



***The McMullen Company, Inc.***

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June 12, 2018

Mr. Douglas Carstens  
Chatten-Brown & Carstens LLP

Re: Draft EIR CASE NO. ENV-2016-2319-EIR (SCH NO.2016081015)  
Mount Saint Mary's University Chalon Campus Wellness Pavilion  
Project  
Bundy Canyon Area Fire and Life Safety

Letter to:

Kathleen King  
City of Los Angeles, Department of City Planning  
221 North Figueroa Street, Suite 1350  
Los Angeles, CA 90012

We are filing the following comments to the Draft EIR CASE NO. ENV-2016-2319-EIR (SCH NO.2016081015) (here after referred as Draft EIR) in opposition to the proposed development/building Mount Saint Mary's University Chalon Campus Wellness Pavilion Project (University Pavilion Project) until at such time the fire and life safety concerns for the residents, students, and faculty can be adequately addressed and mitigated, and the Draft EIR revised.

Based on the below analysis, The McMullen Company believes that there exists several significant impacts which are not accurately reported and thus cannot effectively be mitigated. The analysis presented here in clearly indicates that the listed criteria below are exceeded.

- **State CEQA Guidelines Appendix G:**  
In accordance with the State CEQA Guidelines Appendix G (Appendix G), a project would have a significant impact related to fire protection services if it would: a) Result in substantial adverse physical impacts associated with the provision of new or physically altered governmental facilities, need for new or physically altered governmental facilities, the construction of which could cause significant environmental impacts, in order to maintain acceptable service ratios, response times or other performance objectives for fire protection.

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- State CEQA Guidelines Appendix G  
In accordance with the State CEQA Guidelines Appendix G (Appendix G), a project would have a significant impact related to transportation and traffic if it would: e)  
Result in inadequate emergency access.
- 2006 L.A. Thresholds Guide:  
The L.A. CEQA Thresholds Guide (Thresholds Guide) identifies the following factors to evaluate fire protection impacts: A project would normally have a significant impact on fire protection if it requires the addition of a new fire station, or the expansion, consolidation or relocation of an existing facility to maintain service.

The McMullen Company reviewed the following documents and materials in order to conduct our analysis.

- Executive Summary
- Chapter II Project Description
- IV.J.1. Fire Protection
- IV.K. Transportation and Traffic
- Current Roadway Conditions and Widths
- Current Roadway Access and Circulation
- Historical Wildland Fire Conditions and Fire Responses
- IV.M.1. Water Supply
- Appendix H Public Service Correspondence
- Appendix A Notice of Preparation (NOP), Initial Study, Scoping Meeting Materials, and NOP Comments
- Appendix I Transportation and Traffic

Based on our experience and expertise in the fire and life safety arena, there are several items that contribute to proper fire and life safety for all persons who are faced with wildland fires. The McMullen Company has determined that many critically necessary fire and life safety measures have not been addressed, mitigated, or included in the proposed new construction of the University Pavilion Project. The needed measures include the following.

1. Accurate traffic studies with all anticipated vehicles included that could be expected to evacuate and emergency apparatus/vehicles entering the area.
2. Secondary/additional access constructed for emergency apparatus/vehicles.
3. Fuel Modification/brush clearance conducted annually to meet State/LAFD requirements.
4. Implementation of effective and complete measures for a mandatory evacuation.

The traffic studies included in the Draft EIR and conducted in the years 2015-17 account for routine vehicle numbers during regular periods of activity. They do not include all persons that must exit in a mandatory evacuation from the University, all residents in the area, all the various service and delivery vehicles, and emergency apparatus/vehicles that responding into the area. Such traffic study seldom, if ever, occurs because of the feasibility of conducting such a study. What must be done is a count of ALL the vehicles in the area, both post construction and during construction to determine worse case scenarios, and add in "maximum special event attendance" at the University, construction, service and delivery vehicles in the "Bundy Canyon area", as well as the ingress of all the anticipated emergency apparatus/vehicles. Using this TOTAL count could give a more realistic indication of the effectiveness of a mandatory evacuation. Until such a study is completed, there will be persons left behind in a massive fire. Additionally, the Los Angeles Fire (LAFD) and Police (LAPD) Departments' response to the December 2017 wildland fire should be evaluated to determine the number of responding LAFD and LAPD apparatus/vehicles to the Bundy Canyon area necessary; this number should be added into the traffic study.

