

Sonoma Valley Fire District

Board of Directors Meeting

April 13, 2021





Sonoma Valley Fire District

Board of Directors Meeting

April 13, 2021

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**MEETING AGENDA
SONOMA VALLEY FIRE DISTRICT
BOARD OF DIRECTORS**

Tuesday, April 13, 2021 at 6:00 P.M.
Location: Glen Ellen Fire Station 1
13445 Arnold Drive, Glen Ellen, CA 95442

Due to COVID-19 precautions, board meetings will be open to the public via phone-in conference calls only. No public gatherings will be held at this site until further notice. Agendas and board packets are available at the following website: <http://svfra.org>

Join by phone: 1-669-900-9128

Meeting ID: 914 153 1767

1. Call to Order

2. Roll Call and Determination of a Quorum

Board of Directors: President William Norton, Vice President John (Matt) Atkinson, Treasurer Mark Johnson, Brian Brady, Raymond Brunton, Mark Emery, Terrence Leen.

3. Pledge of Allegiance

4. Confirmation of Agenda

Opportunity for the Board to reorder agenda items.

5. Comments from the Public

(At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for consideration by the Board of Directors.)

6. Presentations

7. Consent Calendar

a) Approval of minutes from the regular meeting, held on February 9, 2021. **Action Item**

8. Fire Chief's Monthly Report

Chief's activity report for February and March 2021

9. **Old Business**

- a) Station 5 – Seismic Project Update
- b) Station 6 – Status Update

10. **New Business**

- a) Review proposed agreement with Matrix Consulting Group regarding the Fire Prevention Fee & Opportunity Study – **Action Item**
- b) LAFCO Special District Representative Class 1 Election – **Action Item**
- c) FASIS Board of Directors Election – **Action Item**
- d) Resolution 2020/2021-17 – SVFD Conflict of Interest Code – **Action Item w/Roll Call Vote**

11. **Other Business to Come before the Board**

12. **Comments from the Floor**

13. **Comments/Reports from the Board**

14. **Closed Session**

15. **Adjournment**

This meeting will be adjourned to the regular Board meeting on May 11, 2021 at 6:00 p.m. Meeting access will be determined based on COVID-19 restrictions in place at that time.

Copies of all staff reports and documents subject to disclosure that relate to any item of business referred to on the agenda are available at the following website at <http://svfra.org>.



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 April 13, 2021

Agenda Item No.	Staff Contact
7a	Maci Jerry, Clerk to the Board of Directors

Agenda Item Title
 Approval of regular meeting minutes held on February 9, 2021

Recommended Actions
 Approve the minutes

Executive Summary
 The minutes have been prepared for Board review and approval.

Alternative Actions
 Correct or amend minutes prior to approval

Fiscal Summary – FY 20/21			
Expenditures		Funding Source(s)	
Budgeted Amount	\$	District General Fund	\$
Add. Appropriations Req'd.	\$	Fees/Other	\$
	\$	Use of Fund Balance	\$
	\$	Contingencies	\$
		Grants	\$
Total Expenditure	\$	Total Sources	\$

Narrative Explanation of Fiscal Impacts (if required)
 Not Required

Attachments
 1. Minutes for February 9, 2021 meeting

SONOMA VALLEY FIRE DISTRICT

BOARD OF DIRECTORS MEETING MINUTES

Tuesday, February 9, 2021 at 6:00 P.M.

1. Call to Order

President Norton called the meeting to order at 6:00 p.m. via phone-in conference call.

2. Roll Call and Determination of a Quorum

Board of Directors: President William Norton, Vice President John (Matt) Atkinson, Treasurer Mark Johnson, Brian Brady, Mark Emery, Terrence Leen. Director Raymond Brunton was absent.

3. Pledge of Allegiance

The Pledge of Allegiance was led by Director Leen and recited by all.

4. Confirmation of Agenda

Chief Akre requested that President Norton move his monthly Chief's report to after new business.

5. Comments from the Public

None

6. Presentations

President Norton presented service awards to outgoing Glen Ellen and Valley of the Moon Board of Directors; Raymond Fredrick - 27 years, Peter Van Fleet - 35 years, Hal Weise - 40 years, and Nick Greben - 14 years.

7. Consent Calendar

Board reviewed and approved the meeting minutes from the regular board meeting held on January 12, 2020. **M/S/P Johnson/Leen with 6 ayes, 1 absent**

8. Fire Chief's Monthly Report

Chief Akre reported on many areas pertaining to SVFD daily operations. Key points from his report include:

- Mayacamas Fire Safe Council announced at their February meeting that they will be receiving a \$15,000.00 grant to fund the roadside clearance on Trinity and Cavedale Rd.
- Captain Brian Cyr was promoted to A Shift Battalion Chief effective February 8th and is now the EMS coordinator. BC Norrbom has taken over Facilities and Equipment.
- LT Captain Dustin Garcia and LT Engineer Michael Montgomery were both promoted to permanent positions with the retirement of BC Franceschi and Cyr's BC appointment.
- Newly appointed Lateral Firefighters, Sweet and Tinker have completed their 50 hour new employee academy and are on shift this week.
- Thanks to BC Cyr, the SVFD has been heavily involved in coordinating and distributing the new COVID vaccine. There are efforts underway to receive reimbursement from the County and possible FEMA for staffing costs.
- Crews responded to a vehicle accident last week on Grove Street involving an overturned tree chipper truck. 3381, 3383, M301, M303, TO Lacy, and BC Norrbom were all on scene with M303 transporting one patient to a nearby helicopter.

- FM Smith implemented our new online inspection scheduling that is accessed through our website. He is also looking at contacting a consulting company to perform an evaluation on our prevention division to ensure we are meeting mandates.
- 2020 OES reimbursements have started to be received in our office.
- City of Sonoma will potentially be receiving COVID stimulus funds which will benefit the District as well.

9. Old Business

- a) MKM Engineering consultants continue to work out solutions to complete seismic improvement plans for Station 5. Approved \$6,000.00 in additional funds to proceed with engineering. Estimating two to three weeks to receive final workup plans. **M/S/P Leen/Johnson with 6 ayes, 1 absent**
- b) Resolution 2020/2021-15 was adopted approving administrative corrections to the Nexus Study and requests that the Board of Supervisors adopt and implement the Fire Impact program on behalf of the District. **M/S/P Norton/Brady with 6 ayes, 1 absent**

10. New Business

- a) Resolution 2020/2021-16 was adopted approving the reinstatement of the Administrative Battalion Chief with updated job description included in the side letter agreement. **M/S/P Emery/Leen with 6 ayes, 1 absent**

11. Other Business to come before the Board

- a) The LAFCO Board of Director's have multiple positions open. If interested in submitting an application for one of those positions please contact Chief Akre.
- b) Vice President Atkinson attended the SCFDA board meeting in January. At the February 25th meeting they will be forming an Ad-Hoc committee for Measure G research.

12. Comments from the Floor

None

13. Comments/Reports from the Board

None

14. Closed Session

None

15. Adjournment

M/S Brady/Leen with 6 ayes, 1 absent

This meeting was adjourned at 7:01p.m. to a regular Board meeting on March 9, 2021 at 6:00 p.m. Meeting access will be determined based on COVID-19 restrictions in place at that time.

Copies of all staff reports and documents subject to disclosure that relate to any item of business referred to on the agenda are available at the following website at <http://svfra.org>

Respectfully submitted,

Maci Jerry



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 April 13, 2021

Agenda Item No.	Staff Contact
9a	Steve Akre, Fire Chief

Agenda Item Title
 Receive an update from past GEFPD Board President Peter van Fleet and BC Norrbom on the Station 5 seismic improvement project.

Recommended Actions
 Receive the update and provide any additional direction

Executive Summary
 In 2019, the Glen Ellen Fire District Board requested a structural engineering evaluation of the Glen Ellen Fire Station 5. This report has been completed and delivered to the former GE Board President, Peter van Fleet. The Board’s Facilities subcommittee recently met with BC Norrbom and former President van Fleet. Facilities BC Norrbom and former President van Fleet will provide an update on the current status of the project.

 The Board is being asked to receive the update and provide any additional direction that may be desired.

Alternative Actions
 Provide comments and/or further direction to former President van Fleet and the Facilities subcommittee.

Strategic Plan Alignment
 This effort is in alignment with Goal 3. Continue to provide well-maintained facilities, equipment, and technology to enable personnel to perform their jobs safely and efficiently.

Fiscal Summary – FY 20/21			
Expenditures		Funding Source(s)	
Budgeted Amount	\$	District General Fund	\$
Add. Appropriations Req’d.	\$	Fees/Other	\$
	\$	Use of Fund Balance	\$
		Contingencies	\$
		Grants	\$
Total Expenditure	\$	Total Sources	\$

Narrative Explanation of Fiscal Impacts (if required)
 None

Attachments



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 April 13, 2021

Agenda Item No.	Staff Contact
9b	Steve Akre, Fire Chief

Agenda Item Title
 Receive an update from Board Vice President Matt Atkinson and BC Norrbom on the status of Station 6 on Sonoma Mountain Rd.

Recommended Actions
 Receive the update and provide any additional direction

Executive Summary
 In 2019, the Glen Ellen Fire District Board requested an evaluation of the utilization and benefit of Glen Ellen Fire Station 6 on Sonoma Mountain Road. Staff responded to the GEFD Board’s request and performed a focus recruitment for volunteers. In March, Board VP Atkinson and BC Norrbom met with Stacia Derickson and other family representatives to discuss the future of Station 6 and the existing lease. VP Atkinson and BC Norrbom will provide an update on these discussions.

 The Board is being asked to receive the report and provide any additional direction that may be desired.

Alternative Actions
 Provide comments and/or further direction

Strategic Plan Alignment
 This effort is in alignment with Goal 3. Continue to provide well-maintained facilities, equipment, and technology to enable personnel to perform their jobs safely and efficiently.

Fiscal Summary – FY 20/21			
Expenditures		Funding Source(s)	
Budgeted Amount	\$	District General Fund	\$
Add. Appropriations Req'd.	\$	Fees/Other	\$
	\$	Use of Fund Balance	\$
		Contingencies	\$
		Grants	\$
Total Expenditure	\$	Total Sources	\$

Narrative Explanation of Fiscal Impacts (if required)
 None

Attachments



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 April 13, 2021

Agenda Item No.	Staff Contact
10a	Steve Akre, Fire Chief

Agenda Item Title
 Authorize the Fire Chief to execute agreement with Matrix Consulting Group to provide a Fire Prevention Fee & Opportunity Study.

Recommended Actions
 Authorize Fire Chief to execute agreement

Executive Summary
 A Fire Prevention Fee & Opportunity Study, provided by Matrix Consulting Group, would establish the legal and policy basis for modifying existing fire prevention fees and providing additional services and associated fees allowed by State Law (California Fire Code).

 Historically the Fire Prevention Office has been operating in excess of the provided capacity. Currently we have one full time position that provides administration, construction project plan review, construction project field inspections, weed abatement, vegetation management, customer complaints and inquiry, project consultation and coordination within the County and City of Sonoma, State mandated licensing inspections, fire investigations, and agency representation for community outreach and public meetings.

 California Health & Safety Code Sections 13146.2 and 13146.3 requires annual fire inspections. Information on the challenges meeting this requirement has been presented to the Board in past sessions. In an effort to meet these requirements and provide for increased public safety, increased firefighter safety and focus on the mission of fire prevention we present this proposal.

Alternative Actions
 Deny authorization or request additional information

Strategic Plan Alignment
 This effort is in alignment with Goals 1A, 2D, 4C.

Fiscal Summary – FY 20/21			
Expenditures		Funding Source(s)	
Budgeted Amount	\$ 24,500.00	District General Fund	\$ 24,500.00
Add. Appropriations Req'd.	\$	Fees/Other	\$
	\$	Use of Fund Balance	\$
		Contingencies	\$
		Grants	\$
Total Expenditure	\$ 24,500.00	Total Sources	\$ 24,500.00

Narrative Explanation of Fiscal Impacts (if required)
 We have \$40,000 budgeted in Consulting account 50313.

- Attachments**
1. Prevention Fee Proposal from Matrix Consulting Group
 2. For Reference: Sonoma County FD Prevention Fee Proposal

Proposal to Conduct a Fire Prevention Fee Study

SONOMA VALLEY FIRE DISTRICT,
CALIFORNIA



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March 29, 2021

Trevor Smith
Fire Marshal
Sonoma Valley Fire District
630 Second Street
West Sonoma, CA 95476

Dear Mr. Smith:

The Matrix Consulting Group is pleased to have this opportunity to submit a proposal to conduct a Fire Prevention Fee Study. We recently worked with the Sonoma County Fire District on a similarly scoped project. The following proposal outlines the same scope of services as provided to SCFD, as well as the same not-to-exceed price.

