

**ADDITIONAL DOCUMENTS
FOR CC-8**

AWARD PSA TO CITYGATE ASSOCIATES



PROPOSAL TO CONDUCT A
STANDARDS OF COVERAGE
ASSESSMENT

CITY OF COSTA MESA

JULY 25, 2019



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July 25, 2019

Daniel Stefano
Fire Chief
Costa Mesa Fire & Rescue
77 Fair Drive
Costa Mesa, CA 92626

RE: PROPOSAL TO CONDUCT A STANDARDS OF COVERAGE ASSESSMENT FOR THE CITY OF COSTA MESA FIRE DEPARTMENT

Dear Chief Stefano:

Citygate Associates, LLC (Citygate) is pleased to present this proposal to the City of Costa Mesa to perform a Fire Department Standards of Coverage assessment. This introductory letter explains why Citygate is the most experienced fire deployment consultancy in the Western U.S., especially in Orange County.

NUMBERS THAT SPEAK FOR THEMSELVES

A Standards of Response Coverage (SOC), or deployment study, is the multi-step process used to determine fire station locations and crew/apparatus staffing to meet the unique needs of a community. Chief Stewart Gary, our Public Safety Principal, literally “wrote the book” on SOC studies. He was the lead author on the 2nd and 4th editions of the official manual for Standards of Response Coverage by the Commission on Fire Accreditation International (CFAI).

Chief Gary and his team of subject matter specialists have performed over **300** fire service studies over the last **18** years; his deployment studies within California alone have served over **15 million** residents. That is **nearly 40 percent** of California’s population. As a result, Chief Gary’s project team is the most prolific in the Western U.S.

“We work with consultants, obviously, all the time, but the work that Citygate did on this report is some of the best I’ve seen in my tenure here.”

-Former San Diego County CAO

RELATED DEPLOYMENT EXPERIENCE

Within recent years, Citygate has executed many of the largest fire and EMS deployment studies we know of, including the Counties of San Diego (57 agencies), El Dorado (14 agencies), and Los

Angeles, as well as the Cities of San Jose, San Diego, Oakland, Stockton, the Sacramento Metropolitan Fire District, and both the Ports of Long Beach and Los Angeles.

We have recent and extensive experience in Orange County including prior SOC work for Costa Mesa and the City of Orange. We have performed several multi-agency merger studies and are now under contract with the Orange County Fire Authority (OCFA) for both deployment and EMS system studies.

All our recent SOC studies have included the use of traffic congestion impact modeling on fire unit travel times. We are the first and, to date, only company we are aware of using this breakthrough data.

OUR TEAM OF SPECIALISTS

Chief Gary has developed a fire deployment study team that consists of the best, most experienced statistical and geo-mapping analysts and on Standards of Coverage and fire services to be found in the United States today. These sub-contractors have assisted Citygate with deployment studies for over 10 years.

- ◆ Citygate is the exclusive consulting services partner for the StatsFD™ (previously NFIRS 5 Alive™) fire statistical analysis software. Please use the following link for more information: www.statsfd.com.
- ◆ Citygate has partnered with CentralSquare Technologies (formerly TriTech and The Omega Group) for geographic mapping. They revolutionized the public safety industry by becoming one of the first vendors to embed mapping technology into computer-aided dispatch software and to develop one of the most sophisticated recommendation algorithms.

TIERED PROJECT NEEDS

We understand the City needs two deliverables as a result of this study. Citygate will provide these. These deliverables are:

1. An assessment of response time and service capacity coverage for the One Metro West project application in northwest Costa Mesa for inclusion into the project environmental impact report. This summary findings and recommendations report will be provided within 30 days of Citygate completing its Geographic Information System (GIS) and incident statistics models.
2. A full Standards of Coverage assessment report at the end of our Work Plan.

CITYGATE'S SPECIALIZATION

Citygate remains on the leading edge of analysis tools as the SOC thought process leader. As mentioned, Citygate is the first consultancy in the nation to utilize traffic congestion data from which to model rush-hour-impacted fire apparatus travel times. This is the same data used by mobile and

desktop map tools that displays green, yellow, or red for traffic congestion and thus longer travel times. The result of Citygate's expertise is clear: time after time, executive management and elected officials say, "This is one of the best studies we have ever received, and we now really understand the fire and emergency medical services issues before us."

