as a certified expert witness in state and federal court in matters pertaining to recruitment and selection, assessment and employment discrimination.
- ◆ Received the 2005 NCCIPMA-HR Agency Award of Excellence.

Detailed Work Experience:

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

management functions including recruitment, classification and compensation, employee benefits management, training and development along with related administrative and managerial responsibilities.

- ◆ Human Resources Director, Butte County, CA (1992-1994)
 - Reporting to the County Administrator, was responsible for managing and directing the human resources program for an organization with 1,700 employees. Supervised a staff of eight.

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

Relevant Experience Includes:

- ◆ For all Citygate projects, Mr. DeRoos reviews work products and is responsible for ensuring that each project is conducted smoothly and efficiently within the schedule and budget allocated, and that the project deliverables are in conformance to Citygate's quality standards.
- ◆ Currently serving in an oversight capacity to conduct a comprehensive fiscal feasibility analysis and to facilitate the development of a governance and Joint powers Authority (JPA) agreement for the formation of a 9-1-1 Emergency Communications JPA for the Monterey County public safety agencies.
- ◆ Served in an oversight capacity for a police dispatch shared services analysis for the cities of Brea, Buena Park, Fullerton, La Habra and Placentia.
- ◆ Served in an oversight capacity for an Assessment of the Cities of Brea and Fullerton's Fire Resource and Ambulance Plan.
- ◆ Served in an oversight capacity for a consolidation, merger or contract for services feasibility analysis for the City of Anaheim and its partners in the study. Citygate identified opportunities to expand, and/or to strengthen the delivery of Fire, EMS, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and Orange City Fire Department.
- ◆ Currently serving in an oversight capacity to develop a fire services consolidation implantation plan for the Placer County Department of Administrative Services on behalf of the County Executive Office.
- ◆ Recently served in an oversight capacity for an independent financial review of elements related to the Contra Costa County ambulance RFP.
- ◆ Served in an oversight capacity for a shared fire services analysis for the Fire Agencies on the Valley Floor of Yuba County.
- ◆ Currently serving in an oversight capacity to conduct a Yolo County Fire Protection Districts combined MSR/SOI study for the Yolo Local Agency Formation Commission.
- ◆ Served an oversight capacity to perform a Standards of Cover Study, Management/Administrative Assessment, and Strategic Plan for the Cosumnes Community Services District.

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- ◆ Served in an oversight capacity for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.
 - ◆ Served in an oversight capacity for the City of Rancho Cucamonga Police Services and JPA Feasibility Analysis.
 - ◆ Served in an oversight capacity for Citygate’s Standards of Response Coverage study for the City of San Diego, CA.
 - ◆ Served in an oversight capacity to develop and evaluate the results of a Fire Services RFP for the City of Hesperia Fire Department.
 - ◆ Currently serving in an oversight capacity to conduct a Fire Department Organizational Review for the City of San Jose Fire Department.
 - ◆ Currently serving in an oversight capacity for an independent review of Stanford University’s contract with the City of Palo Alto to provide fire protection services to the University. This project has spanned numerous phases.
 - ◆ Served in an oversight capacity to evaluate City fire service proposals for the City of San Bernardino, CA.
 - ◆ Served in an oversight capacity for a Fire Department Consolidation Feasibility Study for University of California, Santa Cruz and City of Santa Cruz.
 - ◆ Served in an oversight capacity to conduct a Standards of Coverage and Staffing Study for County of Kings.
 - ◆ Served in an oversight capacity for a Fire Master Plan and accompanying fiscal analysis for the Presidio Trust to identify the current and future fire and EMS service needs of the Presidio Trust Areas A and B, and other surrounding locations and an assessment of policy choices for delivery of this fire and EMS service.
 - ◆ Currently serving in an oversight capacity to provide EMS System Consultation Services for the Alameda County Health Care Services Agency.
 - ◆ Served in an oversight capacity for a project to provide a feasibility study for a public safety Joint Powers Authority for the cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
 - ◆ Served in an oversight capacity for Citygate’s police department consolidation feasibility assessment for the cities of Burlingame and San Mateo, CA.
 - ◆ Served in an oversight capacity for a fire services merger technical implementation for the cities of Millbrae, Burlingame, San Bruno, and Town of Hillsborough to gain greater economies of scale, avoid fiscal, governance and operational duplication and where needed, improve services. The study investigated full consolidation of the agency fire services with various related governance arrangements to partial contractual sharing along with the most feasible appropriate cost apportionment formulas.
 - ◆ Served in an oversight capacity to conduct an evaluation of the Fire Services Delivery System for the City of Emeryville, CA.