Our firm understands the urgency and importance of determining direct and indirect costs, and is committed to helping our clients create and establish documented and defensible costs for service that maximize recovery opportunities.

The Matrix Consulting Group stands apart from other firms for the following reasons:

- **Experience in cost of service studies:** Our firm and consulting team have extensive experience conducting cost of service studies for fire districts across the United States, with recent California clients including: Southern Marin Fire Protection District, San Bernardino County, Cosumnes Fire Protection District.
- **Client support:** The Matrix Consulting Group is committed to servicing our clients through a hands-on approach, ensuring results and recommendations can be implemented and are in compliance with District goals.

Richard Brady, the firm's president is authorized to negotiate on its behalf, and contractually bind our firm. Courtney Ramos, a vice president, can provide clarification regarding this proposal. These staff can be reached at the address and phone number listed below, or via email at rbrady@matrixcg.net and cramos@matrixcg.net

Richard P. Brady
Matrix Consulting Group

Richard Brady
President

1 Firm Experience

The Matrix Consulting Group specializes in providing analytical services to local governments to assist them in providing highly responsive, efficient, and effective services to their residents. Our firm’s history and composition are summarized below:

- We were founded in 2002, and incorporated in California.
- Our headquarters are based in San Mateo, California with a Southern California office in Irvine. We have additional offices in Edwardsville (IL), and the Dallas, Portland, St Louis, Charlotte, and Boston areas. We also have an office in Canada (in Halifax, Nova Scotia).
- Since our founding, we have worked with over 1,300 government agencies, conducting cost of service and management studies providing recommendations relating to operations, improvements, and cost recovery.

The market and service focus of the Matrix Consulting Group has always been financial, management, staffing and operations analysis of local government. The following outlines the core services provided by our firm:

Administrative (HR, Finance, IT)	Fire and EMS
Community Development	Fleet Management
Corrections and Justice	Law Enforcement
Emergency Communications	Parks, Recreation, and Libraries
Financial Services	Public Works and Utilities

No other firm has a better understanding of how public organizations operate, or how to help them thrive.

1 Fire Prevention Fee Study Experience

Our firm has extensive experience conducting comprehensive user fee studies for a variety of municipal organizations and departments. When conducting comprehensive Fire user fee studies, the main focus is often on development plan review and inspection (fire and life safety, sprinkler, alarm, etc.) and operational permits. The following points highlight our experience in these areas:

- **Development Plan Review and Inspection:** Our firm has extensive experience in evaluating development review permitting functions for Building, Planning, Engineering, and Fire Prevention. From the basic process steps for submitting, reviewing, inspecting, and approving applications and permits to development of processes, procedures, and cost recovery goals, our project teams are able to address topics such as:

- The best metric for assessing fees, i.e. building valuation, square footage, construction estimate, or number of fixtures.
- Appropriate deposit amounts, guidelines, and processes to ensure actual cost recovery is achieved.
- Setting fees at levels that both recover costs, but are not prohibitive to the community.
- Cost recovery and implementation options for support services including Technology Fees, GIS, etc.

Our understanding of the Fire Code, coupled with each jurisdiction's processes and service levels allows us to develop a fee structure that is comprehensive and coherent, and able to achieve appropriate cost recovery.

- **Operational Permits:** The Matrix Consulting Group has worked with every type of fire function, including suppression, prevention, and EMS. Our experience spans organizational and staffing analysis, station location, cost of service (fee studies) and cost recovery. Our project teams are well versed in topics such as:
 - Using singular flat fees to account for any service that falls within a permit category, or developing tiered structures to account for larger (square footage) facilities, or those that have varying hazard levels.
 - Creation of bundled permits to account for facilities that require the issuance of multiple operational permits.

We have conducted over 400 studies for the fire service in California and nationally (and internationally – we are currently conducting a fire study for the Kingdom of Saudi Arabia).

The ultimate goal in developing operational permit costs for service is to ensure that fee structures are set to best account for the services being provided, without creating complex fee schedules, or minimizing cost recovery.

2 Client Experience

The Matrix Consulting Group prides itself on our collaborative work approach with clients and stakeholders. We believe that in order to develop accurate and defensible cost plans employees and stakeholders must understand the process and methodology by which results were derived, as well as how results can and should be utilized and implemented. The following points highlight our collaborative approach to working with our clients, and their stakeholders:

- **Data Input:** The project team works closely with District staff to determine and develop appropriate data metrics and time estimates for use in the allocation process. These metrics are vetted with staff to ensure that they accurately represent the services for which they are providing.
- **Management Approval:** Once draft results have been developed, the project team will work with the District to review, approve, and finalize the results of the Cost Allocation Plan. This process includes discussing differences between previous and the current plans and studies, and providing explanations for any significant changes.
- **Stakeholder Review and Approval:** When appropriate, the project team will work with stakeholders (both internal and external) to review the results of the cost plan, including explaining the overall methodology, metric assumptions, and outcomes.
- **Audit Support:** While not considered a stakeholder, another key group that can be involved in a cost allocation plan is a cognizant agency auditor. Our project team is adept at working with various agency auditors, providing them with the detailed documentation they need to verify and approve finalized plans.

This collaborative approach allows our project team to educate District staff and stakeholders. Staff involvement throughout the process creates a better understanding of the services being allocated and costed out, and ways in which those costs can be applied or recovered.

Management oversight provides another layer of review, and ensures that allocations and assumptions have been appropriately utilized.

Finally, the involvement of stakeholders can help educate those who receive costs based on the plan or study, regarding the purpose and the methodology used to develop results.

2 Scope of Services

This section of the proposal provides information regarding our proposed project approach, our quality control techniques, the proposed work plan, and proposed project schedule.

1 Project Approach

The Matrix Consulting Group works with a wide variety of clients ranging from small towns to major metropolitan cities and counties in over 41 states across the U.S. Every project is unique, and is managed according to the following essential project approaches:

- **Reputation for effective project management:** Our clients value the personal attention, enthusiasm, responsiveness, timely delivery, and expertise provided on their projects. This attention to project management is demonstrated in our work approach, as shown in the detailed work plans provided for each project.
- **Technical Expertise:** Our project team is well-versed in OMB Best Practices, and trained in Revenue Enhancement Best Practices.
- **Cross-trained project team:** Our project team's background in both financial and management analysis provides them with a unique understanding of the work processes and service level assumptions behind cost allocation and cost of service studies.
- **Communication with the District:** At the onset of the project, a detailed schedule will be developed outlining key deadlines and deliverables, and regular progress reports will be provided to the District. We are known for being available to clients and for providing prompt responses to questions or issues.
- **District staff support:** The Matrix Consulting Group is mindful of the District's current workload and our approach is to work with our clients' staff to minimize project impacts through strong project management, clear expectations of our roles versus staff roles, and careful, as well as realistic scheduling.
- **Workshop data gathering approach:** The facilitation of data gathering workshops allows the project team to obtain more accurate time and service level data. It also provides staff with the knowledge needed to explain how results were derived and the assumptions behind the analysis.

The project manager designs and personally reviews all interim and final products before they are delivered to the client.

2 Detailed Work Plan

The Sonoma Valley Fire District is interested in updating and expanding its existing fee schedule to account for current and potential services. The purpose of this study is to identify fees, evaluate cost recovery levels, as well as ensure compliance with state laws. The focus of this study will be the following:

- **Identify current fees and service levels:** The project team will work with District staff to understand the services currently being provided, and develop a fee schedule that meets the needs of the District and its constituents.
- **Determine time estimates:** The project team will work with District staff to develop time assumptions associated with current and proposed permits or fees.
- **Develop fee recommendations:** Based on data collected, and after discussions with District staff, the project team will make recommendations for setting fee amounts.
- **Jurisdictional comparisons:** The project team will conduct a comparative survey to help the District understand where its current and proposed fees are within the market.
- **Policy development:** The project team will work with District staff to develop policies that regulate cost recovery, to ensure that current assumptions and reasonings are documented.

The following tasks describe the approach the project team would undertake along with a brief narrative and expected District Staff support for each task.

Task 1 | Determine and Review Initial Documentation

The project team will provide the District with a written “Data Collection List” outlining documents and information needed prior to our first onsite visit. This data request typically includes the following items:

- Current Fiscal Year adopted Budget for the District.
- Most recent completed Fiscal Year revenue reports for the District(s).
- List of all budgeted personnel.
- List of all current fees being charged by the District to be included in the analysis.
- List of comparative jurisdictions for the fee study.

Before our first on-site visit, we will review this information to familiarize ourselves with strengths, weaknesses and opportunities for improvement related to the District’s existing fee structure. In addition, we will familiarize ourselves with the budgetary and staffing structures relevant to fees for service.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> List of basic data requirements for the Study 	<ul style="list-style-type: none"> Basic data requirements for the Study
<p>Estimated District Staff Support Hours: 1 - 2 hours for Finance</p>	

Task 2 | Project Initiation

To effectively analyze and present the full cost of providing Fire Prevention services, it is important that the project team develops an understanding of key issues which impact and shape the District’s service delivery and cost recovery policies. To develop this perspective and customize the structure of the project, we plan to do the following:

- Conduct an initial meeting with the Fire management staff to solidify the exact parameters of the Study.
- Develop a detailed project management plan, including timelines and associated deliverables.
- Conduct discussions regarding any issues with certain types of fire prevention fee structures, including implementation of fees.

Based upon this meeting, the project team will provide the project management plan and schedule and begin meeting with staff for the Fee Study.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> On-site meeting with District management involved in or impacted by the Study Project Management Plan 	<ul style="list-style-type: none"> Designated project management representative Approval of work plan as provided by the Matrix Consulting Group
<p>Estimated District Staff Support Hours: 0.5 hours per executive staff member attending the meeting.</p>	

Task 3 | Develop a Schedule of Current and Potential Fees for Service

The scope of this effort will be the Fire Prevention Fees. The project team will work with staff to outline all of the services provided such as Fire Sprinkler reviews, Fire Alarm system tests, Fire Life Safety reviews, and support provided to planning and building departments. Options will be discussed regarding the development and the structure of

the District’s fee schedule to best meet the needs of the District. There may be the ability to utilize information from other Districts.

Meetings with staff will identify the areas of greatest potential cost recovery, and structure fee schedules for both optimum cost recovery and fairness and equitability to the applicant for services. These discussions can include options for developing fee structures that address economic development incentives.

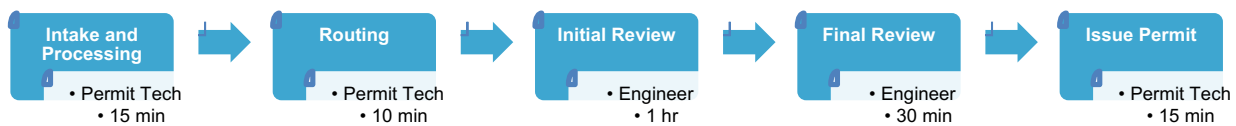
At this point, the project team will request volume statistics to be used for cost/revenue comparisons.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> On-site meeting to discuss and revise fee structures for each department Thorough review of current and potential fees for consideration. 	<ul style="list-style-type: none"> Participation in discussion of existing and proposed fee items for the analysis Review, comment, and approval of fee structure report Provision of annual workload data.

Estimated District Staff Support Hours: 3 hours for District staff

Task 4 | Conduct Time and Activity Data Gathering Workshops

The project team will conduct workshops to gather time and activity estimates for each service included in the study, interviewing key personnel and analyzing the various activities being performed within it that are both revenue and non-revenue generating. The flowchart below shows an example of the steps involved in processing a permit and the staff and time associated with each step.



