

Those persons wishing to speak on any item, whether or not it is included on the agenda, are requested to fill out and submit to the Clerk of the Board a "Request to Speak" form. Thank you.

It is the intention of the Chino Valley Independent Fire District to comply with the Americans with Disabilities Act (ADA) in all respects. If, as an attendee or a participant at this meeting, you will need special assistance beyond what is normally provided, the Chino Valley Independent Fire District will attempt to accommodate you in every reasonable manner. Please contact the Administration Office (909) 902-5260 at least forty-eight (48) hours prior to the meeting to inform us of your particular needs and to determine if accommodation is feasible. Please advise us at that time if you will need accommodations to attend or participate in meetings on a regular basis.

Any public record, relating to an open session agenda item, that is distributed within 72 hours prior to the meeting is available for public inspection at the District's Administrative Headquarters, 14011 City Center Drive, Chino Hills, CA 91709.



**AGENDA**  
**CHINO VALLEY INDEPENDENT FIRE DISTRICT**  
**FINANCE COMMITTEE**  
**STANDING COMMITTEE SPECIAL MEETING**  
**MONDAY, JANUARY 27, 2025**

**Finance Committee**  
Sarah Ramos-Evinger,  
President  
Mike Kreeger, Vice President

**Fire Chief**  
David Williams

**Administrative Headquarters**  
**14011 City Center Drive**  
**Chino Hills, CA 91709**

**Open Session 7:30 AM**

ROLL CALL

FLAG SALUTE

INVOCATION

Chaplain Adam Houde

PUBLIC COMMUNICATIONS

This is the time and place for the general public to address the Committee about subjects that do not appear elsewhere on the agenda. The public may address items on the agenda at the time addressed by the Committee.

Due to Board policy and Brown Act requirements, action may not be taken on any issue not on the agenda. When you address the Committee, please state your name and address (optional) prior to making your remarks. Please limit your comments to 3 minutes.

MINUTES

1. MINUTES - NOVEMBER 25, 2024 - MEETING

OLD BUSINESS

None

NEW BUSINESS

2. CITYGATE ASSOCIATES PROPOSAL TO DEVELOP A STRATEGIC PLAN

Purpose is to review the proposal from Citygate Associates, LLC, for the development of a Strategic Plan and provide direction to staff.

REPORT BY: Mark Shaker, Finance Director

RECOMMENDATION: It is recommended that the Finance Committee review and discuss the proposal from Citygate to develop a Strategic Plan for the Chino Valley Fire District and provide direction to staff.

ADJOURNMENT

I, Angela Robles, Clerk of the Board, on behalf of the Board of Directors, do hereby certify that a copy of this agenda was posted by 6:00 p.m., on Thursday, January 23, 2025.

*Angela Robles*

Angela Robles, Clerk of the Board

**CHINO VALLEY INDEPENDENT FIRE DISTRICT  
STAFF REPORT**

**DATE: JANUARY 27, 2025**

**TO: FINANCE COMMITTEE**

**FROM: DAVE WILLIAMS, FIRE CHIEF**

**REPORT BY: ANGELA ROBLES, CLERK OF THE BOARD**

**SUBJECT: MINUTES - NOVEMBER 25, 2024 - MEETING**

**ATTACHMENTS:**

[11-25-2024 Finance Meeting Minutes.pdf](#)

**CHINO VALLEY INDEPENDENT FIRE DISTRICT**  
*Special Meeting - Standing Committee Meeting*  
*Finance Committee*

Administrative Headquarters  
14011 City Center Drive  
Chino Hills, CA 91709

Monday, November 25, 2024  
8:00 a.m. Committee Meeting

**MINUTES**

CALLED TO ORDER

President Luth called to order the meeting at 7:30 a.m. He explained the process for members of the public to participate in the meeting and provide public comment.

ROLL CALL

President Harvey Luth  
Vice President Sarah Ramos-Evinger  
Fire Chief Dave Williams  
Finance Director Mark Shaker  
Clerk of the Board Angela Robles  
Accountant Dawn Burns

FLAG SALUTE

Board President Luth led the flag salute.

INVOCATION

Keith Roby, Fire District Chaplain led the invocation.

CHANGES TO THE AGENDA

Clerk of the Board Robles stated there were no changes to the agenda.

PUBLIC COMMUNICATIONS

None.

MINUTES

1. Minutes – October 28, 2024 Meeting

The Committee agreed to file the minutes, as presented.

OLD BUSINESS

None.

NEW BUSINESS

2. FY 2023-24 AUDIT REPORTS

The purpose is to present the Fiscal Year 2023-24 Annual Comprehensive Financial Report and related disclosure letters to the Finance Committee for review.