Citygate has an outstanding track record with our clients. When Citygate commits to a client, we commit to that client's long-term success, far beyond the scope of the initial project. We strongly encourage the City to contact our project references—they are *golden*. This experienced team will not present lofty ideas that have no practical chance of implementation or acceptance. What sets us apart is our ability to weave our experience with our clients' facts and needs into recommendations that can positively move their fire service decisions ahead.

Citygate is an independent company and is not co-owned or under the control of any professional or standards-setting organization in fire services or government management. All of Citygate's principals and key consultants have had very successful careers first in local government, and then consulting. We are not academics or professional standards organization members that are trying to communicate only one policy agenda determined by its members rather than meeting the needs of Costa Mesa.

* * *

Citygate would be honored to be of service to the City of Costa Mesa in these challenging times for public safety providers. Citygate believes that, upon the City's review of our proposal and unique qualifications, you will find that Citygate's team of multi-disciplinary consultants will exceed the City's expectations!

As President of the firm, I am authorized to execute a binding contract on behalf of Citygate Associates, LLC. Citygate's proposal is valid for 60 days from the proposal due date. Please feel free to contact me at our headquarters office, located in Folsom, California at (916) 458-5100, extension 101 or via e-mail at ddeeroos@citygateassociates.com.

Sincerely,



David C. DeRoos, MPA, CMC, President

cc: Stewart Gary
Samuel Mazza

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SECTION 1—PROJECT APPROACH AND UNDERSTANDING

1.1 GENERAL PROJECT APPROACH

Citygate Associates, LLC’s (Citygate) project approach for the requested Standards of Response Cover assessment work is consistent with each Project Team member’s experience in fire service administration. Citygate utilizes various National Fire Protection Association (NFPA) publications, the Insurance Services Office (ISO), and the self-assessment criteria of the Commission on Fire Accreditation International (CFAI-CPSE) as best practice guidelines. Citygate does not use simple or one-size-fits-all measures.

Because Citygate’s Project Team is formed from recent practicing professionals in fire administration, the Department is, in effect, getting the expertise of an external “seasoned department head team,” not the opinions of junior staff members or consultants who have spent little time on the front lines managing in local government.

A significant strength of the Citygate team is the ability to develop reports with specific recommendations, tailored to the local agency’s situation, that are implementable within available fiscal resources. Citygate reports identify specific areas that are working well, where improvements are needed, and what new resources, if any, would be needed to implement the recommendations.

1.1.1 Fire and EMS Deployment Methodology

The core methodology used by Citygate in its deployment and operational response assessment work for this engagement will be that of the Standards of Coverage (SOC) systems approach to fire department deployment as published by the CFAI. This is a systems-based approach using local risk and demographics to determine the level of protection best fitting the Department’s needs.

1.1.2 Tiered Project Needs

We understand the City needs two deliverables as a result of this study. Citygate will provide these. These deliverables are:

1. An assessment of response time and service capacity coverage for the One Metro West project application in northwest Costa Mesa for inclusion into the project environmental impact report. This summary findings and recommendations report will be provided within 30 days of Citygate completing its Geographic Information System (GIS) and incident statistics models.
2. A full Standards of Coverage assessment report at the end of our Work Plan.

Deployment Assessment Methodology

Citygate proposes to provide a complete SOC assessment incorporating the following eight SOC process elements:

1. Existing deployment – a description of the Department’s current fire and EMS response system.
 - The Citygate team will understand the Department’s existing fire and EMS deployment model, strategies, and performance measures.
 - The assessment will provide the Department with fire and EMS response performance goals from which it can adjust, if needed, the fire services deployment system, with a clear understanding of the costs involved with any recommended changes.
 - While this is not a study of adjacent fire agencies, the study will consider the impacts of the Department’s existing or potential mutual aid agreements on its fire and EMS deployment system.
2. Community outcome expectations – identification of what community stakeholders expect of the Department’s fire and EMS response system.
 - Citygate will update stakeholder expectations for fire, EMS, and special hazard responses.
3. Community risk assessment – evaluation of the assets at risk in the Department’s fire and EMS service area.
 - Citygate will conduct a risk assessment to understand the Department’s risks to be protected, using community zoning information, ISO building risk information, occupancy data, hazard mitigation planning, population demographics, and projected growth.
 - Citygate will assist the Department in determining engine company team critical task time measurements.
4. Distribution study – evaluation of the location and effectiveness of first-due fire and EMS resources within the Department’s service area using the FireView™ software GIS mapping tool combined with cutting-edge traffic congestion analysis.
5. Concentration study – evaluation of the Department’s current fire and EMS response system to provide an effective multiple-resource response to serious emergencies using the FireView™ software GIS mapping tool.