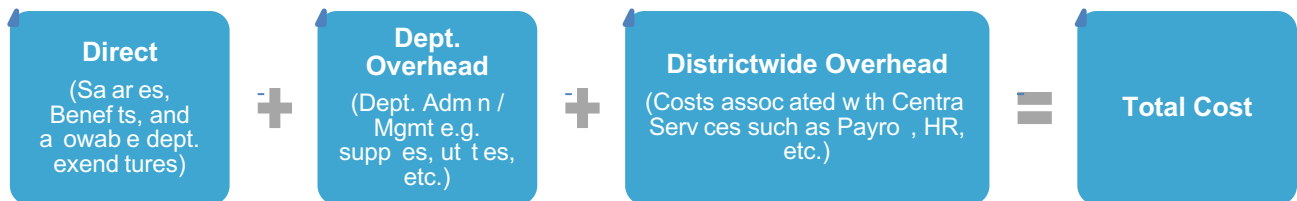
As the flowchart above shows, basic process steps in application/permit processing will be documented to help capture the time estimate support. As the District will be newly formed, the project team will work closely with staff to develop time estimate information.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> Facilitation of two-days of meetings related to documentation of service levels 1 - 2 iterations of review of time estimates. 	<ul style="list-style-type: none"> Attendance at workshop meetings Provision of follow up data or discussion as needed

Estimated District Staff Support Hours: 3 - 7 hours per District staff involved in meetings

Task 5 | Perform Total Cost Analysis

The Matrix Consulting Group’s costing model is built based on the District’s operations, budget detail and intended uses for the results. This method is a customized approach, specific to each jurisdiction, for cost analysis of user fee services. This costing method uses time and annual activity level data to establish the cost of providing services on both a unit and annual level. Once the time spent for a fee activity is determined for each individual or position, the team uses its fee and rate software to apply applicable District costs to the calculation of the full cost of providing each service. The chart on the following page describes the typical costs considered as applicable to fees.



Resulting costs are presented on a unit and annual level and are compared to the existing fee schedule and revenue reports. The following graphic shows a sample presentation of results on a per unit and annual level:

Per Unit				
Fee Title	Current Fee	Total Cost Per Unit	Surplus / (Deficit) Per Unit	Cost Recovery %
Lot Line Adjustment	\$900	\$1,557	(\$657)	58%
Temporary Use Permit	\$40	\$325	(\$285)	12%
AVERAGE COST RECOVERY PER UNIT				35%
Annual				
Fee Title	Workload	Revenue at Current Fee	Revenue at Full Cost	Annual Surplus / (Deficit)
Lot Line Adjustment	4	\$3600	\$6,228	(\$2,628)
Temporary Use Permit	60	\$2400	\$19,500	(\$17,100)
TOTAL		\$6,000	\$25,728	\$19,728

As the example in the graphic above indicates, the per unit subsidy for the Lot Line Adjustment at \$657 is more than double the per unit subsidy for the Temporary Use Permit. However, the annual results help provide Department management with some additional context, as due to the volume of activity, the larger impact to the Department is felt by the smaller subsidy for the Temporary Use Permit.

The District will obtain detailed information similar to that presented in the previous

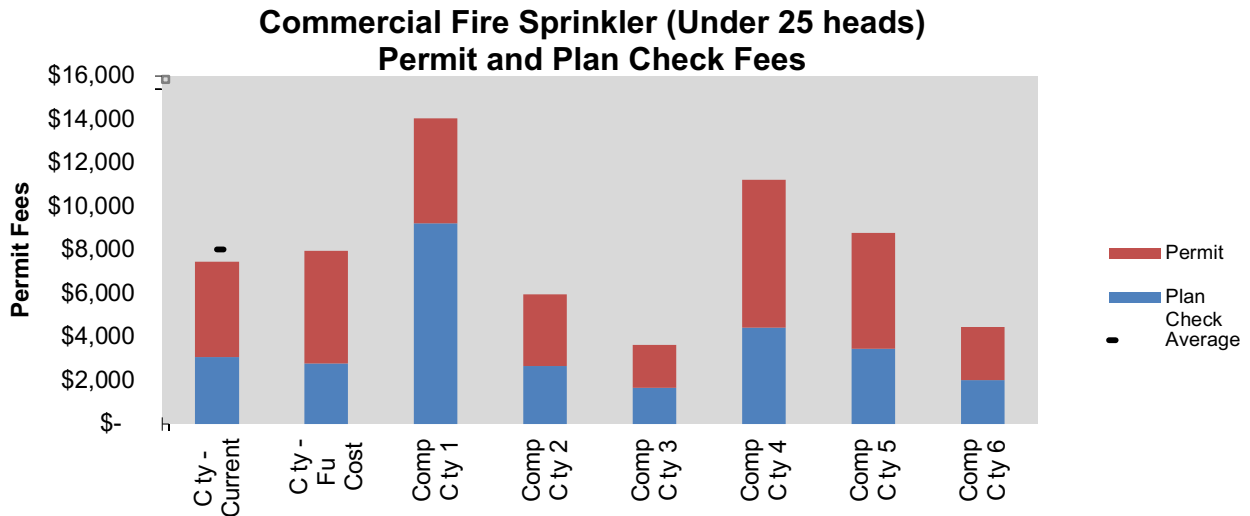
graphic regarding cost recovery surpluses and deficits on both a detailed (per unit) and global (annualized) level, as well as an understanding of each cost component.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> Detailed documentation of current charges versus the actual cost of providing services from both a cost per unit and annual cost perspective 	<ul style="list-style-type: none"> Provision of follow up data or discussion as needed

Estimated District Staff Support Hours: 1 – 3 hours per District staff involved in meeting

Task 6 | Conduct a Market Rate Survey to Other Fire Districts or Cities

The project team will work with the District to identify comparable fire prevention districts or cities for the fee comparison survey. We will also develop the survey tools and select the most appropriate fee items for benchmarks. Then, we will administer the survey, collect comparative data, conduct the comparison, and document the results. The following graph provides an example of how survey results would be presented:



Market surveys do not provide adequate or objective information about the relationship of a jurisdiction’s costs to its fees, therefore, it is recommended that information contained in the market comparison of fees be used as a secondary decision-making tool, rather than as a tool for establishing price points for services.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> Survey of fees in similar jurisdictions Written comparative summary of the results 	<ul style="list-style-type: none"> Review of proposed jurisdictions and list of comparable fees to be included in the survey

Estimated District staff Support Hours: 1 hour per District staff involved in meeting

Task 7 | Review/Revise the Fee Study Results

Because the analysis of fees for service is based on estimates and information provided by District staff, it is extremely important that all participants are comfortable with our methodology and with the data they have provided. Once staff agree that the analysis reflects the reasonable costs of providing services, District management will have an opportunity to review the results.

At this point in the process, the project team will provide the District with *Recommended Fee Workbooks*. The Recommended Fee Workbooks will provide departments / divisions the results of the fee study in an excel based format. The following table shows an example of the Recommended Fee Workbook:

Current - Per Unit Results				
Fee Title	Current Fee	Total Cost	Surplus / (Deficit) Per Unit	Cost Recovery %
Lot Line Adjustment	\$900	\$1,557	(\$657)	58%
Temporary Use Permit	\$40	\$325	(\$285)	12%
Recommended Fee				
Fee Title	Recommended Fee	\$ Change to Recommended Fee	% Change to Recommended Fee	Recommended Fee Cost Recovery %
Lot Line Adjustment	\$1,200	\$300	33%	77%
Temporary Use Permit	\$100	\$60	150%	31%
Recommended Fee Annual				
Fee Title	Workload	Revenue at Current Fee	Revenue at Recommended Fee	Potential Change in Revenue
Lot Line Adjustment	4	\$3,600	\$4,800	\$1,200
Temporary Use Permit	60	\$2,400	\$6,000	\$3,600
	TOTAL	\$6,000	\$10,800	\$4,800

As the table indicates, the recommended fee workbook, allows the District to input information into the Recommended Fee column and then see its impacts such as the true dollar increase, percentage increase, and what percentage of their current costs they are going to recover. Additionally, the workbook allows the Department to calculate potential increases or declines to revenue as a result of the recommended fees.

In conjunction with the recommended fee workbook(s), the project team will address implementation strategies that consider both policy issues and goals for optimum cost recovery. While it is generally desirable to eliminate any subsidies, discussions regarding the feasibility of raising fees based on political climate, legal restrictions, and social and economic consequences must occur.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> • Approval of analytical results at the Department and District management levels • Provision of Department-specific Recommended Fee Workbooks 	<ul style="list-style-type: none"> • Review of final analytical model documentation • Attendance at meetings related to discussion of results and economic policy implications
<p>Estimated District Staff Support Hours: 1 - 3 hours per District Staff</p>	

Task 8 | Prepare a Final User Fee Study

Upon conclusion of the fee study, we will prepare a detailed report that summarizes the results of each of the previous work tasks described above. This report will include:

- A succinct executive summary for the study, the methodology, and the results.
- A narrative describing the services included in the study, including any revenue enhancement and operational recommendations specific to your organization and based on our extensive experience with hundreds of jurisdictions, as well as key decision-making points to be considered.
- A section on the proposed fee schedule, as well as per unit and annual impacts to changes to fees.
- A section on comparable jurisdictions, their fees, and contextual information regarding population served and cost recovery levels.

The report will be reviewed, revised and finalized with Department and District management. At this point, if the District would like assistance in developing a user fee schedule, the project team would work with staff to develop a formatted fee schedule.

Project Deliverable - MCG	District Services Required
<ul style="list-style-type: none"> • Provision of one (1) unbound and five (5) bound copies of the Final Report and one (1) electronic copy of the report. 	<ul style="list-style-type: none"> • Review and approval of Final Report drafts
<p>Estimated Hours: 1 hour per reviewer</p>	

Task 9 | Present the Final Report to Key Stakeholders

The presentation of results to District officials and/or stakeholders is critical to the success of the overall engagement. Because the product from the study is often controversial, the objective of this final step is to present a succinct summary that provides decision makers with key information. The Matrix Consulting Group will attend and present the Study at up to two (2) Board meetings. Additional meetings can be arranged at cost.

Project Deliverable – MCG

District Services Required

- Presentation at up to two (2) Board meetings
- Staff Report and Attendance at Board meetings

Estimated District Staff Support Hours: 4 hours per Finance Department staff

Task 10 | Analytical Model and Training

The District wishes to have the ability to update the final version of the Fee Study, including the ability to add, revise or remove costs or services. The project team will provide District staff with a technical model that will enable the District to make updates to time estimates, cost inputs, staffing levels, as well as simple annual cost factor updates.

Our technical model, produced in Microsoft Excel, provides the ability for the District to adapt and continuously update the studies from year to year as the organization changes. While the model is structured in Excel, the technical model is *proprietary* and for internal use by District staff only. By having our model based in Excel, the requirements for software training, cost of new software products, updates, licensing or other support, would be minimized.

After the final draft of the user fee study is approved, at the discretion of District staff, the project team will meet with and train designated District employees on use of the Excel model. Staff will be provided with initial training that includes: a step-by-step PowerPoint presentation; a User’s Manual which explains key concepts and defines basic terms; and a customized updated checklist of data that needs to be entered. While staff training typically takes about four hours, the Matrix Consulting Group is committed to supporting District staff well after project completion, including answering questions and providing model support, at no additional costs.

Project Deliverable – MCG

District Services Required

- Technical models and documentation
- Four (4) hours of on-site training
- Attend training session with Matrix Consulting Group

Estimated District Staff Support Hours: Training attendance – 4 hours

3 Timeline

Studies of this nature typically take approximately 12-16 weeks (3-4 months) to complete. The following table outlines our proposed project schedule on a task-by-task basis for completing the requested studies

Task	Deliverable Week / Date	Deliverable / Task
Determine and Review Initial Documentation	Weeks 1-2	Initial Data Collection List requesting Fee Schedules, Budget information, Staffing Information, Previous studies
Project Kick-off	Weeks 1-2	Attendance at kickoff meeting, Proposed Project Schedule
Current and Potential Fees	Weeks 2-4	Attendance at Meetings, Provision of proposed fee schedules
Data Workshops	Weeks 3-8	Attendance at Data Workshops, Provision of any time keeping data and workload data.
Total Cost Analysis	Weeks 5-9	Draft Per Unit and Annual Cost Analysis Results
Rate Comparison	Weeks 3-10	Provision of list of comparative jurisdictions, Survey Results
Review / Revise Results	Weeks 8-12	Review of Draft Results, Draft Recommended Fees, Draft Policy Recommendations
Prepare Final Report	Weeks 10-14	Review of Final Report
Present Final Report	Weeks 14-16	Presentation of Final Fee Study Results
Model and Training	Weeks 16+	Delivery of Analytical model and training

All timelines can be adjusted based upon the District’s schedule and other commitments in agreement with District staff.

4 Project Cost

The following chart provides a breakdown of project staff hours and costs by tasks associated with the District’s requested scope of services for a Cost Allocation Study.