Report by: Finance Director Mark Shaker

Recommendation: It is recommended that the Finance Committee review the FY2023-24 District ACFR and related disclosure letters and provide direction to staff.

Finance Director Shaker provided a summary of the revenues and expenditure including:

- Revenue growth
- Interest rates
- General fund balance growth
- Station 68 future and current possible expenses
- Salary and Benefits
- Pension liabilities
- Section 115 Trust

Finance Director Shaker stated that the auditor from Van Lant & Frankhanel LLP will present the FY 2023-24 Audit Report at the December 11, 2024 Regular Meeting.

Finance Director Shaker clarified the past actions of the Finance Committee designating the CalPERS funds towards the Section 115 Trust.

There was no request from the public to speak on this item.

The Finance Committee agreed to place this item on New Business for consideration of approval by the Board of Directors at the next regular meeting.

ADJOURNMENT

The meeting was adjourned at 7:46 a.m.

**CHINO VALLEY INDEPENDENT FIRE DISTRICT  
STAFF REPORT**

**DATE:** JANUARY 27, 2025

**TO:** FINANCE COMMITTEE

**FROM:** DAVE WILLIAMS, FIRE CHIEF

**REPORT BY:** MARK SHAKER, FINANCE DIRECTOR

**SUBJECT:** CITYGATE ASSOCIATES PROPOSAL TO DEVELOP A STRATEGIC PLAN

**PURPOSE:**

Purpose is to review the proposal from Citygate Associates, LLC, for the development of a Strategic Plan and provide direction to staff.

**DISCUSSION:**

Citygate Associates, LLC, is currently engaged with the Chino Valley Fire District to prepare our Community Risk Assessment/Standards of Cover (SOC) and Master Plan Update. The need for a strategic plan has been discussed with staff over the last few years and the development of the SOC presents an opportunity to leverage our SOC consultants to also put together a strategic plan for the District should there be a desire to create one. We have asked Citygate to submit a proposal that would develop a Strategic Plan to guide the District's efforts for the next five years.

Utilizing Citygate for both the SOC and the Strategic Plan presents an efficient and seamless approach, leveraging their existing familiarity with the District's operations, priorities, and goals. Their understanding of the SOC will enhance the integration of the Strategic Plan, ensuring consistency and alignment with identified community risks and service standards.

Citygate's proposal outlines a comprehensive approach to strategic planning, which includes:

1. **Workshops:** Facilitation of five workshops to cover planning, environmental scans, mission/vision updates, a performance audit, and action plan development.
2. **Stakeholder Engagement:** Conducting surveys to gather input from internal and external stakeholders.
3. **Actionable Plan:** Developing an integrated plan with measurable goals, strategies, and objectives.
4. **Implementation Support:** Providing a roadmap for plan execution, monitoring progress, and regular reviews.

The proposal includes a not-to-exceed cost of **\$49,901**, encompassing consulting fees, administrative charges, and reimbursable expenses.

**Compliance with Purchasing Policy:**

Citygate's proposal for the Strategic Plan complies with the District's Purchasing Policy, Chapter 3.12, Section 3.12.270(4), as the proposed cost of **\$49,901** is below the \$100,000 threshold for requiring a formal bid process. Although Citygate is also contracted to develop the Standards of Cover for \$87,193, this is a separate and distinct project with its own scope, deliverables, and timeline.

**RECOMMENDATION:**

It is recommended that the Finance Committee review and discuss the proposal from Citygate to develop a Strategic Plan for the Chino Valley Fire District and provide direction to staff.

**ATTACHMENTS:**

[Citygate Proposal - Chino Valley Strategic Plan \(01-21-25\).pdf](#)



600 COOLIDGE DRIVE, SUITE 150 ▪ FOLSOM, CA 95630 ▪ PH (916) 458-5100 ▪ FX (916) 983-2090

January 21, 2025

Dave Williams, Fire Chief  
Chino Valley Independent Fire District  
14011 City Center Drive  
Chino Hills, CA 91709  
[dawilliams@chofire.org](mailto:dawilliams@chofire.org)

**RE: PROPOSAL TO DEVELOP A FIRE DISTRICT STRATEGIC PLAN**

Dear Chief Williams:

Citygate Associates, LLC (Citygate) is pleased to present its proposal to develop a Strategic Plan for the Chino Valley Independent Fire District (District). We understand that the District desires a Strategic Plan to guide its efforts over the next five years following completion of the Standards of Cover and Master Plan Update currently underway.