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- ◆ Served in an oversight capacity to conduct an emergency service consolidation/merger support study for the University of California, Davis and the cities of Davis, West Sacramento, and Woodland.
 - ◆ Served in an oversight capacity for Citygate's Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in the County region. Citygate implemented a phased process designed to establish a blueprint for improving San Diego County's regional fire protection and emergency medical system.
 - ◆ Served in an oversight capacity for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost effective coverage.
 - ◆ Served in an oversight capacity for a consolidation, merger or contract fire services feasibility analysis for the City of Sausalito and Southern Marin FPD. Citygate is identifying opportunities to expand and strengthen their services and other non-emergency functions between the two agencies.
 - ◆ Served in an oversight capacity for an operational review of Roseville Fire Services for the City of Roseville. The review consists of operations, facilities, budget, organizational structure, management, policies, functions and activities of the Fire Department.
 - ◆ Served in an oversight capacity for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
 - ◆ Provided quality control and project oversight on a review of the current arrangement for fire protection services within the City of West Sacramento.
 - ◆ Served in an oversight capacity for a feasibility analysis of merging the cities of Newark's and Union City's fire services to gain economies of scale and improved services in these challenging economic times. Additionally, Citygate explored other fire service delivery options and worked with the study partners and Alameda County Fire Department (ALCO) to evaluate the possibility of ALCO providing contract fire services to one or both cities.
 - ◆ Served in an oversight capacity for a fire services reorganization implementation study for the Sonoma Valley Fire & Rescue Authority to explore the feasibility of more completely merging the City of Sonoma's and Valley of the Moon Fire Protection District's Fire Service operations in order to gain greater economies of scale, avoid fiscal, governance and operational duplication and where needed, improve service.
 - ◆ Served in an oversight capacity for Citygate's high-level assessment of the feasibility of fire agency consolidation for the cities of Monterey, Pacific Grove, and Carmel.
 - ◆ Served in an oversight capacity for a feasibility study on the merging of City and District Fire Service Operations in order to gain economies of scale, avoid

duplication, and improve services for the City of Santa Rosa, the Rincon Valley Fire Protection District and the Roseland Fire Protection District.

- ◆ Served in an oversight capacity for a high-level assessment of the feasibility to fully or partially consolidate the fire agencies for the cities of Redlands and Loma Linda.
- ◆ Served in an oversight capacity for the City of Pismo Beach and surrounding communities' consolidation feasibility study. This was an independent review of the current fire department service relationships to determine if a functional or a full consolidation of one or more departments would provide cost stabilization while maintaining effective services.
- ◆ Served in an oversight capacity for a project where Citygate performed Incident Command System training for the ten Bay Area Counties. The training was targeted to Command and General Staff and Unit Functions for Emergency Operations Centers and Incident Management Teams.

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



City Council Memorandum

599 El Camino Real Greenfield CA 93937 831-674-5591
www.ci.greenfield.ca.us

MEMORANDUM: February 5, 2016

AGENDA DATE: February 9, 2016

TO: Mayor and City Council

FROM: Susan A. Stanton, ICMA-CM
City Manager

TITLE: UTILITY RATE STUDY

BACKGROUND:

The City is currently evaluating the revenue sufficiency of the Water and Sewer Fund which will culminate in the adoption of Utility rates system in FY 2017. After closely reviewing the City's existing utility rates, Burton and Associates have expressed concern that the current rate structure may not comply with current law because it is not based on the cost of service to provide water and sewer service to the different rate classes outlined in the tariff. Given the extensive work the City is currently doing master planning for both utility systems and conducting a revenue sufficiency analysis that would be prudent to comprehensively review and revise the City's utility rates to ensure compliance with state law and cost recovery. The rate study done by Bartle Wells Associates in 2009 did not specifically address the cost of water and sewer service to ensure the adopted rates did not exceed the cost of providing the service. The proposed scope of work that was requested from Burton and Associates involves a Water and Wastewater cost of service analysis as well as developing a rate system to recover the cost of providing service to the City's different utility classes.