	Project Manager	Lead Analyst	Analyst	Total Cost
Initial Documentation	0	2	2	\$500
Project Kick-off	2	2	2	\$900
Current and Potential Fees	4	6	6	\$2,300
Data Workshops	8	12	16	\$5,000
Total Cost Analysis	2	6	14	\$2,700
Rate Comparison	0	0	10	\$1,000
Review / Revise Results	6	10	16	\$4,300
Prepare Final Report	6	8	8	\$3,200
Present Final Report	8	8	0	\$2,800
Model and Training	4	4	4	\$1,800
Total Hours	40	58	78	
Hourly Rate	\$200	\$150	\$100	
Total Professional Fees	\$8,000	\$8,700	\$7,800	\$24,500
Total Project Cost				\$24,500

The Matrix Consulting Group proposes to perform the above tasks and services for a fixed-price fee of **\$24,500**. Our typical practice is to bill for hours worked on a monthly basis. Should the District require additional services, the above rates would be applied.

**Proposal to Conduct a
Fire Prevention Fee Study**

**SONOMA COUNTY FIRE DISTRICT,
CALIFORNIA**

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August 21, 2019

Chief Mark Heine
Sonoma County Fire District
8200 Old Redwood Highway
Windsor, CA 95492

Dear Chief Heine:

The Matrix Consulting Group is pleased to have this opportunity to submit a proposal to conduct a Fire Prevention Fee Study. This proposal will not only demonstrate our exceptional skills and experience required to meet the City's needs for this study, but also establish the additional value of choosing a firm like the Matrix Consulting Group.

Our firm understands the urgency and importance of maximizing revenue recovery, and is committed to helping our clients create and establish documented and defensible policies and procedures that meet current and future needs. The Matrix Consulting Group stands apart from other firms for the following reasons:

- **Experience in Fire Prevention Fee studies:** Our firm and consulting team have extensive experience conducting development fee analyses for Fire services as well as operational analyses for fire districts within California. Recent financial services clients include Novato Fire Protection District, Central Fire Protection District, and San Bernardino County Fire Protection District.
- **On-site presence and accessibility:** The Matrix Consulting Group will help the City reach its goals because we understand its issues and needs, and are committed to serving our clients through a hands-on approach. This will be facilitated by the proximity of our headquarters in the Bay Area.
- **Proposed Project Team:** Our proposed project team is comprised of the leader of our Financial Services Practice, Courtney Ramos. She is a GFOA and CSMFO member with extensive technical knowledge and expertise regarding best practices for fire prevention fees.

The contents of this proposal have been approved and bound by the President of Matrix Consulting Group, who has signed this cover letter.



Matrix Consulting Group

Richard Brady,
President

3 Company Summary

The Matrix Consulting Group specializes in providing analytical services to local governments to assist them in providing highly responsive, efficient, and effective services to their residents. Our firm’s history and composition are summarized below:

- We were founded in 2002, and domestically incorporated in California.
- Our founders have worked together in this and other consulting organizations as one team for 10 to over 30 years.
- We have approximately 18 full-time and 8 part-time staff. All proposed project team members are full-time permanent employees of Matrix Consulting Group.
- Our headquarters are based in San Mateo, California with a Southern California office in Irvine. We have additional offices in Dallas, Oregon, Illinois, North Carolina, Arizona and Massachusetts. We also have an office in Canada (in Winnipeg).
- Since our founding we have worked with over 1,200 government agencies, conducting cost of service and management studies providing recommendations relating to operations, improvements, and cost recovery.

The market and service focus of the Matrix Consulting Group has always been financial, management, staffing and operations analysis of local government. The following outlines the core services provided by our firm:

Administrative (HR, Finance, IT)	Fire and EMS
Community Development	Fleet Management
Corrections and Justice	Law Enforcement
Emergency Communications	Parks, Recreation, and Libraries
Financial Services	Public Works and Utilities

No other firm has a better understanding of how public organizations operate, or how to help them thrive.

4 Informational Content

This section of the proposal provides information regarding our proposed project team, including the designated project contact, and brief biographies. The specific roles of each proposed project team member are outlined below:

- **Courtney Ramos:** Financial Services Vice President for the Matrix Consulting Group will serve as the **Project Manager**. As the project manager, Ms. Ramos will be the primary contact for the project and will provide her expertise by discussing draft reviews and presenting final results.
- **Khushboo Hussain:** A Senior Manager with the Matrix Consulting Group will serve as the **Lead Project Analyst**. Ms. Hussain will lead interviews and coordinate necessary data collection for the financial analysis.
- **Jessica Mizenko:** A Senior Consultant with the Matrix Consulting Group, will serve as a **Data Analyst**. Ms. Mizenko will assist with collection and compilation of necessary data, model development, and provide analytical support.

Courtney Ramos, as the designated Project Manager, will serve as the primary contact in providing services to the District and will be listed as a “key person” in any Agreement with the District.

The following table provides abbreviated biographical summaries for the staff who would manage, lead and conduct the project.

<p>Courtney Ramos Vice President, Project Manager</p>	<p>Since joining the firm in 2004, Ms. Ramos has managed and assisted with a number of cost allocation plans, user fee, management, operations, and staffing analyses for our California and national clients. Most recently, Ms. Ramos managed cost of service studies for the following jurisdictions: Downey, Long Beach, Pasadena, San Bernardino County, South El Monte, Suisun, and Winters (CA) as well as the Contra Costa County Sanitary District; Ft. Lauderdale, Kissimmee, and Cape Coral (FL); Asheville, (NC) Austin and Dallas (TX). In addition to her analytical work on client projects, Ms. Ramos developed the Technical Models used by the firm.</p>
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All of the references included have Ms. Ramos as the Proposed Project Manager. Ms. Ramos is a GFOA and CSMFO member and is trained in OMB Cost Allocation Guidelines.

Khushboo Hussain
Senior Manager,
Lead Project
Analyst

Ms. Hussain has been a part of the Matrix Consulting Group for more than seven years. While the primary focus of Ms. Hussain’s tenure has been on Financial Services studies including Cost Allocation Plans and User Fee Studies, she is also highly knowledgeable with Management Consulting, specializing in Development Services processes and policies. She leads our *Southern California office*. Most recently, Ms. Hussain has led or assisted with financial management studies for the following jurisdictions: South Pasadena, Orange, South El Monte, Livermore, Downey, Vacaville, Fairfield, Long Beach, Elk Grove, Pasadena, San Bernardino County, Suisun, and Winters (CA) as well as Ft. Lauderdale and Kissimmee (FL); Asheville, (NC) Austin and Dallas (TX).

Ms. Hussain is a CSMFO member and trained in Best Management Practices for User Fee practices.

Jessica Mizenko
Senior Consultant,
Data Analyst

A Senior Consultant with the firm for more than two years. She is assigned to support our senior staff in all service areas with a focus on Financial services.

Most recently Ms. Mizenko has assisted the project team with developing Cost Allocation Plans and User Fee Studies for Livermore, Hercules, Fairfield, Dixon, Citrus Heights, Santa Clara, Elk Grove, Stockton, and Redwood City (CA).

Prior to joining the Matrix Consulting Group, Ms. Mizenko worked in Data Analytics for various Silicon Valley firms.

Each member of our proposed project team has successfully managed or participated in similar studies to the District’s requested scope of work.

5 References

The following table provides relevant project references for recent clients, for whom similar services were provided, managed and conducted by our proposed project manager and team.

<p>Novato Fire Protection District, California</p> <p>Bill Tyler Fire Marshal (415) 878-2690 btyler@novatofire.org</p> <p>FY16-17 Timeline: 3 months</p>	<p>The Matrix Consulting Group conducted a Fee Study and Development Impact Fee Study for the Novato Fire Protection District. The User Fee Study evaluated current and new service areas as it relates to development activity. The Impact Fee Study focused on evaluating the nexus for the existing impact fees, and the potential to update the impact fees based upon projected growth. Due to limited growth in the area, there was no nexus for the continuation of the impact fees. The project team worked with District staff to present the updated nexus report to the Board and identify other alternative revenue options in lieu of impact fees.</p>
<p>San Bernardino County Fire Protection District</p> <p>Adam Panos Deputy Fire Marshal (909) 386-8412 APanos@sbcfire.org</p> <p>FY16-17, 17-18, and 18-19 Timeline: 2 months</p>	<p>The Matrix Consulting Group has worked with SBCFPD to update its Fire Prevention fees on an annual basis. The District reviews a third of its fee schedule on an annual basis and the project team works with staff to review the specific one-third for that fiscal year. The fees evaluated through this process included New Construction and Tenant Improvement Plan Check and Inspection, Fire Annual and Operational Permits, State Mandated Inspections, CUPA, and Hazardous Materials services. The project team worked with staff to streamline their current operational permit schedule to better outline the services based upon the size of the business and the type of operational permit being requested. The project team is working with staff currently to complete the fee study for FY18-19 fees.</p>
<p>Central Fire Protection District, California</p> <p>Mike DeMarks Fire Marshal (831) 479-6843 miked@centralfpd.com</p> <p>FY15-16 Timeline: 3 months</p>	<p>The project team worked with District staff to review the current User Fee Schedule for District services, especially as it related to development services. The results of the study included a streamlining of the current fee schedule, including identification of new services, renaming of current services, and eliminating outdated services.</p>

We would be happy to provide additional references or project information upon request.

6 Project Summary

The Sonoma County Fire District is commissioning a Comprehensive Fee Study for Fire Prevention Services. The District was recently formed in April 2019 from three other districts and one fire volunteer agency. As such, the District, does not have any established fire prevention fees, and the scope of this work involves the development of the fees and calculating the fee amounts to allow the District to accurately account for the true cost of providing those services. The following points provide an overview of our understanding of the scope of work desired by the District.

- Document the direct and indirect costs associated with user fee services.
- Develop a fire prevention fee schedule for application as the District.
- Ensure compliance with State propositions 218 and 26.
- Discuss implementation options, including fee increases and their revenue impacts upon the District.

The results of this study will provide the District with the knowledge and tools to ensure that current cost recovery practices are compliant with local and state laws, and develop cost recovery policies that balance the needs of the District against subsidies to promote growth and development. The following table outlines the major tasks and goals for the project.

Tasks	Goals
1. Initial Documentation	
2. Project Kick-off	
3. Current and Potential Fees	
4. Data Workshops	• Fee Structure and Existing Service Levels
5. Total Cost Analysis	• Cost Recovery Analysis
6. Comparative Survey	• Annual Updates and Policy Development
7. Review / Revise Results	
8. Prepare Final Report	
9. Prepare Final Report	
10. Analytical Model and Training	

The Matrix Consulting Group has a unique understanding as it relates to User Fees, as we not only understand the cost of service assumptions and legal requirements for a Fee Study, but also the management and operations within fees.

7 Outline of Services

This section of the proposal provides information regarding our proposed project approach, our quality control techniques, the proposed work plan, and proposed project schedule.

1 Project Approach

The Matrix Consulting Group works with a wide variety of clients ranging from small towns to major metropolitan cities in over 41 states across the U.S. Every project is unique, and is managed according to the following essential project approaches:

- **Reputation for effective project management:** Our clients value the personal attention, enthusiasm, responsiveness, timely delivery, and expertise provided on their projects. This attention to project management is demonstrated in our work approach, as shown in the detailed work plans provided for each project.
- **Cross-trained project team:** Our project team's background in both financial and management analysis provides them with a unique understanding of the work processes and service level assumptions behind cost and fees for service.
- **Communication with the District:** At the onset of the project, a detailed schedule will be developed outlining key deadlines and deliverables, and regular progress reports will be provided to the District's Project Manager. We are known for being available to clients and for providing prompt responses to questions or issues.
- **District staff support:** The Matrix Consulting Group is mindful of the District's current workload and our approach is to work with our clients' staff to minimize project impacts through strong project management, clear expectations of our roles versus staff roles, and careful as well as realistic scheduling.
- **Workshop data gathering approach:** The facilitation of data gathering workshops allows the project team to obtain more accurate time and service level data. It also provides staff with the knowledge needed to explain how results were derived and the assumptions behind the analysis.
- **Excel-based analytical models:** Our technical cost plan and user fee models are based in Microsoft Excel, which provides our clients with the ability to adapt year to year as their organization changes. Using Excel as the platform eliminates costs and additional training associated with software products and licensing.

These approaches have led to high rates of implementation for all of our project results.

2 Project Management and Quality Control

We believe very strongly in the science of our craft, especially as it relates to cost allocation and cost of service studies. As such, our firm utilizes quality control techniques which include:

- **Project Management:** Ensuring our projects meet the needs and timelines of our clients are accomplished through the following:
 - The project manager and lead analyst develop general and project specific data collection plans and interview guides.
 - All project work activities are defined in advance and tied to each project team member, deliverables, the schedule and the budget.
 - We have frequent client review meetings to discuss the quality and direction of the project through interim deliverables and draft documents.
- **Numerical Results:** Financial analyses are used to develop budgets and projections, and often are subject to public oversight and review. For this reason, our firm ensures data determined quality control through the following:
 - Expenditure data entered into cost models are tied to budget documents.
 - Revenue projections developed are based upon existing workload and projected development activity and can be reconciled based upon numerical assumptions.