6. Historical reliability – evaluation of the Department’s fire and EMS response system’s concurrent incident response performance utilizing the StatsFD™ software tool.
7. Historical response effectiveness studies – evaluation of the Department’s fire and EMS response system performance compared to existing Department or best practice performance goals.
8. Overall evaluation with Standards of Coverage statements by risk type, as needed.
 - Citygate will provide a summary assessment of the SOC analysis, including recommended deployment policies as appropriate.
 - The overall evaluation will also include a summary assessment of the current fire and EMS response system’s ability to protect the assets at risk within the Department’s service area, including the number and location of fire stations, quantity and types of apparatus, operational staffing levels, and specialized technical capabilities.
 - Citygate will recommend deployment and/or operational changes as appropriate to enhance fire service and EMS delivery, including implementation strategies, recommended timing, estimated costs, and potential funding sources.
 - Citygate’s recommended performance goals will be consistent with recognized guidelines from the NFPA, the CFAI, ISO, WAC, and WSRB.

Citygate strongly encourages the Department to create a Planning Assessment Team, which will include a representative cross-section of key Fire Department managers, operational staff, data analysts, and labor group leaders, to not only assist in growing Citygate’s understanding of the Department’s fire and EMS response system, but also to be coached by Citygate on state-of-the-art deployment methods and tools.

Once the Citygate team has debated the data results internally to reach a preliminary understanding, the team will then meet at length with the Department’s Planning Assessment Team to explain and vet the initial results against the Department’s long-term agency knowledge and common sense about its deployment geography, statistics, and staffing. In this way, Citygate coaches, pushes against legacy thinking, and *listens* for issues that may indicate errors in the initial model results. This avoids a common trap of believing the model when local experience reveals a flaw in the first data build. Using this process of leveraging both teams’ strengths, the final work product is robust, meets the local situation, and is implementable.

Given Citygate’s experience in local agency administration and presentation of complex issues to governing bodies, Citygate will create reports and briefing materials that make understanding the technical material easier while accepting the credibility of the conclusions and recommendations.

1.2 PROPOSED PROJECT WORK PLAN

This section details Citygate’s proposed project Work Plan to complete the scope of work requested. The proposed project Work Plan consists of five tasks to be completed over a six-month project period, as follows:

Task 1: Initiate and Manage the Project

Subtasks:

1.1 Develop Detailed Work Plan Schedule for the Project

- ◆ Citygate will develop a detailed work schedule for the project. This will assist both the consultants and Department staff to monitor project progress.

1.2 Request and Review Department Data and Documentation

- ◆ At the start of the project, Citygate will develop and submit a request for data/documentation relevant to this project, including Community Development General Plans within the Department’s service area; growth forecasts; any appropriate prior studies; Department documentation, including (as available) dispatch and incident data, fleet inventory, staffing, facilities, and response policies; and other relevant information
- ◆ Citygate will also review available hazard- and risk-related information, travel time performance measure(s), and historical calls-for-service data from Department data systems.
- ◆ Citygate will utilize Dropbox (an online file sharing service) to make it convenient for Department staff to provide requested data/documentation.
- ◆ After receiving the requested documentation, Citygate will review it prior to conducting the start-up meeting and stakeholder interviews in the following subtasks. Citygate has found that reviewing this information prior to interviews improves the effectiveness and value of the interviews since it results in more specific questions and more definitive information.