Secondary/additional access must be more effectively evaluated in the EIR and provided for emergency apparatus/vehicles. The "Transportation and Traffic Study Area" (Bundy Canyon area) is lacking adequate roadways and access; each new development/occupied building contributes to the problem of evacuation and emergency apparatus access because of a contributed amount of congestion. The un-improved roadway from the Getty could provide for emergency fire apparatus access if the roadway was improved to carry the weight of fire apparatus on an all-weather surface minimum 20 feet wide with gated access electrically controlled by the type of traffic signal pre-emption utilized by the LAFD. The existing roadways are too narrow for effective evacuation and ingress of emergency apparatus/vehicles with the permitted parking (the minimum street width should be 36 feet to allow parking on two sides, 28 feet with parking on one side only). Some roadways are as narrow as 19 feet; they are below the minimum California Fire Code requirement. On-site roadways need to meet the same width requirements; the Draft EIR does NOT specify whether the University roadways will or will not permit parking.

Fuel Modification (brush clearance) is paramount. California chaparral is approximately 80-95% dead, year round. Only a small amount of vegetation is green; the remainder is ready to burn. Fuel modification a minimum 100 feet is required by the CA Public Resources Code. 200 feet is required when there are steeper slopes surrounding any building. The brush must be cut down to minimal height and thinned out without getting down to bare soil which can prompt mud flows during heavy rains. The removed material must be transported off the site and disposed of. The cut material MUST NOT remain on site. There has not been enough work done to remove hazardous brush from the canyons surrounding the University. The Draft EIR does NOT specify the details of fuel modification that the University achieves nor the effectiveness of the current annual work to remove flammable chaparral (the Draft EIR simply states the LAFD requirements). IV.J.1-32 clearly indicates brush clearance standards, but there is NO INDICATION that the University currently achieves these standards.

The California fire service has adopted the safety measures of Ready, Set, Go. ALL persons facing wildland fire risks in the Very High Fire Hazard Severity Zones (VHFHSZ) MUST prepare and adopt these measures in order to survive wildland fires. Failure to do so, can and often does result in injuries and even death when they are over-run by fast moving fires. The difficulty is getting ALL persons to prepare and practice for the inevitable. READY involves persons having their important belongings (medicines, medical records, property records, irreplaceable belongings, pets and pet items) ready to leave at a moment's notice. SET requires people to be aware of their surroundings and "subscribing" to various notifications that provide "real time" evacuation notices. GO is the most difficult to achieve; getting all persons to leave when notified...immediately; even with mandatory evacuation notices it is never even near 100% effective. All this said, any physical barriers to getting persons evacuated at the same time emergency responders are trying to enter into the fire area to move people and fight fire greatly increases the chances people will become trapped and will be injured or killed. "Red Flag Alert" days should require NO PARKING on all streets less than 36 feet wide in order to provide necessary emergency evacuation and emergency apparatus/vehicles response. Additionally, construction vehicles exceeding 10,000 pounds GVWR should be prohibited on Red Flag Alert days in order to improve emergency evacuation and emergency apparatus/vehicles response. Signs should be posted at the entrance to each street leading north from Sunset Blvd. that serves this area setting forth the Red Flag Alert day's restrictions and penalties (white sign with red characters).

Itemized comments to the Draft EIR include the following.