Ms. Ramos, our proposed project manager, will design and personally review all interim and final products before they are delivered to the client. These project management approaches have resulted in all of our projects being delivered at a high level of quality, on time and on budget.

It is the belief of the Matrix Consulting Group that any issues or potential setbacks should be brought to the client's attention immediately. This philosophy allows the client to understand unforeseen issues, and how they could affect project timelines or outcomes. Once an issue is identified, the project team will work with staff to develop a plan to address the issue, including adjusting timelines, or requesting additional data.

3 Fire Prevention Fee Study Workplan

The Sonoma County Fire District is interested in charging for fire prevention services. The purpose of this study is to identify fees, evaluate cost recovery levels, as well as ensure compliance with state laws. The focus of this study will be the following:

- **Identify current fees and service levels:** The project team will work with District staff to understand the services currently being provided, and develop a fee schedule that meets the needs of the District and its constituents.
- **Determine time estimates:** The project team will work with District staff to develop time assumptions associated with current and proposed permits or fees.
- **Develop fee recommendations:** Based on data collected, and after discussions with District staff, the project team will make recommendations for setting fee amounts.
- **Jurisdictional comparisons:** The project team will conduct a comparative survey to help the District understand where its current and proposed fees are within the market. In addition to this survey, the project team will also benchmark the District against other jurisdictions relating to cost recovery.
- **Policy development:** The project team will work with District staff to develop policies that regulate cost recovery, to ensure that current assumptions and reasonings are documented.

The following tasks describe the approach the project team would undertake along with a brief narrative and expected District Staff support for each task.

Task 1 | Determine and Review Initial Documentation

The project team will provide the District with a written “Data Collection List” outlining documents and information needed prior to our first onsite visit. This data request typically includes the following items:

- Current Fiscal Year adopted Budget for the District.
- Most recent completed Fiscal Year revenue reports for the District(s).
- List of all budgeted personnel.
- List of all current fees being charged by the District to be included in the analysis.
- List of comparative jurisdictions for the fee study.

Before our first on-site visit, we will review this information to familiarize ourselves with strengths, weaknesses and opportunities for improvement related to the District’s existing fee structure. In addition, we will familiarize ourselves with the budgetary and staffing structures relevant to fees for service.

Project Deliverable – MCG

District Services Required

- List of basic data requirements for the Study
- Basic data requirements for the Study

Estimated District Staff Support Hours: 1 - 2 hours for Finance

Task 2 | Project Initiation

To effectively analyze and present the full cost of providing Fire Prevention services, it is important that the project team develops an understanding of key issues which impact and shape the District’s service delivery and cost recovery policies. To develop this perspective and customize the structure of the project, we plan to do the following:

- Conduct an initial meeting with the Fire management staff to solidify the exact parameters of the Study.
- Develop a detailed project management plan, including timelines and associated deliverables.
- Conduct discussions regarding any issues with certain types of fire prevention fee structures, including implementation of fees.

Based upon this meeting, the project team will provide the project management plan and schedule and begin meeting with staff for the Fee Study.

Project Deliverable – MCG

District Services Required

- | | |
|--|--|
| <ul style="list-style-type: none"> • On-site meeting with District management involved in or impacted by the Study • Project Management Plan | <ul style="list-style-type: none"> • Designated project management representative • Approval of work plan as provided by the Matrix Consulting Group |
|--|--|

Estimated District Staff Support Hours: 0.5 hours per executive staff member attending the meeting.

Task 3 | Develop a Schedule of Current and Potential Fees for Service

The scope of this effort will be the Fire Prevention Fees. The project team will work with staff to outline all of the services provided such as Fire Sprinkler reviews, Fire Alarm system tests, Fire Life Safety reviews, and support provided to planning and building departments. Options will be discussed regarding the development and the structure of the District’s fee schedule to best meet the needs of the District. There may be the ability to utilize information from other Districts.

Meetings with staff will identify the areas of greatest potential cost recovery, and structure fee schedules for both optimum cost recovery and fairness and equitability to the applicant for services. These discussions can include options for developing fee structures that address economic development incentives.

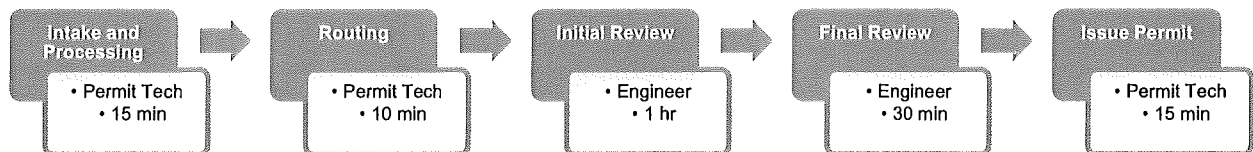
At this point, the project team will request volume statistics to be used for cost/revenue comparisons.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> On-site meeting to discuss and revise fee structures for each department Thorough review of current and potential fees for consideration. 	<ul style="list-style-type: none"> Participation in discussion of existing and proposed fee items for the analysis Review, comment, and approval of fee structure report Provision of annual workload data.

Estimated District Staff Support Hours: 3 hours for District staff

Task 4 | Conduct Time and Activity Data Gathering Workshops

The project team will conduct workshops to gather time and activity estimates for each service included in the study, interviewing key personnel and analyzing the various activities being performed within it that are both revenue and non-revenue generating. The flowchart below shows an example of the steps involved in processing a permit and the staff and time associated with each step.



As the flowchart above shows, basic process steps in application/permit processing will be documented to help capture the time estimate support. As the District will be newly formed, the project team will work closely with staff to develop time estimate information.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> Facilitation of two-days of meetings related to documentation of service levels 1 - 2 iterations of review of time estimates. 	<ul style="list-style-type: none"> Attendance at workshop meetings Provision of follow up data or discussion as needed

Estimated District Staff Support Hours: 3 - 7 hours per District staff involved in meetings

Task 5 | Perform Total Cost Analysis

The Matrix Consulting Group’s costing model is built based on the District’s operations, budget detail and intended uses for the results. This method is a customized approach, specific to each jurisdiction, for cost analysis of user fee services. This costing method uses time and annual activity level data to establish the cost of providing services on both a unit and annual level. Once the time spent for a fee activity is determined for each individual or position, the team uses its fee and rate software to apply applicable District costs to the calculation of the full cost of providing each service. The chart on the following page describes the typical costs considered as applicable to fees.



Resulting costs are presented on a unit and annual level and are compared to the existing fee schedule and revenue reports. The following graphic shows a sample presentation of results on a per unit and annual level:

Per Unit				
Fee Title	Current Fee	Total Cost Per Unit	Surplus / (Deficit) Per Unit	Cost Recovery %
Lot Line Adjustment	\$900	\$1,557	(\$657)	58%
Temporary Use Permit	\$40	\$325	(\$285)	12%
AVERAGE COST RECOVERY PER UNIT				35%
Annual				
Fee Title	Workload	Revenue at Current Fee	Revenue at Full Cost	Annual Surplus / (Deficit)
Lot Line Adjustment	4	\$3600	\$6,228	(\$2,628)
Temporary Use Permit	60	\$2400	\$19,500	(\$17,100)
TOTAL		\$6,000	\$25,728	\$19,728

As the example in the graphic above indicates, the per unit subsidy for the Lot Line Adjustment at \$657 is more than double the per unit subsidy for the Temporary Use Permit. However, the annual results help provide Department management with some additional context, as due to the volume of activity, the larger impact to the Department is felt by the smaller subsidy for the Temporary Use Permit.

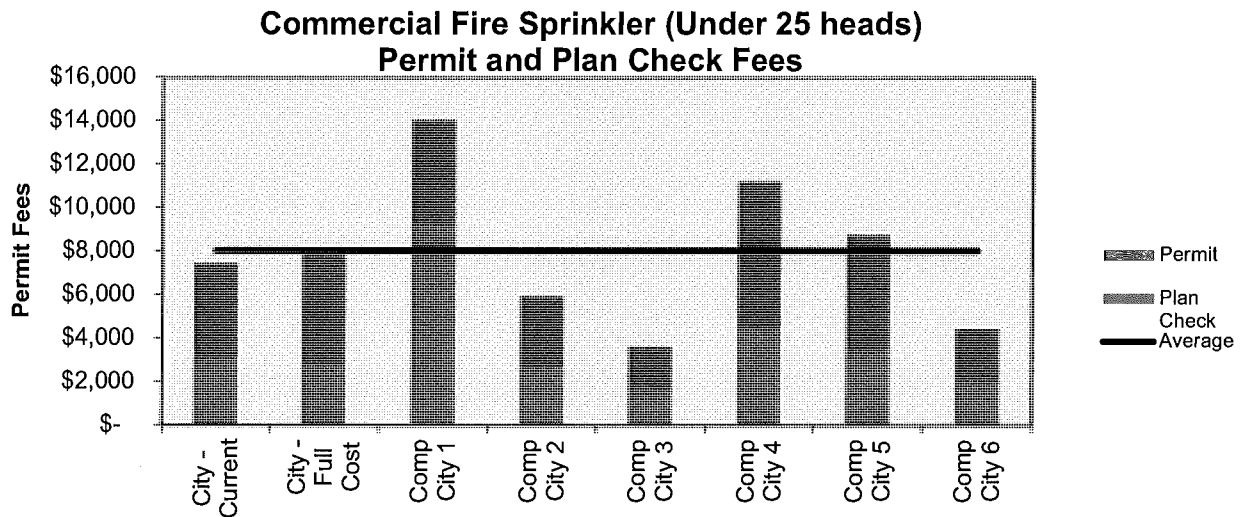
The District will obtain detailed information similar to that presented in the previous graphic regarding cost recovery surpluses and deficits on both a detailed (per unit) and global (annualized) level, as well as an understanding of cost components for each service.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> Detailed documentation of current charges versus the actual cost of providing services from both a cost per unit and annual cost perspective 	<ul style="list-style-type: none"> Provision of follow up data or discussion as needed

Estimated District Staff Support Hours: 1 - 3 hours per District staff involved in meeting

Task 6 | Conduct a Market Rate Survey to Other Fire Districts or Cities

The project team will work with the District to identify comparable fire prevention districts or cities for the fee comparison survey. We will also develop the survey tools and select the most appropriate fee items for benchmarks. Then, we will administer the survey, collect comparative data, conduct the comparison, and document the results. The following graph provides an example of how comparative survey results would be presented:



Market surveys do not provide adequate or objective information about the relationship of a jurisdiction’s costs to its fees, therefore, it is recommended that information contained in the market comparison of fees be used as a secondary decision-making tool, rather than as a tool for establishing price points for services.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> Survey of fees in similar jurisdictions Written comparative summary of the results 	<ul style="list-style-type: none"> Review of proposed jurisdictions and list of comparable fees to be included in the survey

Estimated District staff Support Hours: 1 hour per District staff involved in meeting

Task 7 | Review/Revise the Fee Study Results

Because the analysis of fees for service is based on estimates and information provided by District staff, it is extremely important that all participants are comfortable with our methodology and with the data they have provided. Once staff agree that the analysis reflects the reasonable costs of providing services, District management will have an opportunity to review the results.

At this point in the process, the project team will provide the District with *Recommended Fee Workbooks*. The Recommended Fee Workbooks will provide departments / divisions the results of the fee study in an excel based format. The following table shows an example of the Recommended Fee Workbook:

Current - Per Unit Results

Fee Title	Current Fee	Total Cost	Surplus / (Deficit) Per Unit	Cost Recovery %
Lot Line Adjustment	\$900	\$1,557	(\$657)	58%
Temporary Use Permit	\$40	\$325	(\$285)	12%

Recommended Fee

Fee Title	Recommended Fee	\$ Change to Recommended Fee	% Change to Recommended Fee	Recommended Fee Cost Recovery %
Lot Line Adjustment	\$1,200	\$300	33%	77%
Temporary Use Permit	\$100	\$60	150%	31%

Recommended Fee Annual

Fee Title	Workload	Revenue at Current Fee	Revenue at Recommended Fee	Potential Change in Revenue
Lot Line Adjustment	4	\$3,600	\$4,800	\$1,200
Temporary Use Permit	60	\$2,400	\$6,000	\$3,600
TOTAL		\$6,000	\$10,800	\$4,800

As the table indicates, the recommended fee workbook, allows the District to input information into the Recommended Fee column and then see its impacts such as the true dollar increase, percentage increase, and what percentage of their current costs they are going to recover. Additionally, the workbook allows the Department to calculate potential increases or declines to revenue as a result of the recommended fees.