### **PROJECT APPROACH AND PROPOSED WORK PLAN**

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Citygate's approach to this project is consistent with our Project Team members' experience in strategic and master planning. Our fundamental approach to strategic planning is to use, as appropriate, the tenets of *Applied Strategic Planning* as described by Goodstein, Nolan, and Pfeiffer.<sup>1</sup> We propose to facilitate development of a Strategic Plan that not only addresses today's issues, but also envisions an achievable near-term future for the District.

Our approach to preparing this Strategic Plan includes five on-site workshops to complete the following Applied Strategic Planning elements:

1. **Planning to Plan** – In this step, we provide an overview of the planning process; clarify roles, expectations, and deliverables; review outcome or status of prior planning efforts; and establish the level and method of stakeholder engagement or involvement desired.
2. **Environmental Scan** – This element involves identification of key factors that will or may influence the Strategic Plan over its life cycle, including District services

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<sup>1</sup> Leonard D. Goodstein, Timothy M. Nolan, J. William Pfeiffer. *Applied Strategic Planning*. (New York: McGraw-Hill, Inc). 1993.



and programs, service gaps, critical issues, stakeholder concerns, funding, politics, etc.

3. **Values, Vision, and Mission Statements** – In this step, we will facilitate, as desired, a review and update of the District’s current values, vision, and mission statements.
4. **Performance Audit** – This element involves a review/assessment of current organizational performance, including results from the current Community Risk Assessment/Standards of Cover and Master Plan Update; a facilitated Strengths, Limitations, Opportunities, and Threats (S.L.O.T.) assessment; and results from the stakeholder outreach surveys as applicable.
5. **Envisioning Success** – In this step, we will facilitate identifying what success should look like or include by the end of the planning term.
6. **Gap Analysis** – Identification of gaps between current organizational performance, and envisioned success.
7. **Integrated Action Plan** – Citygate will facilitate development of overarching goals or initiatives, strategies, and objectives to resolve or close the gaps identified in the previous step.
  - *Goals or initiatives* are desired end states
  - *Strategies* are the broad approach(es) that will be employed to achieve the goal or initiative
  - *Objectives* are the measurable steps necessary to fully achieve each strategy.
8. **Plan Implementation and Monitoring Progress** – In this step, we will facilitate development of an implementation plan, which includes prioritization of the strategic objectives to:
  - Maximize opportunities for early successes.
  - Leverage gains to produce more gain.
  - Build and maintain momentum.
  - Plan for the regular periodic review and update of the Plan.

Our proposed project Work Plan includes the following tasks:

## Task 1 – Initiate and Manage the Project

### 1.1 Stakeholder Engagement

At the start of the project, Citygate will assist the District with development and administration of up to two confidential online surveys to identify stakeholder comments or issues relative to District programs and services.

### 1.2 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 – Strategic Plan Development

In this task, Citygate will schedule and facilitate six half-day, onsite workshops to complete the following elements of the strategic planning process.

### 2.1 Workshop #1: Planning to Plan; Environmental Scan; Values, Vision, and Mission Statements

In this workshop, Citygate will provide an overview of the planning process, clarify Planning Team members' role and responsibilities, establish the planning workshop schedule, and confirm deliverables. We will also facilitate a review of any prior planning efforts; an environmental scan to identify key factors that will or may influence the Strategic Plan over its life cycle; and review of the District's current values, vision, and mission statements.

### 2.2 Workshop #2: Performance Audit; S.L.O.T. Assessment; Envisioning Success; Gap Analysis

In this workshop, we will review the results of the Community Risk Assessment/Standards of Cover and Master Plan Update; facilitate an exercise to identify organizational strengths, limitations, opportunities, and threats (S.L.O.T.); review the stakeholder survey(s) results; facilitate an exercise to identify what success should look like or include by the end of the

planning period; and facilitate an exercise to identify gaps between the environmental scan, performance audit, and envisioned success.

### **2.3 Workshop #3: Integrated Action Plan**

For this workshop, Citygate will submit suggested goals, strategies, and objectives considering results from the prior workshops for editing and refinement by the planning team.

### **2.4 Workshop #4: Finalize Integrated Action Plan; Plan Implementation and Monitoring Progress**

In this workshop, Citygate will facilitate finalization of the Integrated Action Plan, and facilitate development of an implementation plan.

### **2.5 Prepare Draft Strategic Plan**

Following completion of Workshop #4, the Citygate team will prepare and submit a comprehensive Draft Strategic Plan to include exhibits and photos as appropriate. Upon completion, an electronic Microsoft Word version will be transmitted to the District's project representative.

### **2.6 Workshop #5: Draft Strategic Plan Review**

In this workshop, Citygate will facilitate an in-depth review of the Draft Strategic Plan with the planning team and make any mutually agreed edits to the draft work product.