TABLE IV.J.1-1: The Response Times are listed as "average"; average is no longer accurate, the national standard is referred to as "90<sup>th</sup> percentile/percent". Response Times for the included stations should be revised to use the national standard. The national standard for career fire departments published by the National Fire Protection Association, referred to as NFPA 1710 (sections 3.3.53 and 4.1.2) sets forth Response Time standards; the City of Los Angeles does not have their own published standards. Even the antiquated use of "average" response time exceeds these national standards by several minutes. When the correct 90<sup>th</sup> percentile data is published, the station response times will fall even farther away from the national time standard. Every additional development/building will contribute to worsening these response times, unless adequate mitigation measures are included.

TABLE IV.J.1-1: The number of personnel and apparatus at Station 19 does not appear accurate (i.e. Station 19, the number of personnel on duty for a BLS Engine and an ALS Ambulance is generally not 18). The distance to the closest fire station is 2.6 miles; this distance FAR EXCEEDS the national standards, especially when the travel route is uphill through narrow streets and into the VHFHSZ.

IV.J.1-19: The Draft EIR states, "The Project Site is also accessible by fire emergency vehicles from the Mt. Saint Mary's fire road. The fire road runs between the Campus and the Mountain Gate subdivision to the north of the crest of the Santa Monica Mountains and terminates at the north end of the Campus." This dirt fire road is not suitable for any emergency fire apparatus response, nor evacuation by University persons. It is too dangerous to use for vehicular traffic.

IV.J.1-24: The Draft EIR states, "The increase in construction traffic along neighborhood streets could potentially result in a conflict between emergency vehicles and haul trucks. In any event, emergency services have the first right to the use of the roadway during high priority calls, may use sirens to clear a path of travel, drive in the lanes of opposing traffic, bypass signals and stopped traffic, and implement other emergency measures in the use of the roadway." Sirens and red lights do nothing to move stalled traffic when there is congestion. The narrow streets in the area significantly limit the ability of emergency fire apparatus to respond quickly to the University and surrounding homes. Construction traffic only serves to increase the difficulty of emergency apparatus response. The number of "haul trips" during demolition and the number of delivery trips for materials including slow moving concrete trucks traveling up hill will significantly impact traffic and emergency response during those phases of construction. Large trucks cannot simply pull to the right for emergency responding apparatus/vehicles when there is no place on the roadway to pull over.

IV.J.1-28: The Draft EIR states, "Because the Project exceeds these distance standards, it would be required to install an automatic fire sprinkler system. The installation of an automatic fire sprinkler system would ensure that fire and emergency medical service impacts associated with the response distance between the Project Site and Fire Station Nos. 19 and 37 would be consistent with the Code requirement." A fire sprinkler system will NOT have ANY mitigation action on the majority of responses, Emergency Medical Services responses (rescues and medical emergencies such as illnesses and accidents).

IV.J.1-29: The Draft EIR states, "In the event of large-scale emergencies, secondary access for fire emergency vehicles is available via Getty Center Drive/Chalon Road." The access mentioned is extremely sub-standard and the surface, width, and possibly grade/angles of approach and departure exceed State and LAFD code requirements. It is not safe nor practical to use this access until it is improved.

IV.J.1-34: The Draft EIR states, "Further, a city-wide traffic pre-emption system allows the normal operation of traffic lights to be preempted by an emergency vehicle"; it does not clearly indicate that all intersections in the area are fully-equipped from all travel directions. Traffic signal preemption equipment is should be expanded to each intersection that any of the fire stations listed in the Fire Protection section, and other intersections with a travel direction from other nearby fire stations, where there does not already exist such equipment.

TABLE IV.K-9: "Existing + Construction" traffic will greatly impact emergency response for each location with an estimated LOS of greater than "A" (EXCELLENT. No vehicle waits longer than one red light and no approach phase is fully used). When vehicles wait longer than one red light the delay and back up significantly increases emergency apparatus/vehicle response time. The Draft EIR includes "average" response times (which is an antiquated measure) and those times already exceed the national standard. Twenty-two months of construction will greatly impact emergency apparatus/vehicle response times.