In conjunction with the recommended fee workbook(s), the project team will address implementation strategies that consider both policy issues and goals for optimum cost recovery. While it is generally desirable to eliminate any subsidies, discussions regarding the feasibility of raising fees based on political climate, legal restrictions, and social and economic consequences must occur.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> Approval of analytical results at the Department and District management levels Provision of Department-specific Recommended Fee Workbooks 	<ul style="list-style-type: none"> Review of final analytical model documentation Attendance at meetings related to discussion of results and economic policy implications

Estimated District Staff Support Hours: 1 - 3 hours per District Staff

Task 8 | Prepare a Final User Fee Study

Upon conclusion of the fee study, we will prepare a detailed report that summarizes the results of each of the previous work tasks described above. This report will include:

- A succinct executive summary for the study, the methodology, and the results.
- A narrative describing the services included in the study, including any revenue enhancement and operational recommendations specific to your organization and based on our extensive experience with hundreds of jurisdictions, as well as key decision-making points to be considered.
- A section on the proposed fee schedule, as well as per unit and annual impacts to changes to fees.
- A section on comparable jurisdictions, their fees, and contextual information regarding population served and cost recovery levels.

The report will be reviewed, revised and finalized with Department and District management. At this point, if the District would like assistance in developing a user fee schedule, the project team would work with staff to develop a formatted fee schedule.

Project Deliverable - MCG	District Services Required
<ul style="list-style-type: none"> Provision of one (1) unbound and five (5) bound copies of the Final Report and one (1) electronic copy of the report. 	<ul style="list-style-type: none"> Review and approval of Final Report drafts

Estimated Hours: 1 hour per reviewer

Task 9 | Present the Final Report to Key Stakeholders

The presentation of results to District officials and/or stakeholders is critical to the success of the overall engagement. Because the product from the study is often controversial, the objective of this final step is to present a succinct summary that provides decision makers with key information. The Matrix Consulting Group will attend and present the Study at up to two (2) Board meetings. Additional meetings can be arranged at cost.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> • Presentation at up to two (2) Board meetings 	<ul style="list-style-type: none"> • Staff Report and Attendance at Board meetings

Estimated District Staff Support Hours: 4 hours per Finance Department staff

Task 10 | Analytical Model and Training

The District wishes to have the ability to update the final version of the Fee Study, including the ability to add, revise or remove costs or services. The project team will provide District staff with a technical model that will enable the District to make updates to time estimates, cost inputs, staffing levels, as well as simple annual cost factor updates.

Our technical model, produced in Microsoft Excel, provides the ability for the District to adapt and continuously update the studies from year to year as the organization changes. While the model is structured in Excel, the technical model is *proprietary* and for internal use by District staff only. By having our model based in Excel, the requirements for software training, cost of new software products, updates, licensing or other support, would be minimized.

After the final draft of the user fee study is approved, at the discretion of District staff, the project team will meet with and train designated District employees on use of the Excel model. Staff will be provided with initial training that includes: a step-by-step PowerPoint presentation; a User’s Manual which explains key concepts and defines basic terms; and a customized updated checklist of data that needs to be entered. While staff training typically takes about four hours, the Matrix Consulting Group is committed to supporting District staff well after project completion, including answering questions and providing model support, at no additional costs.

Project Deliverable – MCG	District Services Required
<ul style="list-style-type: none"> • Technical models and documentation • Four (4) hours of on-site training 	<ul style="list-style-type: none"> • Attend training session with Matrix Consulting Group

Estimated District Staff Support Hours: Training attendance – 4 hours

4 Project Schedule

Studies of this nature typically take approximately 12-16 weeks (3-4 months) to complete. The District has proposed for a start date of August 30, 2019 and proposed completion date of November 19, 2019. This is a highly accelerated timeline of 10-11 weeks. We believe that this can be met. The following table outlines our proposed project schedule on a task-by-task basis for completing the requested studies

Task	Deliverable Week / Date	Deliverable / Task
Determine and Review Initial Documentation	Weeks 1-2	Initial Data Collection List requesting Fee Schedules, Budget information, Staffing Information, Previous studies
Project Kick-off	Weeks 1-2	Attendance at kickoff meeting, Proposed Project Schedule
Current and Potential Fees	Weeks 2-4	Attendance at Meetings, Provision of proposed fee schedules
Data Workshops	Weeks 3-6	Attendance at Data Workshops, Provision of any time keeping data and workload data.
Total Cost Analysis	Weeks 4-7	Draft Per Unit and Annual Cost Analysis Results
Rate Comparison	Weeks 3-10	Provision of list of comparative jurisdictions, Survey Results
Review / Revise Results	Weeks 6-8	Review of Draft Results, Draft Recommended Fees, Draft Policy Recommendations
Prepare Final Report	Weeks 8-10	Review of Final Report
Present Final Report	Weeks 10-11	Presentation of Final Fee Study Results
Model and Training	Weeks 12+	Delivery of Analytical model and training

All timelines can be adjusted based upon the District’s schedule and other commitments in agreement with District staff.

8 Cost Summary

The following chart provides a breakdown of project staff hours by team member, as well as the related costs for each task area for the Fire Prevention Fee Study:

	Project Manager	Lead Analyst	Data Analyst	Total Cost
Initial Documentation	0	0	2	\$200
Project Kick-off	2	2	2	\$900
Current and Potential Fees	4	6	6	\$2,300
Data Workshops	8	10	12	\$4,300
Total Cost Analysis	2	6	16	\$2,900
Rate Comparison	0	0	8	\$800
Review / Revise Results	6	10	16	\$4,300
Prepare Final Report	6	8	8	\$3,200
Present Final Report	8	8	0	\$2,800
Model and Training	4	4	4	\$1,800
Total Hours	40	54	74	
Hourly Rate	\$200	\$150	\$100	
Total Professional Fees	\$8,000	\$8,100	\$7,400	\$23,500
Travel				\$1,000
Total Project Cost				\$24,500

The Matrix Consulting Group proposes to perform the above tasks and services for a fixed-price fee of **\$24,500**. This fixed fee cost includes all travel costs, printing costs, and on-site meeting and presentation costs.

Our typical practice is to bill for hours worked on a monthly basis. Should the District require additional services, the above rates would be applied.

9 Required Documents

The following pages include the District's requested forms:

- Statement of Consultant's Qualifications
- Form of Non-collusion Affidavit
- Indemnification Form
- Acknowledgement of Agenda
- Proposal Signature Page
- Disclosure Statement

10 Other

The Matrix Consulting Group has not had any litigation filed against it in the past five years, including any litigation related to the services that we provide in our regular course of business.

11 Additional Information

The following points highlight services that are provided by the project team above and beyond the scopes of services listed above:

- **Ongoing Support:** Even after the culmination of the projects, the project team and the firm are committed to providing support to District staff. This support can include technical model reviews, discussions of potential metrics, as well as other advice.
- **Onsite Presence and Meetings:** Our firm understands the priorities and nature of municipal responsibilities, as such, we value our time on-site with clients to ensure that any and all District staff involved in our studies have a clear understanding of the scope of services and comfort level with the results being calculated. Our proposed project cost is inclusive of multiple on-site meetings rather than teleconferences or provisions of worksheets.
- **Best Management Expertise:** The primary purpose of the studies identified in this scope of service are financial in nature. However, the proposed project team for this engagement has experience as it relates to Best management practices and industry standards for all services included in the study. The project team will utilize this expertise in interviews with staff to provide input on fee structures as well as push back on time estimates provided.
- **Customized Reports and Templates:** The project team will not only provide information in a standardized format to District staff, but if information is needed in different formats for different customers, it will work with District staff to provide customizable reports and excel tables as necessary.

The points above outline services and support that are provided to District staff at no extra charge and represent the added cost efficiency and value of choosing a firm like Matrix Consulting Group.

SONOMA COUNTY FIRE DISTRICT



FORM OF NONCOLLUSION AFFIDAVIT

Required Form: This page is part of the proposal submittal

STATE OF California)
COUNTY OF San Mateo)

Richard Brady

Being first duly sworn, deposes and says that he/she is

President

(Sole owner, a partner, president, secretary, etc.)

of Matrix Consulting Group

the party making the foregoing Proposal that such Proposal is genuine and not collusive or sham; that said OFFEROR has not colluded, conspired, connived, or agreed directly or indirectly, with any OFFEROR or person to put in a sham Proposal, or that such other person shall refrain from offering and has not in any manner, directly or indirectly sought by agreement or collusion, or communication of conference, with any person, to fix the proposal price of affiant or any other OFFEROR, or to fix any overhead, profit or cost element of said proposal price, or that of any other OFFEROR or to secure any advantage against the Novato Fire Protection District any person interested in the proposed Contract; and that all statements in said Proposal are true; and further, that such OFFEROR has not, directly or indirectly submitted this proposal, or the contents thereof, or divulged information or data relative thereto to any association or to any member or agent thereof.

[Handwritten Signature]
(OFFEROR Signature)

Sworn to and subscribed before me this _____ day of _____, 2019.

Notary Public in and for _____ State _____ County _____

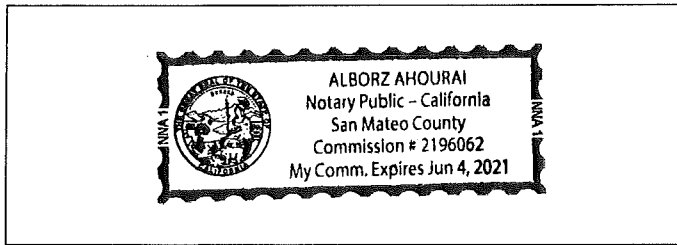
Please see the attached California Jurat
My commission expires _____, 2019.

CALIFORNIA JURAT

A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document, to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of San Mateo

Subscribed and Sworn to (or affirmed) before me on this 19th day of August, 2019, by Richard Brady, proved to me on the basis of satisfactory evidence to be the person who appeared before me.



Notary Seal

Signature of Notary Public

OPTIONAL

Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.

Description of Attached Document

Title or Type of Document: Sonoma County Fire District Form of Noncollusion Affidavit

Document / Execution Date: August 19, 2019

Number of Attached Pages: one

Signer(s) Other Than Named Above: N/A and N/A

I solemnly affirm (swear) that the evidence I shall give in this issue (or matter) shall be the truth, the whole truth, and nothing but the truth, (so help me God.)

Capacity(ies) Claimed by Signer:

- Individual
Corporate Officer - Title(s) President
Partner - Limited General
Attorney in Fact
Trustee
Guardian or Conservator
Other:

Signer is Representing: Offeror / Affiant / President of Matrix Consulting Group

Richard Paul Brady
RIGHT THUMBPRINT OF SIGNER
Top of Thumb Here
[Handprint]
[Signature]
Signer Signature



007N Notary San Mateo

Mobile Service ... 650.520.8801

Email: NotaryAppointment@gmail.com

SONOMA COUNTY FIRE DISTRICT



STATEMENT OF CONSULTANT'S QUALIFICATIONS

Required document: This page is part of the proposal submittal

Name of Consultant: Matrix Consulting Group
 Telephone Number: (650) 858-0507
 E-mail Address: rbrady@matrixcg.net
 Fax Number: (650) 397-4050
 Business Address: 1650 S. Amphlett Blvd, Suite 213 San Mateo, CA 94402
 When Organized: 2003
 Where Organized: California
 Partnership: Yes No
 Corporation: Yes No

Number of years engaged in this business under the present firm name: 17

Have you ever refused to sign a contract at your original bid? Check One Yes No

Please attach a list of major accounts in California comparable to the work proposed. If no accounts in California, list other accounts.

Remarks:

The above statement must be subscribed and sworn to before a Notary Public.

Date: 8-19-2019
 Firm Name: Matrix Consulting Group
 By (signature): [Signature]
 Print name: Richard Brady
 Title: President

Please see the attached California Jurat
Notary Public

Notary Seal

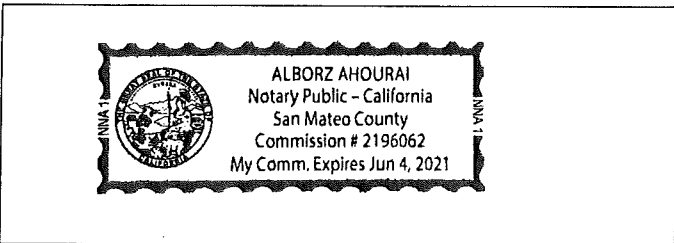
Commission Expires

CALIFORNIA JURAT

A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document, to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of San Mateo

Subscribed and Sworn to (or affirmed) before me on this 19th day of August, 2019, by Richard Brady, proved to me on the basis of satisfactory evidence to be the person who appeared before me.