Water and Wastewater Cost-of-Service Analysis

This analysis will be an in-depth review of the cost of provide the service and closely examine existing customer class designations and characteristics of city users to determine appropriateness and equitability in the rates. The analysis will also examine customer class characteristics based on service demand and historical consumption. This analysis will include:

- Reviewing existing customer class designations to determine appropriateness and equitability
- Determining appropriate usage and billing characteristics for each customer class
- Allocating O&M and capital costs to appropriate utility functions

- Estimating customer class service characteristics associated with each of the functional cost elements
- Distributing costs by functional component to customer classes using applicable unit costs of service and class units of service to determine each class' proportional responsibility for total system costs

Rate Design

After determining the cost to serve each class, Burton and Associates will utilize this information to design water and wastewater rates that will recover those costs and ensure appropriate financial management of both utilities. This task will study the viability of alternative rate structures based on expected water demand due to price of service, how projected rates impact typical users and the impact on projected revenue based on potential reduction in consumption.

BUDGET AND FINANCIAL IMPACT:

Burton & Associates has provided a detailed scope of work to perform this analysis (Attachment #1) which estimated hours for each sub-task by consultant and the estimated cost to complete the additional analysis. Successful completion of the analysis will require approximately 126 hours. The cost to each Utility Fund is \$12,712.50 for a total project cost of \$25,425.

REVIEWED AND RECOMMENDED:

Administrative Service Director Jerri Corgill and the City Manager recommend approval of this contract with Burton & Associates.

POTENTIAL MOTION:

I MOVE TO APPROVE/DENY RESOLUTION #2016-14, A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GREENFIELD APPROVING AN AGREEMENT BETWEEN BURTON & ASSOCIATES AND THE CITY OF GREENFIELD TO CONDUCT A WATER AND WASTEWATER RATE STUDY

**CITY OF GREENFIELD
RESOLUTION NO. 2016-14**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GREENFIELD
APPROVING AN AGREEMENT BETWEEN BURTON & ASSOCIATES AND THE CITY OF
GREENFIELD TO CONDUCT A WATER AND WASTEWATER RATE STUDY**

WHEREAS, the City is currently evaluating the revenue sufficiency of the Water and Sewer Fund which will culminate in the adoption of Utility rates system in FY 2017;

WHEREAS, Burton and Associates will provide an analysis of an in-depth review of the cost of providing the service and closely examine existing customer class designations and characteristics of city users to determine appropriateness and equitability in the rates.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Greenfield approves the Agreement, as attached, with Burton & Associates and the City of Greenfield to conduct a Water and Wastewater Rate Study in the amount not to exceed \$25,425.

PASSED AND ADOPTED by the City Council of the City of Greenfield at a regular meeting duly held on the 9th day of February 2016, by the following vote:

AYES, and in favor thereof, Councilmembers:

NOES, Councilmembers:

ABSENT, Councilmembers:

John P. Huerta, Jr., Mayor

Attest:

Ann F. Rathbun, City Clerk

each calendar month up to a maximum of the agreed upon fixed fee contract amount in Section 4 - Compensation.

7. **INVOICE PROCEDURE:** BURTON & ASSOCIATES, INC. shall submit monthly invoices to CLIENT requesting payment for work accomplished during each calendar month. Payment of invoices will be made by CLIENT within 30 days of receipt of invoice. Invoices for fixed fee contracts will represent percentage work completed during each calendar month.
8. **INSURANCE:** BURTON & ASSOCIATES, INC. shall procure and maintain throughout the term of this Agreement the following insurance with the limits set forth herein, and shall, upon executing this Agreement, provide to CLIENT a certificate(s) of insurance evidencing same, and showing CLIENT as an additional insured:
 - A. Worker's Compensation Insurance as required by law.
 - B. Unless otherwise provided for herein, Comprehensive General Liability Insurance including contractual liability and liability arising out of the use of automobiles with the following limits:
 - (1) Bodily Injury Liability Insurance with limits of \$1,000,000 per occurrence and \$2,000,000 aggregate;
 - (2) Property Damage Liability Insurance with a limit of \$50,000 per occurrence.
 - C. Unless otherwise provided for herein, Errors and Omissions Liability Insurance with a limit of \$3,000,000 per claim and aggregate.
9. **TERMINATION:** This Agreement may be terminated by either party by seven (7) days written notice in the event of substantial failure to perform in accordance with the terms herein by the other party through no fault of the terminating party. If this Agreement is so terminated, CLIENT shall pay BURTON & ASSOCIATES, INC. compensation for work satisfactorily completed up to date of termination. CLIENT may terminate this agreement for convenience, or suspend the work called for herein for any business reason. In the event of such termination or suspension, CLIENT shall pay BURTON & ASSOCIATES, INC. for the work accomplished up to the date of termination or suspension.
10. **ADDITIONAL SERVICES:** Additional services may be performed under this Agreement if agreed to by both parties in writing.
11. **ENTIRETY OF AGREEMENT:** This writing embodies the entire agreement and understanding between the parties hereto, and there are no other agreements and understanding, oral or written, with reference to the subject matter hereof that are not merged herein and superseded hereby. No alteration, change or modification of the terms of the Agreement shall be valid unless made in writing, signed by both parties hereto.