1.3 Meet with Department Representatives to Initiate Project

- ◆ Citygate will, in collaboration with the Department Planning Assessment Team, review and finalize a detailed project Work Plan, the schedule, activities, deliverables, roles and responsibilities, and project benchmarks.
- ◆ A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. In Citygate's experience, this early effort to clearly define expectations, roles, and lines of communications results in a better focus on substantive issues as the engagement progresses.
- ◆ To better understand the issues at stake in this project, Citygate, as appropriate and/or as requested, will meet with:
 - Fire Chief
 - Development Services and City Manager
 - Fire Department leadership and other key administrative/support staff
 - Employee labor group leadership as/if directed.
- ◆ Citygate encourages clients to not only appoint a Project Manager as the focal point to coordinate with Citygate, but to also appoint an internal Planning Assessment Team. The Planning Assessment Team can proof the draft data, contribute opinions, and provide feedback on technical and personnel issues in the Department. Finally, after Citygate has completed the project, the Department staff will have been "taught to fish" by understanding the project methods, Department data, and recommendations so they can continue the analyses as well as explain it effectively to other Department personnel.

1.4 Driving Assessment of Department Service Area

- ◆ As part of the initial site visit, Citygate will tour the Department's service area with an experienced Chief Officer to visually understand the risks to be protected, the geography, transportation network, facilities, and building, wildfire, and other potential natural and human-caused hazards and risks to compare what is seen versus what existing documents typify and quantify.

1.5 Ongoing Project Management

- ◆ Citygate will provide monthly written status reports, along with an invoice, that describe work performed in the prior month, work scheduled in the upcoming month, and any study issues or project and budget issues.

- ◆ In addition, if a serious issue is encountered at any point in the project, Citygate will immediately call and/or email the Department's Project Manager to work on an effective, timely resolution.

Meetings and Deliverables

There will be one, *one-day* on-site visit during this task to initiate the project, establish relationships, conduct stakeholder interviews, and begin the risk assessment.

Citygate will deliver the final project schedule and data/documentation request in writing.

Task 2: Standards of Coverage Assessment

Subtasks:

2.1 Community Served and Services Provided

The Citygate team will understand and describe the Department's service area to include:

- ◆ General description, formation, and history of the Department.
- ◆ Service area description, including boundaries, authority, key demographic and socio-economic indicators, projected growth, values at risk, and existing risk mitigation programs.
- ◆ Description of services provided.
- ◆ Description and analysis of the Department's current operational deployment model, including station locations, apparatus deployment, and operational staffing level.
- ◆ Identification, description, and review of any current mutual and/or automatic aid agreements.

2.2 Community Outcome Expectations and Performance Goals

- ◆ Citygate will review any existing community expectations and performance goals and identify and describe any differential expectations relative to fire protection services and response performance as a result of the stakeholder interviews.

2.3 Community Risk Assessment

Citygate will conduct an analysis of community risks, including:

- ◆ Identification and description of appropriate geographic planning zones.
- ◆ Identification and description of values at risk within the Department's area.

- ◆ Identification, description, and analysis of natural and human-caused fire and non-fire hazards with potential to adversely impact the service area relative to services provided by the Department.
- ◆ Determination of probability of occurrence for each identified hazard by planning zone.
- ◆ Determination of probable impact severity for each identified hazard by planning zone.
- ◆ Determination of overall risk by hazard for each planning zone.

2.4 Deployment Analysis

Citygate will use the *FireView* software GIS mapping tool, including traffic congestion data, to study the effectiveness of existing station locations to understand the existing deployment system performance and test proposed service measures by risk types in different zones for first-due, all-risk units.

- ◆ ***Distribution analysis***

Citygate will review the effectiveness of existing station locations to evaluate the deployment system's performance by risk types in different zones for first-due, all-risk units. Citygate's cost and scope of work includes the impacts of traffic congestion on response times.

- ◆ ***Concentration analysis***

Using prior incident statistics of coverage, Citygate will conduct an analysis of the Department's capability to achieve an Effective Response Force (ERF) within best practice response times to resolve more serious/complex emergencies.

2.5 Historical Response Effectiveness and Reliability

Citygate will utilize *StatsFD*TM software to provide a comprehensive statistical analysis of:

- ◆ Current response workload of each staffed fire company, including crew unit-hour utilization.
- ◆ Concurrent service demand and operational impacts.
- ◆ Historical response performance components.
- ◆ Mutual and automatic aid provided and received.