Notary Seal

Signature of Notary Public (Handwritten signature)

OPTIONAL

Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.

Description of Attached Document

Title or Type of Document: Sonoma County Fire District Statement of Consultant's Qualifications

Document / Execution Date: August 19, 2019 Number of Attached Pages: One
Signer(s) Other Than Named Above: N/A and N/A

I solemnly affirm (swear) that the evidence I shall give in this issue (or matter) shall be the truth, the whole truth, and nothing but the truth, (so help me God.)

Capacity(ies) Claimed by Signer:

- Individual
Corporate Officer - Title(s) President
Partner - Limited General
Attorney in Fact
Trustee
Guardian or Conservator
Other:

Signer is Representing: Affiant/Consultant/ President of Matrix Consulting Group

RIGHT THUMBPRINT OF SIGNER
Top of Thumb Here
Richard Paul Brady
Signer Signature

Statement of Consultant's Qualifications

Along with the references outlined in section 5 of our proposal, other California accounts for whom we have provided similar services include: Amador Fire Protection District, Cupertino, Livermore, Manhattan Beach, Orange, Pacific Grove, Redwood City, San Mateo, Suisun, Vacaville, and Winters. We are currently working with the Cosumnes Fire Protection District.

SONOMA COUNTY FIRE DISTRICT



INDEMNIFICATION FORM


Required Form: This page is part of the proposal submittal

The Consultant will indemnify and hold harmless the **Sonoma County Fire District** and their agents and employees from and against all claims, damages, losses and expenses, including attorney's fees arising out of or resulting from the performance of the WORK provided that any such claims, damage, loss, or expense is attributable to bodily injury, sickness, disease or death, injury to or destruction of, tangible property including the loss of use resulting there from and is caused in whole or in part by any negligent or willful act or omission of the Consultant, and anyone directly or indirectly employed by him or anyone for whose acts any of them may be liable.

In any and all claims against the **Sonoma County Fire District** or any of their agents or employees by an employee of the Consultant, and anyone directly or indirectly employed by any of them, or anyone for whose acts any of them may be liable, the indemnification obligation shall not be limited in any way on the amount or type of damages, compensation or benefits payable by or for the Consultant under the workman's compensation acts, disability benefit acts, or other employee benefits acts.

The obligation of the Consultant under this paragraph shall not extend to the liability of the **Sonoma County Fire District** or its agents or employees arising out of the reports, survey, change orders, designs, or specifications.

CONSULTANT: Matrix Consulting Group
(Firm Name)

BY: 
(Authorized Signature)

Richard Brady
(Print Name of Authorized Signature)

TELEPHONE: (650) 858- 0507

DATE: 8-20-2019

SONOMA COUNTY FIRE DISTRICT




ACKNOWLEDGEMENT OF ADDENDA

Required Form: This page is part of the proposal submittal

Bidder hereby acknowledges receipt of all Addenda through and including:

Addendum No. None , dated _____
Addendum No. _____ , dated _____
Addendum No. _____ , dated _____
Addendum No. _____ , dated _____

CONSULTANT: Matrix Consulting Group
(Firm Name)

BY: 
(Authorized Signature)
Richard Brady
(Print Name of Authorized Signature)

TELEPHONE: (650) 858- 0507

DATE: 8-20-2019

SONOMA COUNTY FIRE DISTRICT



PROPOSAL SIGNATURE PAGE

Required Form: This page is part of the proposal submittal

Bidder shall check each item listed below and sign and date where indicated to certify that they have read, understood, and comply with all information in the proposal (pages 1-32).

- SECTION I: PROPOSAL INFORMATION**
I have read, understood and comply with all of the information contained in this section
- SECTION II: INFORMATION FOR BIDDERS**
I have read, understood and comply with all of the information contained in this section
- SECTION III: PROPOSAL SUBMISSION DOCUMENTS**
I have read, understood and comply with all of the information contained in this section

Bidder has read and understood the foregoing and agrees to be bound by all of the foregoing terms and conditions.

Matrix Consulting Group

Bidder (PRINT NAME OF FIRM)

8-20-2019

Date

Richard Brady

Authorized Representative (PRINT NAME)



Authorized Representative Signature

SONOMA COUNTY FIRE DISTRICT



DISCLOSURE STATEMENT

Required Form: This page is part of the proposal submittal

The Bidder and each of its principal team members, if any, must submit a statement that discloses any past or present business, familiar or personal relationship with any of the following individuals:


Mark Heine: Fire Chief, Sonoma County Fire District
Matt Gustafson: Deputy Fire Chief, Sonoma County Fire District
Terri Bolduc: Finance Manager Sonoma County Fire District
Any Member
of the District
Board of
Directors:

Please identify any past or present business, familiar, or personal relationship in the space below. Use extra sheets if necessary.

N/A

This is to certify that, to the best of my knowledge and belief and after making reasonable inquiry, the above represents a full and accurate disclosure of any past or present business, familiar, or personal relationship with any of the individuals listed above. The undersigned acknowledges and understands that this Disclosure Statement is being submitted to the False Claims Act and that failure to disclose a material relationship(s) may constitute sufficient grounds to disqualify the Bidder.

BIDDER

Signature: 
Print Name: Richard Brady
Title: President
Date: 8-20-2019



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 April 13, 2021

Agenda Item No.	Staff Contact
10b	Maci Jerry, Clerk

Agenda Item Title
 Election of Special District Representative Class 1

Recommended Actions
 Review election materials and come to a majority vote as a Board.

Executive Summary

Sonoma LAFCO is filling a position for a Special District Representative Class 1 Regular Member, term ending May 2024. Applications for the position were to be submitted by a March 15, 2021, deadline. Nominations for the position were restricted to board members of fire protection, community services, and life support districts. Sonoma LAFCO received two applications for the position.

Included with the official ballot sent by the Sonoma LAFCO for the boards reviewing are the two nominee’s applications submitted to LAFCO.

The board is asked to submit a ballot representing a majority of the district and return the ballot via mail, no later than the May 17, 2021, deadline. Ballots received by the deadline will be counted and the results announced within seven days by the Commission.

Alternative Actions
 None

Strategic Plan Alignment

Fiscal Summary – FY 20/21			
Expenditures		Funding Source(s)	
Budgeted Amount	\$	District General Fund	\$
Add. Appropriations Req’d.	\$	Fees/Other	\$
	\$	Use of Fund Balance	\$
		Contingencies	\$
		Grants	\$
Total Expenditure	\$	Total Sources	\$

Narrative Explanation of Fiscal Impacts (if required)

- Attachments**
1. LAFCO Election Notice
 2. Nominee Applications
 3. Special District Representative Class 1 Ballot

Date: April 23, 2021
To: All Independent Special Districts
Subject: Election of Special District Representative Class I

Attached please find the materials associated with an election to fill the position of Special District Representative Class I Regular Member to Sonoma LAFCO for the remainder of the term ending May 2024. As a result of an earlier notification by Sonoma LAFCO to special districts, two nominations were submitted by the March 15, 2021, deadline. Nominations for this position were restricted to board members of fire protection, community services, and life support districts

All independent special districts have the right to vote in the election.

The election process requires that Sonoma LAFCO send to each district copies of all applications received by the established deadline, a ballot and certification form, and voting instructions. In addition to these documents, I have included a stamped envelope for you to use to return the certified ballot.

All ballots should be returned to the LAFCO office by May 17, 2021. Ballots received by the deadline will be counted and the results announced within seven days.

Please note that ballots representing a majority of the districts must be received by the deadline date for the election to be considered valid. In the event a majority of districts have not cast ballots by the deadline, Sonoma LAFCO will extend the deadline date by 60 days to allow those districts that have not returned a ballot to do so.

On behalf of the Commission, I urge your district to participate in this election for special district representation to Sonoma LAFCO and to return the ballot by the May 17, 2021 deadline.

If you have any questions or need additional information, please contact me at 565-2855.

Sincerely,

Diana R. Wilson
Clerk to the Commission

Application

Date Submitted: Feb. 4, 2021

Name: Mark Hemmendinger

Address: 140 Sprauer Road, Petaluma, CA 94952

Phone(s): (415) 310-5405

Email: mh@rafd.org

Name of District You Represent: Rancho Adobe Fire Protection District

Date of Most Current Election/Appointment: November 3, 2020

Date Term Expires: 2024

Total years with District: 13

Total Years Associated with Government/ Community Service: 13

List any other agencies/special Districts you have been or are currently involved with: None

List Community Service Activities including Names of Organizations and Dates of Service: None

Have you attended LAFCO meetings? If yes, when? All meetings starting in late 2019

Please explain why you want to serve on the Sonoma Local Agency Formation Commission (LAFCO). I believe that an independent commission is the best method for resolving political boundary issues and maintaining efficient government services to the community.

From your perspective, explain the purpose of LAFCO: To provide an independent commission, supported by staff analysis such as MSR's, that can study community services; the degree to which they serve the community and the means for which to serve the community more effectively given boundary adjustments, spheres of influence, or changes in organization.

SONOMA LOCAL AGENCY FORMATION COMMISSION

575 ADMINISTRATION DRIVE, ROOM 104A, SANTA ROSA, CA 95403
(707) 565-2577 FAX (707) 565-3778
www.sonomalafco.org

SPECIAL DISTRICT REPRESENTATIVE CLASS I ~~+~~ ALTERNATE APPLICATION FORM SPECIAL DISTRICTS

This application has been designed to provide pertinent information about each candidate applying for the position of Class I Special District Representative to LAFCO. Please read the application carefully and type or print your responses. Feel welcome to attach additional sheets if necessary.

Note: Class I districts include fire protection, community services, and life support districts.

Date Application Submitted: 2/16/2021

Name: WILLIAM NORTON

Address: 890 VERANO AVE, SONOMA, CA

Home Phone: (707) 996-8379 Cell: (707) 304-2170 Work: —

Name of District You Represent: SONOMA VALLEY FIRE

Date of Most Current Appointment or Election: 7-1-20

Date Term Expires: 2024 Total Years with District: 18

Indicate Involvement in Other Agencies/Special Districts:

S.C.F.D.A.

Total Years Associated with Government/ Community Service: 40 ~~35~~ YEARS

30 YEARS SFFD, RETIRED AS A LT.

List Community Service Activities including Names of Organizations and Dates of Service:

JACK LONDON STATE HISTORIC PARK VOLUNTEERS - PRESIDENT

U.S. NAVY 1961-65 U.S.C.A. RESERVE 6 YEARS

PRESIDENT SVFD - MEMBER OF BOARD 18 YEARS

S.C.F.D.A. PAST PRESIDENT & VICE PRESIDENT

CHALLENGE SONOMA ADVENTURE ROPES COURSE INSTRUCTOR

Have you attended LAFCO meetings? If so, when?

YES - ONE MEETING IN 2020

SONOMA LOCAL AGENCY FORMATION COMMISSION

575 ADMINISTRATION DRIVE, ROOM 104A, SANTA ROSA, CA 95403

(707) 565-2577 FAX (707) 565-3778

www.sonomalafco.org

Please explain why you want to serve on the Sonoma Local Agency Formation Commission (LAFCO).

I've seen the success of Valley of the Moon F.D. in
it's growth incorporating service to City of Sonoma,
Glenn Ellen & Matanzas V. F.D.

From your perspective, explain the purpose of LAFCO:

Efficiency & Improvement Attained from Consolidation



Valley of the Moon Board of Directors
Bill Norton
Vice President

I have been a member of the Board of Directors of the Valley of the Moon Fire Protection District since 2003 and a resident of the District for 25 years. I am a retired Lieutenant of the San Francisco Fire Department after 30 years' experience. I have a BA magna cum laude in Geography from Sonoma State University and was a substitute teacher in the Sonoma Valley Unified School District and a past Sonoma Ropes Course leader.

I assisted the City of Sonoma and the Valley of Moon Fire District Chiefs and Captains in the development of Sonoma Valley Fire & Rescue Authority's "Standards of Response Coverage" a business plan for our combined fire departments. I developed a SVFRA, GIS computer-based Standards of Coverage senior project at Sonoma State University, including a model providing the optimum locations for Station 2. I have been a California certified Fire Training Officer, Fire Safety Director, EMT and Urban Search and Rescue member. Further qualifications include CPR instructor, lifeguard, advanced open water diver and USCG Search and Rescue Crewman and Boat Engineer.