TABLE IV.K-11, TABLE IV.K-12, TABLE IV.K-13, and TABLE IV.K-14: These tables show three repetitive locations with significant traffic impacts during construction, during both school year and summer time. The Draft EIR includes "average" response times (which is an antiquated measure) and those times already exceed the national standard. Twenty-two months of construction will greatly impact emergency apparatus/vehicle response times.

TABLE IV.K-18 and TABLE IV.K-19: These tables show three-six locations with significant traffic impacts during construction, during both school year and summer time. The Draft EIR includes "average" response times (which is an antiquated measure) and those times already exceed the national standard. Twenty-two months of construction will greatly impact emergency apparatus/vehicle response times.

IV.K-83: The Draft EIR states, "Threshold e) Would the project result in inadequate emergency access? As discussed in Chapter VI (subsection Impacts Found not to be Significant) of this Draft EIR and in the Initial Study (Appendix A of this Draft EIR), construction and/or operation of the Project would not result in inadequate emergency access. The Project would have a less than significant impact with respect to Threshold e. As described therein, secondary emergency access would be available to the Project Site during large scale fire emergencies. In addition, emergency services have the first right to the use of the roadway during high priority calls, and may use sirens to clear a path of travel, drive in the lanes of opposing traffic, bypass signals and stopped traffic, and implement other emergency measures in the use of the roadway. With LAFD's high priority use of the roadway during emergencies, Project traffic is not anticipated to significantly impair the LAFD or LAPD from responding to emergencies in the area. No further analysis is required." As presented above, this section of the analysis contained in the Draft EIR is not accurate. The access mentioned is extremely sub-standard and the surface, width, and possibly grade/angles of approach and departure exceed State and LAFD code requirements. It is not safe nor practical to use this access until it is improved. Sirens and red lights do nothing to move stalled traffic when there is congestion. The narrow streets in the area significantly limit the ability of emergency fire apparatus to respond quickly to the University and surrounding homes. Construction traffic only serves to increase the difficulty of emergency apparatus response.

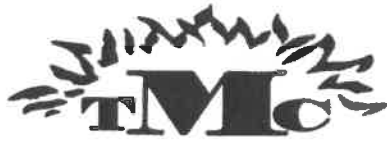
Appendix H Public Service Correspondence, Letter of April 4 from the LAFD: The LAFD indicated, "Based on these criteria (response distance from existing fire stations), fire protection would be considered inadequate." The Draft EIR has not appropriately addressed the excessive distance, nor the lengthy travel times.

Appendix H Public Service Correspondence, Letter of April 4 from the LAFD: The LAFD indicated, "The Los Angeles Fire Department continually evaluates fire station placement and overall Department services for the entire City, as well as specific areas. The development of this proposed project, along with other approved and planned projects in the immediate area, may result in the need for the following: 1. Increased staffing for existing facilities. (I.E., Paramedic Rescue Ambulance and EMT Rescue Ambulance resources.) 2. Additional fire protection facilities. 3. Relocation of present fire protection facilities. There is NO INDICATION that this project has committed to its share of funding and based on the size of the project and its remote location in the VHFHSZ. The finished operation, increased occupancy numbers and increased events will increase the number of responses, forever.

Appendix I Transportation and Traffic, Letter of April 4 from the DOT to Planning Department: The letter indicates that the DOT identified "several mitigation measures for the traffic impacts, but that all WERE NOT FEASIBLE."