2.6 Overall Deployment Evaluation

Citygate will provide an overall deployment analysis summary, to include:

- ◆ A description of the current deployment system.
- ◆ A summary assessment of the current deployment system’s ability to protect the assets at risk within the Department, including the number and location of fire stations, the quantity and types of apparatus, operational staffing levels, specialized technical capabilities, and first-due and ERF performance.
- ◆ Recommendation, as needed, of revised performance objectives by risk type, including measures and compliance methodologies in alignment with recognized industry best practices, community expectations, and current and prospective future Department resources.
 - The recommended performance goals will be consistent with recognized guidelines from the NFPA, the CFAI, and the ISO.
- ◆ Identification of areas that are underserved, inefficient, or over-covered.
- ◆ Recommended deployment and/or operational changes as appropriate to enhance fire service and EMS delivery, including implementation strategies, recommended timing, and estimated costs.

Meetings and Deliverables

There are no on-site meetings or deliverables anticipated for this task. The SOC analysis, including applicable findings and recommendations, will be incorporated into the Draft Report in Task 4.

Task 3: Mid-Project Review

Subtasks:

3.1 Prepare and Conduct a Preliminary Findings Briefing

- ◆ Upon completion of Tasks 2 and 3, Citygate will conduct an on-site briefing of the deployment analysis findings for the Department’s Planning Assessment Team. This briefing will also include a discussion of any anomalies in the data and the resolution of any remaining issues.
- ◆ Pursuant to any input received from the Department’s Project Team, Citygate will make any data-driven changes and then refinements, if needed, will be incorporated into the Draft Report.

Meetings and Deliverables

A second day on-site is anticipated for this task. The findings and recommendations from the project review meetings will be incorporated into the Draft Report in Task 4.

Task 4: Prepare and Deliver the Draft Report

In this task, the entire Citygate Project Team will develop a comprehensive written Standards of Coverage Draft Report, including findings, recommendations, and exhibits as appropriate.

Subtasks:

4.1 Prepare Draft Deployment with Exhibits

- ◆ The entire Citygate team will prepare a Standards of Coverage Draft Report, including appropriate statistical and geographic mapping exhibits.
- ◆ Upon completion of the Draft Report, electronic versions in Microsoft Word will be sent to the Department’s project representative for comments using the “track changes” and “insert comments” tools in Word.

4.2 Review Draft Report with Department Planning Assessment Team

- ◆ Citygate’s normal practice is to review Draft Report with management personnel to ensure that the factual basis for the recommendations is correct and to allow time for a thorough review. In addition, Citygate takes time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.
- ◆ Citygate will conduct a tele-conference meeting to review the Draft Report, answer any questions, and agree on the elements for the Final Report.
- ◆ Prior to the preparation of a Final Report, the Draft Report will be reviewed by City Manager and Development Services.

Meetings and Deliverables

There are no on-site days anticipated for this task, as a tele-conference will be utilized to review the Draft Report.

Task 5: Prepare and Deliver the Final Report

5.1 Prepare and Submit Final Report

- ◆ The process of Final Report preparation is an important one. Implicit in this process is the need for a sound understanding of how the review was conducted, what issues were identified, why the recommendations were made, and how implementation should be accomplished.
- ◆ Based on results of the Draft Report review process, Citygate will prepare and submit an Executive Summary and comprehensive Final Report, including appropriate statistical and mapping exhibits.

5.2 Final Report Presentation

- ◆ Citygate will present key elements of the Final Report using Microsoft PowerPoint to an audience as determined by the Department’s project representative.

Meetings and Deliverables

There will be one on-site meeting for this task to present key elements of the Final Report by Chief Gary.

Deliverables for this task include a comprehensive written Final Report, including statistical and mapping exhibits, and a Microsoft PowerPoint presentation of key elements of the Final Report to an audience as determined by the Department’s project representative.

1.3 FINAL REPORT CONTENTS

The final work product will include:

- ◆ A review of the approach and analyses conducted.
- ◆ A summary of the Department’s current deployment model and response performance, including any opportunities for improvement.
- ◆ Analysis of service delivery expectations, including labor, management, elected officials’, and community expectations for delivery of fire service, EMS, and special hazard service.
- ◆ An analysis of the values to be protected in the Department, along with identification and evaluation of potential hazards and overall risk.