### **2.7 Prepare and Submit Final Strategic Plan**

Based on results of the review process, we will prepare and deliver a Final Strategic Plan in Microsoft Word and .pdf formats to include exhibits as appropriate.

## **PROJECT TIMELINE**

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Citygate is available to start this engagement upon completion of the current Community Risk Assessment/Standards of Cover and Master Plan Update and execution of an amended contract for services or new purchase order. We anticipate this study to take four to five months to complete.

## **CITYGATE PROJECT TEAM / ROLES**

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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 following 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* following their biographical paragraph.

### **Chief Stewart Gary, MPA, Public Safety Principal**



Chief Gary is the Public Safety Principal for Citygate Associates. Chief Gary is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For fourteen years, he was a lead instructor, program content developer, and consultant for the Fire/EMS Standards of Response Coverage process. Since 1990, he has performed well over 500 organizational, deployment, and strategic planning studies for agencies ranging from San Diego County and City of San Diego to San Jose, the Sacramento Metropolitan Fire District, Portland, Fort Worth, and Los Angeles County.

*Chief Gary will provide project oversight and technical assistance, as needed, and review all written work products for this engagement.*

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



Chief Mazza is a Senior Fire and Emergency Services Specialist with over 40 years of fire service experience. He is the retired Fire Chief of the City of Monterey, California, where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Prior to his service with Monterey, Chief Mazza spent over 30 years with CAL FIRE in numerous assignments spanning state, county, and fire and special district services.

Chief Mazza has extensive collaborative and command experience, including appointment as the Incident Commander on a statewide Incident Management Team, and he continues to serve as a member of the Monterey County Emergency Operations Center staff. He is also a California state Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer, and National Fire Academy instructor. Chief Mazza has led many deployment, master planning, and strategic planning projects.

*Chief Mazza will manage the project, facilitate the strategic planning process, and lead/conduct preparation and delivery of all work products.*

**Chad Jackson, MBA, Citygate President**



Mr. Jackson is Citygate’s President and has approximately 20 years of experience in local government consulting. Having previously served as Citygate’s Vice President, Mr. Jackson has served over 500 clients since joining Citygate, and has provided leadership to all aspects of the firm’s operations for over a decade. Mr. Jackson is passionate about supporting and empowering local government leaders, with a focus on building executive-level consulting teams that are driven to tackle the most complex issues and challenges across every local government function. Proficient in all aspects of Citygate’s many service lines to cities, counties, and districts—as well as their diverse organizational cultures—he is also a certified MERIT Profile consultant and trainer, specializing in helping organizations connect their values and culture to key recruitment decisions.

Mr. Jackson earned his master’s degree in business administration from the University of California, Davis, with a focus on organizational management and entrepreneurship. He earned his bachelor’s degree in communication studies from California State University, Sacramento.

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

**PROJECT COSTS**

Our charges are based on 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 as follows:

<b>Project Team Consulting Fees</b>	<b>Administration (7.5% of Hourly Fees)</b>	<b>Reimbursable Expenses</b>	<b>Total Project Cost</b>
\$40,270	\$3,020	\$6,611	<b>\$49,901</b>

This cost proposal reflects our best effort to be responsive to the District’s needs for this project. If our proposed scope of work and costs are not in alignment with District needs or expectations, we are open to discussing modifications.

The price quoted is effective for 90 days and includes one Draft Strategic Plan review cycle. Additional draft cycles or processing delays requested by the District would be billed in addition to the contracted amount at our time and materials rates.

## Hourly Rates

Classification	Rate	Consultant
Citygate President	\$260 per hour	Chad Jackson
Public Safety Principal	\$260 per hour	Stewart Gary
Senior Fire Services Specialist	\$250 per hour	Samuel Mazza
Survey Administration	\$140 per hour	Various
Report Project Administrator	\$140 per hour	Various
Administrative Support	\$100 per hour	Various

## Billing Schedule

We will bill monthly for time, reimbursable expenses incurred at actual costs (travel), plus a 7.5 percent (7.5%) administration charge in lieu of individual charges for copies, phone, etc. Our invoices are payable within thirty (30) days. Citygate's billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter. Our practice is to send both our monthly status report and invoice electronically. We prefer to receive payment through ACH Transfer, if available.

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

\* \* \*

If this proposal is acceptable, you can sign acceptance on the following page, or forward a standard consultant contract for us to complete.

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

Sincerely,



Chad Jackson, MBA  
President

cc: Stewart Gary  
Samuel Mazza

Acceptance of Citygate's proposal and terms:

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Name

Signature

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Title

Date