*Peter M. Bryan*

Peter M. Bryan, Associate  
The McMullen Company



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## **Peter M Bryan**

### **Summary of Qualifications**

- 40 years in Public Safety with 28 years of Public Administration in Fire Chief and Chief Officer positions
- Developed four comprehensive fire and emergency services strategic plans and responsible for adoption by the governing City Council
- Interim Fire Chief for agencies in 2010; 2011-12; and 2014
- Expert testimony in legal cases involving employment law and fire protection safety
- Extensive experience in developing and implementing strategic planning process in multiple agencies, resulting in the improvement of services to the public and adoption of plan elements
- Developed and implemented two Paramedic programs and improved services in two other agencies
- Extensive experience in developing and implementing fees and other revenues, and cost containment practices in four agencies
- Developed and implemented new and updated employee policies/rules and regulations for four agencies
- Experienced fire chief in career and paid-call/combination departments serving populations from 8,000 to 180,000
- Trainer and facilitator for leadership and management programs; presenter at League of CA Cities; IAFC FRI; NFPA; CA Fire Chiefs Conference, Prevention Officers, Administrative Fire Services Section, and Training Officers; CA State Firefighters Association
- Emergency Response and Preparedness Planning including LHMP, EOP, and EOC Operating Manuals; EOC Operations and Planning Section Chief qualified. Disaster management and claims reimbursement for major wildland fires, significant floods and windstorms, and earthquakes for communities up to 50 square miles and 180,000 population
- Workers compensation case management including litigation, claims reduction programs, and wellness improvement programs for agencies with up to 124 employees
- Coordinated fire service agency transition for city service to county/state provided service
- Extensive direct interaction with state and local government, Councils, Boards and Agencies with leadership roles
- Diverse experience teaching including University undergraduate, public sector, professional development in continuing education; California State University Los Angeles, Cogswell Polytechnical College, and Community Colleges

### **Leadership, Management and Supervision**

- Selected to lead city and special district fire service agencies 1996 to 2014 with up to 125 personnel
- Developed and implemented mentoring and succession planning programs
- Excellent skills in personnel administration and supervision
- Excels in time management, program delegation, and project multi-tasking
- Excellent written and oral communications skills and experience

### **Fiscal Budgeting and Program Administration**

- Excellent experience and displayed skills in budgeting and fiscal expenditure controls
- Lead staff in the development of fiscal analysis program development and administration of new fiscal controls
- Administration and supervision of budgets with total value up to \$ 75 million
- Ability to administer formal/informal request for proposals, specifications, bidding and execution of contracts
- Experienced in fire facilities construction and contract administration

### **Work Experience**

2001, 2014-18

California State University

Los Angeles, California

#### **Adjunct Faculty – Part Time**

- Develop undergraduate fire administration and technology program courses and provide instruction
- Fire Protection Laws
- Fire Defense Planning
- Emergency Management & Terrorism

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- Fire Prevention and Building Codes: Interpretation and Enforcement

2012-17 Mt. San Antonio College Walnut, California

**Adjunct Faculty – Part Time**

- Develop and write undergraduate fire administration and technology program, provide instruction

2014 City of Hemet Fire Department Hemet, California

**Interim Fire Chief**

- Supervising and administering a fire department serving a population of approximately 85,00 with 51 total personnel
- Implemented new Paramedic program
- Analyzing feasibility of a contract for fire services as determined by the City Council; develop transition plan if directed
- Annual development and approval of the budget including operations, payroll, and accounts payable
- Manage a semi-annual weed abatement program, including notices, AP, AR elements

2011-12 City of Norco Fire Department Norco, California

**Interim Fire Chief**

- Supervising and administering a fire department serving a population of approximately 35,000 including service to a U.S. Navy facility and state corrections prison
- Managed and coordinated the transition to a county/state fire services contract
- Maintained the high quality ALS EMS, fire service and rescue services to the public through completion of the transition

2010 Wheatland Fire Authority Wheatland, California

**Interim Fire Chief**

- Supervising and administering a paid-call/combination fire department serving approximately 8,000 residents, 90 square miles, and a recreation and concerts population that can exceed 25,000
- Annual development and approval of the budget including operations, payroll, and accounts payable
- Development of strategic and staffing plan to meet the increasing service demands and LAFCo/County Planning development regulations