ADDENDUM
ATTACHMENT A – Scope of Services

IN WITNESS WHEREOF, this Agreement is accepted on the date last written below.

For CLIENT:

Signed:

Name: _____

Title: _____

Date: _____

For BURTON & ASSOCIATES, INC.:



Signed:

Name: Michael E. Burton

Title: Director

Date: February 3, 2016

ATTACHMENT A – SCOPE OF ADDITIONAL SERVICES

Scope of Additional Services:

The Scope of the additional services to be performed is described in detail in the attached proposal, which is included as a part of this Agreement.

Notice to Proceed:

Approval of this Agreement serves as Notice to Proceed with the project.

February 3, 2016

Ms. Susan A. Stanton, ICMA-CM
City Manager
City of Greenfield
599 El Camino Real
Greenfield, CA 93927

Re: FY 2016 Water and Wastewater Cost of Service (COS) and Rate Design Additional Services Proposal

Dear Susan:

As we discussed, during our preliminary assessment of the City's water and sewer rates we have concluded that the City's rates may not be in conformance with California law. Therefore, as requested, I have prepared this Additional Services Authorization (ASA) proposal to conduct a detailed COS and Rate Design Analysis for your consideration. The outcome of this analysis will be specific water and sewer rates that conform to California law and that will recover the revenue requirements for FY 2017 identified in the Revenue Sufficiency Analysis covered in our original proposal.

Approach

Our approach to the conduct of a COS and Rate Design analysis for the City will consist of the following activities.

Water and Wastewater Cost-of-Service Analysis – in this analysis we will conduct a cost-of-service analysis that builds on the financial plan developed in the activities included in our original proposal, follows industry-standards, and meets the legal requirements of Prop. 218, being mindful of recent court rulings in California regarding water rates. Specifically, we will conduct the following analyses:

- Customer Class Designations. Review the existing customer class designations to determine appropriateness and equitability.
- Customer Class Characteristics. Determine appropriate usage and billing characteristics for each customer class, based on available information. Estimates of customer class characteristics will be based on billing data, system operating statistics, other available information, and our professional judgment and experience. Allocations will reflect cost-causative concepts in accordance with generally accepted utility practices, which are the widely-accepted methodologies outlined in the AWWA's "M1 Manual." Consultant will perform a thorough examination of customer demands on the system, including:
 - Demand characteristics for water including the number of customers, number and size of meters, average-day demand, max-day demand, and max-hour demands by class, as well as fire protection demands. Demand characteristics for wastewater include the number of customers, sewage quantities, and sewage strength.
 - Projected demands based on historical demands.

- Evaluation of joint and specific system usage since not all of the water/wastewater system is shared proportionately by all customers.
- Functional Cost Allocations. Proper cost-of-service methodology necessitates the allocation of O&M costs to appropriate functions at a detailed level (budget line items). We will work with available data to assign budget costs to functions to the extent possible. Similarly, we will work with available fixed asset data to allocate capital costs using a distribution of the net utility plant in service to the functional cost components. Capital costs are allocated to functions based on the proportion of asset base identified with those functions.
- Development of Customer Class Units of Service. The entire purpose of cost-of-service study is to determine differences in the costs to provide service to customers with differing service demands. We will estimate customer class service characteristics associated with each of the functional cost elements recognizing historic usage patterns, engineering judgment regarding customer class service characteristics, and experience with other utility operations possessing similar usage characteristics and patterns.
- Allocation of Costs to Customer Classes. We will distribute costs by functional component to customer classes using applicable unit costs of service and class units of service to determine each class' proportional responsibility for total system costs.
- Validation Workshop – After developing a cost-of-service model, we will conduct an interactive Cost-of-Service Validation Workshop to confirm the findings from the 10-year financial plan, comprehensively review the cost-of-service model, and validate all associated methodology and data assumptions. Modifications to the model will be made, as appropriate, based on discussions during the workshop.