I have organized and participated in various multiple-agency disaster drills in the San Francisco Bay Area. I keep current with fire district business by attending our monthly VOM Fire District meetings, Sonoma County Fire District Association bi-monthly meetings and annual conferences. I have the highest respect for the dedication and professionalism of our department members: officers, engineers, firefighters and paramedics.

BALLOT

Special District Representative Class I Term of Office Ending May 2024

1. Vote for only one candidate for Special District Representative.
2. The presiding officer or his/her designated alternate, acting on behalf of the district, must cast the district's vote by marking the space to the right of a candidate's name and then complete, sign, and date the certification.
3. Place the marked ballot sheet and certification into the envelope provided and mail to Sonoma LAFCO, 111 Santa Rosa Ave Suite 240, SANTA ROSA, CA 95404. Ballot sheet and certification may be emailed to diana.wilson@sonoma-county.org, to meet deadline requirements. However, originals must be mailed to the LAFCO office as soon as possible thereafter.
4. **Submit ballot and certification by Monday, May 17, 2021**

VOTE

Mark Hemmendinger, Rancho Adobe Fire Protection District _____

William Norton, Sonoma Valley Fire District _____

CERTIFICATION

I certify, under penalty of perjury, that I, _____
(Print Name of Presiding Officer or Alternate)

I am the Presiding Officer of _____,
(Print Name of Special District)

or his/her designated alternate, and I am authorized by my district to cast the district's vote for Special District Representative to the Local Agency Formation Commission in this election.

(Date)

(Signature)



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 April 13, 2021

Agenda Item No.	Staff Contact		
10c	Maci Jerry, Clerk		
Agenda Item Title			
Election of FASIS Board of Directors			
Recommended Actions			
Review election materials and come to a majority vote as a Board.			
Executive Summary			
FASIS is filling four (4) expiring positions on their Board of Directors, terms being July 1, 2021 and ending June 30, 2024. The board is asked to submit a ballot representing a majority of the district and return the ballot via mail, no later than the May 7, 2021, deadline.			
Alternative Actions			
None			
Strategic Plan Alignment			
Fiscal Summary – FY 20/21			
Expenditures			
Budgeted Amount	\$	Funding Source(s)	\$
Add. Appropriations Req'd.	\$	District General Fund	\$
	\$	Fees/Other	\$
		Use of Fund Balance	\$
		Contingencies	\$
		Grants	\$
Total Expenditure	\$	Total Sources	\$
Narrative Explanation of Fiscal Impacts (if required)			
Attachments			
<ol style="list-style-type: none"> 1. FASIS Ballot Letter 2. FASIS Official Election Ballot 3. Candidate Summaries 			



FIRE AGENCIES SELF INSURANCE SYSTEM

1750 Creekside Oaks Drive, Suite 200
Sacramento, CA 95833
800 541-4591 Fax 916-244-1199

April 2, 2021

OFFICIAL ELECTION BALLOT FOR THE ELECTION OF FOUR EXPIRING POSITIONS ON THE FASIS BOARD OF DIRECTORS

Dear FASIS Members:

An election is to be held to fill four positions on the FASIS Board of Directors that will expire on June 30, 2021. Each position's new term will be from July 1, 2021, through June 30, 2024.

Included with this transmittal is an official election ballot for the four expiring positions.

Please take this opportunity to complete and sign the enclosed ballot and return it to **FASIS no later than May 7, 2021.**

Due to State-wide workplace restrictions, FASIS staff is working remotely. As such, please scan and email your completed ballots to jennifer.jobe@sedgwick.com.

***** Ballots received after the May 7, 2021, deadline will not be counted. *****

Please contact Jennifer Jobe, at (800) 541-4591, extension 19141, if you have any questions.



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FASIS Board of Directors – Official Election Ballot

In response to a Call for Letters of Interest and Nomination Form, the FASIS Nominating Committee has received the following submissions for FOUR (4) Board of Directors’ positions that will expire on June 30, 2021. The Nominating Committee is recommending the following candidates for consideration by the full membership. A brief summary of each candidate’s related experience is included with this ballot.

OFFICIAL BALLOT – FASIS 2020 BOARD OF DIRECTORS’ ELECTION

Please clearly mark an X in only FOUR (4) of the following boxes or mark the “none of the above” box.

Candidates for four (4) expiring positions on the FASIS Board of Directors Term of July 1, 2020, through June 30, 2023	VOTE (X)
*Moraga-Orinda Fire Protection District – Ms. Gloriann Sasser, Admin. Services Director	<input type="checkbox"/>
*Ross Valley Fire Department – Mr. Jason Weber, Fire Chief	<input type="checkbox"/>
*Tiburon Fire Protection District – Mr. Richard Pearce, Fire Chief	<input type="checkbox"/>
*Novato Fire Protection District – Mr. Bill Tyler, Fire Chief	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

**Incumbent Board Member*

OR

<i>None of the potential candidates listed above.</i>	<input type="checkbox"/>
---	--------------------------

Signature of person completing on behalf of your District: _____
Print Name: _____ Position Title: _____
District Address: _____
Date completed: _____ E-mail: _____

Due to State-wide workplace restrictions, FASIS staff is working remotely. As such, please scan and email your completed ballots to jennifer.jobe@sedgwick.com or send via fax to (916) 244-1199.

If you are unable to submit your completed ballot electronically, please contact Jennifer Jobe at 916.244.1141 to secure other arrangements for submission.

Your vote is very important. Please vote and return your official ballot by May 7, 2021.

**CANDIDATES FOR THE FASIS BOARD OF DIRECTORS
TO FILL FOUR (4) EXPIRING POSITIONS
FOR A TERM OF JULY 1, 2021, THROUGH JUNE 30, 2024**

CANDIDATES' SUMMARY OF EXPERIENCE

District	Candidates' Name	Summary of Experience
*Moraga-Orinda Fire Protection District	Ms. Gloriann Sasser, Administrative Services Director	Ms. Gloriann Sasser has been the Administrative Services Director with Moraga-Orinda Fire District since 2013 where she is responsible for human resources, finance, and information technology. In 2013 Ms. Sasser joined the FASIS board and has served as FASIS Treasurer ever since. She brings a unique financial perspective to the FASIS board. Further, Ms. Sasser has a bachelor's degree in accounting, a master's degree in public administration and is a certified public accountant.
*Ross Valley Fire Department	Mr. Jason Weber, Fire Chief	Mr. Jason Weber has served as the Ross Valley Fire Chief for the last two and one-half years and as the Marin County Fire Chief for the last nine years. Chief Weber has broad experience in public safety including workplace injuries and prevention. Further, Chief Weber has worked through two extensive RFP processes for TPA selection.
*Tiburon Fire Protection District	Mr. Richard Pearce, Fire Chief	Mr. Richard Pearce has more than 35 years in the fire service and brings over 19 years of service as the Fire Chief to the Tiburon Fire Protection District. Further, Chief Pearce has served as a member of the FASIS Board of Directors, as well as on the Fire Districts' Association of California (FDAC) Board of Directors for several years. Further, Chief Pearce has served as President to the Fire Agencies Insurance Risk Authority (FAIRA). Chief Pearce expresses, that as a founding member of FASIS, we remain committed to the long-term success of the JPA, while ensuring the availability of efficient, effective, and affordable workers' compensation programs.
*Novato Fire Protection District	Mr. Bill Tyler, Fire Chief	Mr. Bill Tyler is the current Fire Chief for the Novato Fire Protection District. Chief Tyler has been an active member of the FASIS Board of Directors for the last three years and has served on various subcommittees and through regular discussions in order to best position FASIS to meet the demands of providing the best workers' compensation program oversight and other services at the most efficient costs, resulting in reduced claims costs and claims resolution to the benefit of FASIS district members. In addition, the Chief expresses his support of exploring and expanding other shared services to the members by creating and nurturing strategic partnerships that will help to provide additional quality protections at a reasonable cost.

* Incumbent Member to the FASIS Board of Directors



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 April 13, 2021

Agenda Item No.	Staff Contact
10d	Maci Jerry, Clerk

Agenda Item Title
 A resolution to adopt the SVFD’s Conflict of Interest Code

Recommended Actions
 Review and approve Resolution 2020/2021-17

Executive Summary
 Consider a resolution to adopt the Sonoma Valley Fire Districts Conflict of Interest Code that aligns with the Political Reform Act, Government Code section 81000 et seq., a requirement for state and local government agencies to adopt this standard code and designate which officers and employees should disclose and describe financial interests by completing a disclosure statement (Form 700).

 If this resolution is approved by the board it will be submitted to the County of Sonoma Board of Supervisors for approval.

Alternative Actions
 Do not approve or approve with changes

Strategic Plan Alignment

Fiscal Summary – FY 20/21			
Expenditures		Funding Source(s)	
Budgeted Amount	\$	District General Fund	\$
Add. Appropriations Req'd.	\$	Fees/Other	\$
	\$	Use of Fund Balance	\$
		Contingencies	\$
		Grants	\$
Total Expenditure	\$	Total Sources	\$

Narrative Explanation of Fiscal Impacts (if required)

Attachments
 1. Resolution 2020/2021-17

**RESOLUTION OF THE SONOMA VALLEY FIRE DISTRICT,
STATE OF CALIFORNIA, ADOPTING A CONFLICT OF INTEREST CODE**

WHEREAS, the Political Reform Act, Government Code section 81000 et seq., requires state and local government agencies to adopt conflict of interest codes, and

WHEREAS, the Fair Political Practices Commission has adopted a regulation, 2 Cal. Code of Regs. section 18730, which contains the terms of a standard conflict of interest code and which can be incorporated by reference and may be amended by the Fair Political Practices Commission after public notice and hearings to conform to amendments to the Political Reform Act, and

WHEREAS, the District wishes to adopt this standard code and designate which officers and employees should disclose financial interests and describe which interests must be disclosed, and

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The terms of 2 Cal. Code of Regs. section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference and, along with the attached Appendix A and Appendix B, in which members and employees are designated and disclosure categories are set forth, constitute the Conflict of Interest Code of the Sonoma Valley Fire District, and

2. Pursuant to Section 4 of the standard code, board members shall file statements of economic interest with the district clerk, who shall retain a copy and forward the original for filing with the Clerk of the Sonoma County Board of Supervisors. Designated employees shall file statements with the District clerk who shall retain them at the main place of business of the District. Any District board member or other designated employee already required to submit a disclosure statement (Form 700) pursuant to Government Code section 87203 may submit a copy of that statement in lieu of any filing required by this code provided that no additional disclosure would be required by this code.

IN REGULAR SESSION, the foregoing resolution was introduced by Director _____, who moved its adoption, seconded by Director _____, and passed by the Board of Directors of the Sonoma Valley Fire District this 13th day of April, 2021, on regular roll call vote of the members of said Board:

President Norton	Aye_____	No_____	Absent_____
Vice President Atkinson	Aye_____	No_____	Absent_____
Treasurer Johnson	Aye_____	No_____	Absent_____
Director Brady	Aye_____	No_____	Absent_____
Director Brunton	Aye_____	No_____	Absent_____
Director Emery	Aye_____	No_____	Absent_____
Director Leen	Aye_____	No_____	Absent_____
Vote:	Aye_____	No_____	Absent_____

WHEREUPON, the President declared the foregoing resolution adopted, and

SO ORDERED:

ATTEST:

William Norton, President

Maci Jerry, Clerk

APPENDIX A

<u>Designated Positions</u>	<u>Disclosure categories</u>
Member of the Board of Directors	1
Fire Chief	1
District Counsel	1
Consultants	2

*Consultants shall be included in the list of designated employees and shall disclose pursuant to the broadest disclosure category in the code subject to the following:

The President of the Board of Directors may determine in writing that a particular consultant, although in a “designated position” is hired to perform a range of duties that is limited in scope and thus is not required to fully comply with the disclosure requirements described in this section. Such written determination shall include a description of the consultant’s duties and, based upon that description, a statement of the extent of the disclosure requirements. The President’s determination is a public record and shall be retained for public inspection in the same manner and location as this conflict of interest code.

APPENDIX B

Disclosure Categories¹

Category 1: All investments, business positions and sources of income, including gifts, loans and travel payments; all interests in real property.

Category 2: All investments, business positions and income, including gifts, loans and travel payments, from sources that provide goods, equipment, vehicles, machinery or services, including training or consulting services, of the type utilized by the District.

¹Only investments in and sources of income from business entities, and sources of income, which do business in the geographic area of the Sonoma Valley Fire District, or real property interests located in the District, need to be reported.