2001-09 City of Rancho Cucamonga Fire District Rancho Cucamonga, California

**Fire Chief**

- Directed department operations and functions serving 180,000 population with 116 full-time and 8 part-time personnel
- Annual development and approval of \$ 25 million budget including operations and personnel and \$ 50 million capital projects
- Lead staff in the development of strategic and staffing plan to meet the service demands through more effective and cost efficient utilization of resources including staffing
- Lead the development of the comprehensive performance evaluation system
- Supervised the team and attorney consultants to develop and adopt the comprehensive employee rules and regulations including FBOR provisions
- Implemented Fire Inspection Bureau programs and staffing by the use of new recurring revenues
- Developed and implemented wellness improvement and injuries/workers compensation reduction programs
- Developed and implemented state-of-the-art automated Emergency Operations Center, EOC Operations Manual, and EOP

**Battalion Chief**

- Responsible for personnel development program in leadership and technical skills

1999 -01 City of Monrovia Fire Department Monrovia, California

**Fire Chief**

- Directed department operations and functions serving 45,000 population with 60 full-time personnel
- Annual development and approval of \$ 15 million budget including operations and personnel
- Lead staff in the development of strategic and staffing plan to meet the service demands through more effective and cost efficient utilization of resources including staffing
- Developed and implemented new recurring revenue program based on development impacts

1996-99 City of Norco Fire Department Norco, California

***Fire Chief***

- Directed department operations and functions serving 35,000 population with 35 full-time personnel
- Annual development and approval of \$ 10 million budget including operations and personnel
- Lead staff in the development of strategic and staffing plan to meet the service demands through more effective and cost efficient utilization of resources including staffing
- Developed and implemented new recurring revenue program based on development impacts
- Developed and implemented new Paramedic program

1973-96 Cities of Victorville, Ontario, Upland Fire Departments California

***Fire Division and Battalion Chief, Captain, Fire Investigator, Inspector, Engineer, Firefighter***

1984-04 Bryan and Associates Consulting Rancho Cucamonga/Monrovia, California

***Principal and CEO***

- Principal and owner of Bryan and Associates a fire and life safety consulting firm; Expertise in code consulting; new development; development of wildland urban interface/intermix fire protection plans; station, apparatus, and personnel implementation schedules. Significant projects include a 10,000 acre strategic and development plan, 2,500 home fire protection plan, missile defense contractor, jail, regional shopping mall, regional airport terminal, and convention center.

**Education**

**Pacific Western University** Los Angeles, California

Master of Science Fire Protection Administration – May 1986

**California State University** Los Angeles, California

Bachelors of Science Fire Protection Administration and Technology – September 1984

**California State Fire Marshal Training and Education System** Sacramento, California

Fire Chief Certification – July 2001

Chief Officer Certification – May 1990

**California State Education System**

*Lifetime/Full-time Community College Teaching Credential - 1984*

**Publications and Instructor/Expert/Presenter Experience**

- **Author:** Fire Engineering  
Fire Service Ethics Meets News Media Coverage - 2016  
Are Your Critical Decision-Making Skills Evolving? – Aug 2015  
Family Member Medical Crisis...How Would You Respond? – Dec 2013  
Reducing Unwanted Alarm System Initiated Incident Responses – Jan 2013  
Firefighter Wellness and Fitness: Is It About Time for a Mandatory Program – Jan 2013  
Fire Service Leadership and Management: Revenue Change Based Negotiations for Fire Departments – Dec 2012  
Effective Simple Performance Evaluations for Fire Service Personnel – Nov 2012  
Transition, Merger, Consolidation: Managing Fire Service Changes – Sep 2012  
You Really CAN Reduce Fixed Public Safety Costs – Aug 2012  
Implementing Policies and Rules Can Help Rebuild Public Trust in Government – May 2012  
Self-Supporting Inspection Bureau – Jan 2012  
How to Improve Your Workers Compensation Program – Aug 2011  
Automating Emergency Operations Center – May 2011  
A Model for Reducing Injuries and Their Costs – Feb 2010  
Evaluating Fire Service Delivery – Apr 2008
- **Faculty/Instructor/Presenter Experience:**  
League of CA Cities 2013 and 2015 Leading Change in the New Reality  
California State University Los Angeles Part-Time Faculty, 2001, 2014-15  
IAFC FRI 2013 Performance Evaluations, Leading Change in the New Reality; 2012 Wellness and Workers Compensation – Reducing Injuries  
NFPA 2013 Reducing Unwanted Alarm System Responses