Rate Design - After determining the cost to serve each class, we will utilize this information to design water and wastewater rates that will recover those costs. Our team will use our rate design models to quickly evaluate alternative rate structures based on measures such as:

- Expected Water Demand Reduction Due to Price Elasticity - When faced with increasing prices, consumers tend to decrease their usage. This is true of virtually all goods and services, and it's true of water demand as well. Accounting for this known reaction to changes in price is fundamental to the financial plan.
- Population-Wide Bill Impacts - While some rate designers can tell you bill impacts on an intellectual level – for a typical user, for example – ours will show you the bill impacts considering 100% of your customers' accounts and all of the monthly bills. At a glance, you will be able to see how many customers will see X% change in their bills (sometimes a decrease!) and how many will see Y% change. You will also see the \$ dollar impacts of monthly bills for 100% of the expected bills.
- Sensitivity Analysis - All of the rates we design are intended to provide adequate revenue to recover the costs of serving each class; however, not all rate designs are equal in terms of risk. Sensitivity analysis will allow us to demonstrate the range of risk involved between the proposed rate structures. What happens in a wet year? What happens in a dry year? We can answer those questions for you.
- Interactive Design Workshops – After completing and populating City's rate design model, we will conduct an interactive Rate Design Workshop for both water and wastewater to develop a consensus with City staff on the rate design that best meets the City's criteria. Modifications to the rate design will be made, as appropriate, based on discussions during the workshop.

Proposed Fee and Schedule

I have enclosed a Project Work Plan and Cost Estimate Schedule that shows our proposed detailed work plan to accomplish this additional analysis. This Schedule also identifies the estimated hours for each sub-task by consultant and the estimated cost to complete the additional analysis. The areas highlighted in light blue in the Schedule are the additional tasks, hours and fee associated with the Cost Allocation and Rate Design. The Schedule shows that successful completion of the additional analysis will require approximately 126 hours for a total estimated cost of \$25,425, inclusive of out-of-pocket expenses. Therefore, we are prepared to complete the additional services comprised of a Cost of Service Analysis and Rate Design for a fixed fee of \$25,425, allocated \$12,712.50 to the water fund and \$12,712.50 to the sewer fund. We are prepared to begin this additional analysis immediately and can complete it within approximately 60 days of receipt of the required data.

If you have any questions or would like to discuss this proposal to complete these additional services to conduct a Cost of Service and Rate Design Analysis, please call me at (904) 923-1466 or Andy Burnham at (813) 443-5138.

Very truly yours,



Michael E. Burton
Director

CITY OF GREENFIELD, CALIFORNIA

FY 2016 WATER AND SEWER FULL RATE STUDY

PROJECT WORK PLAN & COST ESTIMATE

BURTON & ASSOCIATES

PROJECT TASKS <i>Hourly rate-></i>		ESTIMATED CONSULTING HOURS				Total Project
		Project Director	Project Manager	Project Consultant	Clerical	
		\$235	\$220	\$175	\$45	
<u>TASK 1</u> <u>Initiate the Study and Review Background Information and Material</u>						
1.1	Conduct a conference call with City staff to finalize project objectives, establish project monitoring and control procedures, establish a project schedule to ensure completion within the City's required timeframe and begin data gathering.	1	1	1	0	3
1.2	Prepare Data Request and distribute to City staff.	0	1	2	0	3
1.3	Review prior rate study reports, current and historical financial data (including FY 2013 - FY 2015 actual revenues, expenses, and fund balances), water and sewer systems configuration, FY 2013 - FY 2015 summary customer billing statistics, five/ten year capital improvement programs and other relevant information for the water and sewer utility systems for which the analysis is to be performed.	1	3	8	0	12
1.4	Review of conformance of the City's budgeting, cost recovery, and rate setting practices relative to CA laws.	1	2	4	0	7
TOTAL ESTIMATED CONSULTING HOURS - TASK 1		3	7	15	0	25
TOTAL ESTIMATED CONSULTING FEE - TASK 1		\$705	\$1,540	\$2,625	\$0	\$4,870
ESTIMATED EXPENSES - TASK 1						NA
TOTAL ESTIMATED COST - TASK 1						\$4,870
<u>TASK 2</u> <u>Conduct the Revenue Sufficiency Analysis (this task is scoped for one fund, the cost of the second fund is accounted for in the project summary at the end of this schedule)</u>						
2.1	Verify and input current financial and billing data into Burton & Associates proprietary FAMS XL © model, run the model for the utility fund and produce preliminary output, including a ten year financial management program that will include the following:	4	16	40	0	60
	o Capital Improvements Program (10 year)					
	- Project listing by year					
	- Optimum funding source by project by year					
	o Borrowing Program					
	- Borrowing required (by source) to fund CIP projects not funded by other sources to include but not necessarily be limited to revenue bonds and State or other programs.					
	- Timing of bond issue(s)/loan(s) to provide required borrowed funds					
	- Annual debt service of bond issue(s)/loan(s)					
	o Revenue Sufficiency Analysis					
	- Annual revenue projections					
	- Annual rate plan to provide sufficient revenues for each scenario evaluated					
	o Sources and Uses of Funds & Debt Service Coverage Analysis					
	o Funds Analysis					
	- Spend down limits (minimum reserve requirements) by fund					
	- Beginning and ending funds balances by fund by year					
2.2	Review preliminary output and reconcile to budget data.	2	6	12	0	20
2.3	Make adjustments and re-run FAMS XL ©.	0	2	4	0	6
2.4	Prepare alternative scenarios for interactive review session with City staff.	1	2	3	0	6
2.5	Conduct and compile a rate survey of peer communities.	0	1	2	4	7

Burton & Associates

200 Business Park Circle, Suite 101 • St. Augustine, Florida 32095 • Phone (904) 247-0787 • Fax (904) 241-7708

E-mail: mburton@burtonandassociates.com

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CITY OF GREENFIELD, CALIFORNIA

FY 2016 WATER AND SEWER FULL RATE STUDY

PROJECT WORK PLAN & COST ESTIMATE

BURTON & ASSOCIATES

PROJECT TASKS		ESTIMATED CONSULTING HOURS				Total Project	
		Project Director	Project Manager	Project Consultant	Clerical		
		Hourly rate->	\$235	\$220	\$175	\$45	
2.6	Conduct an in person interactive review session with City staff to review the preliminary results of the ten year projection of revenue sufficiency of the utility fund.	3	3	3	0		9
2.7	Make adjustments based upon input from City staff and prepare assumptions & preliminary results workbook.	1	4	8	0		13
2.8	Conduct an interactive review session via Go-to-Meeting with City staff to review the adjusted results of the ten year projection of revenue sufficiency of the utility fund and make any final adjustments.	3	3	3	0		9
TOTAL ESTIMATED CONSULTING HOURS - TASK 2		14	37	75	4		130
TOTAL ESTIMATED CONSULTING FEE - TASK 2		\$3,290	\$8,140	\$13,125	\$180		\$24,735
ESTIMATED EXPENSES - TASK 2							NA
TOTAL ESTIMATED COST - TASK 2							\$24,735
<u>TASK 3</u> <u>Conduct Cost of Service (COS) and Rate Design Analysis</u>							
3.1	Adopt and populate COS model (W)	3	2	6	0		11
3.2	Adopt and populate COS model (WW)	3	2	6	0		11
3.3	Prepare for Cost-of-Service Methodology Validation Workshop	1	2	4	0		7
3.4	Conduct Cost-of-Service Methodology Validation Workshop	2	3	2	0		7
3.5	Collect and clean billing data for rate design	1	2	4	0		7
3.6	Develop Water Rate Design Model	1	2	4	0		7
3.7	Develop Sewer Rate Design Model	1	2	4	0		7
3.8	Prepare for Rate Design Review Workshop	1	1	4	0		6
3.9	Conduct Rate Design Review Workshop	3	3	3	0		9
3.10	Finalize water rate design model	3	1	4	0		8
3.11	Finalize sewer rate design model	3	1	4	0		8
TOTAL ESTIMATED CONSULTING HOURS - TASK 3		22	21	45	0		88
TOTAL ESTIMATED CONSULTING FEE - TASK 3		\$5,170	\$4,620	\$7,875	\$0		\$17,665
ESTIMATED EXPENSES - TASK 3							NA
TOTAL ESTIMATED COST - TASK 3							\$17,665
<u>TASK 4</u> <u>Present results to City Manager and Council</u>							
4.1	Present results to City Manager and make necessary modifications to analysis.	2	2	0	0		4
4.2	Prepare a PowerPoint presentation (including rate survey) to present the results of the Study to City Council.	1	2	3	0		6
4.3	Present the results of the Study to the City Council in one Council workshop/meeting.	3	3	0	0		6
4.4	Perform adjustments per Council direction and assist in preparing Notice of Publication.	1	2	2	0		5
TOTAL ESTIMATED CONSULTING HOURS - TASK 4		7	9	5	0		21
TOTAL ESTIMATED CONSULTING FEE - TASK 4		\$1,645	\$1,980	\$875	\$0		\$4,500
ESTIMATED EXPENSES - TASK 4							NA
TOTAL ESTIMATED COST - TASK 4							\$4,500