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CSFA 2013 Wellness is Everyone's Responsibility  
CA Fire Chiefs 2012 Managing the Difficult Times  
Cogswell Polytechnical 2010-2011 Analytical Approaches and Disaster/Defense Planning Courses  
CA Fire Chiefs AFSS Division 2011 Conflict Resolution and Labor Relations  
CA Fire Chiefs FPO Division 2011 and 2010 Bureau Administration  
Southern CA Finance Officers 2008 Personal Development

▪ **Expert Testimony and Deposition Experience:**

Employment Laws Personnel Court Testimony 2017  
Fire Department Operations 2017  
Liebert Cassidy Whitmore Expert Witness in Employment Practices 2013

**Leadership, Professional Affiliations, and Community Involvement**

- **Governor's Appointment:** California 911 Advisory Board – 2005-2013
- **Professional Member:** Society of Fire Protection Engineers
- **Committee Member:** International Association of Fire Chiefs
- **Board Member:** California Fire Chiefs Association – 1996-2010
- **Elected President:** San Bernardino County Fire Chiefs Association
- **Elected President:** San Bernardino County Fire and Arson Investigators Association
- **Elected/Distinguished President:** Kiwanis Club of Upland Foothill – 1991
- **School Site Council Chair and Member:** Los Osos, Etiwanda, and Alta Loma High Schools – 1995-2011

**Summary of Relationships with Governmental Agencies**

- **Cities of Chino, Montclair, Ontario, Rancho Cucamonga, and Upland:** 2004-2009  
Board of Director for West End Communication Authority (in conjunction with each City Manager)
- **City of Hemet:** 2014  
Interim Fire Chief; implement Paramedic program; manage weed abatement semi-annual program; manage transition of fire services process
- **City of Hesperia and Rancho Las Flores Development:** 1991-1994  
Developed Fire Protection Plan
- **City of Monrovia:** 1999-2001  
Fire Chief (includes working with proposed Miller Development); Department of Health Services; Monrovia Kiwanis Club; Mutual Aid Agreements
- **City of Norco:** 1996-1999 and 2011-12  
Fire Chief and Interim Fire Chief (includes working with Hidden Valley Development); Managed transition to County Fire; AMR agreements; Mutual Aid Agreements
- **City of Ontario:** 1978-1979, 1995-2004, and 2004-2009  
Consultant; Fire Inspector/Investigator (New construction and development consultant and project manager with City Manager for radio system upgrade)
- **City of Rancho Cucamonga and Rancho Cucamonga Fire District:** 1988-1994 and 2001-2009  
Fire Chief; develop and approval of five-year strategic plan; Consultant; AMR agreement
- **City of Upland:** 1979-1996  
Fire Marshal and Battalion/Division Chief  
Upland Foothill Kiwanis President
- **City of Victorville :** 1973-1978
- **County of San Bernardino and Lytle Creek Development:** 1996-1998  
Developed Fire Protection Plan
- **State of California 9-1-1 Advisory Board Member and Long Range Planning Committee Chair 2005-2013**
- **Wheatland Fire Authority:** 2010  
Interim Fire Chief