Burton & Associates

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CITY OF GREENFIELD, CALIFORNIA

FY 2016 WATER AND SEWER FULL RATE STUDY

PROJECT WORK PLAN & COST ESTIMATE

BURTON & ASSOCIATES

PROJECT TASKS	ESTIMATED CONSULTING HOURS				Total Project
	Project Director	Project Manager	Project Consultant	Clerical	
	\$235	\$220	\$175	\$45	
<u>TASK 5 Document the Results in a Final Report.</u>					
5.1 Prepare a Draft Report to document the results of the Study.	2	6	18	2	28
5.2 Make adjustments based upon input from City staff review and prepare the Final Report.	0	2	3	0	5
5.3 Attend one public hearing for consideration of adoption of the recommended rates.	3	0	0	0	3
5.4 Attend additional presentations to the City Council and/or rate hearings.					
	--- At Hourly Rates ---				
TOTAL ESTIMATED CONSULTING HOURS - TASK 5	5	8	21	2	36
TOTAL ESTIMATED CONSULTING FEE - TASK 5	\$1,175	\$1,760	\$3,675	\$90	\$6,700
ESTIMATED EXPENSES - TASK 5					NA
TOTAL ESTIMATED COST - TASK 5					\$6,700
<u>TOTAL PROJECT</u>					
TOTAL ESTIMATED CONSULTING HOURS (ONE UTILITY FUND)	51	82	161	6	300
TOTAL ESTIMATED CONSULTING FEE (ONE UTILITY FUND)	\$11,985	\$18,040	\$28,175	\$270	\$58,470
ADDITIONAL CONSULTING FEE FOR ADDITIONAL UTILITY FUND:					
Additional Consulting Hours for Task 2 @ 50% Efficiency Savings Factor	7	19	37	2	65
Additional Consulting Fee for Additional Utility Fund	\$1,645	\$4,180	\$6,475	\$90	\$12,390
Additional Consulting Hours for Task 3 @ 50% Efficiency Savings Factor	11	11	23	0	45
Additional Consulting Fee for Additional Utility Fund	\$2,585	\$2,420	\$4,025	\$0	\$9,030
TOTAL ESTIMATED CONSULTING HOURS (TWO UTILITY FUNDS)	69	112	221	8	410
TOTAL ESTIMATED CONSULTING FEE (TWO UTILITY FUNDS)	\$16,215	\$24,640	\$38,675	\$360	\$79,890
ESTIMATED EXPENSES (INCLUDED IN HOURLY RATES)					NA
TOTAL ESTIMATED COST (TWO UTILITY FUNDS)					\$79,890
Less: Original Contract Amount					(\$54,465)
ADDITIONAL AUTHORIZATION REQUIRED FOR COST OF SERVICE AND RATE DESIGN					\$25,425
<u>ALLOCATION OF ADDITIONAL FEE TO WATER AND SEWER FUNDS</u>					
ADDITIONAL FEE FOR WATER FUND					\$12,712.50
ADDITIONAL FEE FOR SEWER FUND					\$12,712.50

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