- ◆ An analysis of the efficiency of the current deployment scheme of firefighting resources within the Department’s fire stations.
- ◆ An analysis of the Department’s ability to meet its fire and EMS first responder deployment needs and expectations.
- ◆ Recommendations for deployment of existing resources, including probable growth, within the Department to optimize service delivery.
- ◆ Recommendations for deployment of new resources, if any, to meet current and future service delivery needs.
- ◆ Provision of supporting data and rationale for all recommendations.
- ◆ Provision of supporting statistics and other visual data to fully illustrate the current situation and consultant recommendations.

1.4 STUDY COMPONENTS WITH WHICH THE DEPARTMENT MUST ASSIST

The Department staff have the best capability to collect much of the required data that can assist the Citygate study. Therefore, the Department will assist Citygate with:

- ◆ Providing data and documents describing the organization, services, and performance measures, and other information as requested by Citygate, as available.
- ◆ Identifying a single point of contact for this project.
- ◆ Creating a Planning Assessment Team to include a representative cross-section of key Department managers, operational staff, data analysts, and other stakeholders as identified.

1.5 PROJECT SITE VISITS

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

- ◆ Task 1 – One, one-day on site to start the project, conduct on-site interviews, identify additional data/information needs, and tour the Department as needed.
- ◆ Task 3 – One on-site day to review the initial project findings with the Department’s Planning Assessment Team.
- ◆ Task 5 – One day on-site to present key elements of the Final Report to an audience as determined by the Department’s project representative.

1.6 PROJECT SCHEDULE

Citygate anticipates that the duration of this project will be six months. Some clients do not always place the Final Report on the City Council’s agenda in the sixth month due to time-of-year issues. We are available to start the project upon execution of a contract for services.

Proposed Project Schedule

Task		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
1	Initiate Manage Project						
2	SOC Assessment						
3	Mid-Project Briefing			●			
4	Prepare and Deliver the Draft Report						
5	Prepare and Deliver the Final Report						

● On-site meeting

1.7 PROACTIVE PROJECT MANAGEMENT

Citygate will, in collaboration with the Department’s Planning Assessment Team, review and finalize a detailed project Work Plan, the schedule, activities, deliverables, roles and responsibilities, and project benchmarks. These tools will assist both the Department and consultants to monitor project progress.

Citygate will provide monthly written status reports, along with an invoice, that describe work performed in the prior month, work scheduled in the upcoming month, and any study issues or project and budget issues. This allows our Project Team and the Department to proactively manage upcoming Work Plan components and minimizes the need for and impact of project scope changes. In addition, Citygate has two dedicated project administration staff that assist field consultant efforts and ensure timely execution of project tasks, and Citygate’s President reviews project progress and work products routinely.

SECTION 2—CITYGATE CAPABILITIES AND QUALIFICATIONS

2.1 COMPANY PROFILE



Citygate Associates, LLC, founded in 1990, is dedicated to assisting public sector agencies, private sector organizations, and non-profit organizations with improving services. Citygate’s Public Safety Services practice area conducts performance audits, organizational efficiency studies, deployment and station location analyses, master and strategic plans, risk assessment studies, consolidation feasibility analyses, staffing studies, and GIS for districts, cities, and counties throughout the United States. Citygate conducts an average of 20 to 40 specialized projects at a time across the Western United States.

Over the last 29 years, Citygate has conducted over 500 successful engagements for public agencies throughout the United States, including over 300 fire and emergency services projects. Some of Citygate’s major fire services clients include the County of Los Angeles, the City and County of San Diego, the City of San Jose, and the City of Oakland. There is not a more prolific and experienced deployment and fire protection consulting team on the west coast.

For more general information on Citygate’s other public sector general management services, please visit www.citygateassociates.com.

2.1.1 Citygate’s Unique Public Safety Specialization

Citygate is the leader in fire department Standards of Coverage (SOC) analysis methodology. Team members assigned to this project literally wrote the book on SOC, and Citygate is the first consultancy in the nation to utilize traffic congestion data to model rush hour impacts on fire apparatus travel times.

Citygate’s ability to help fire departments quantitatively improve service delivery is also evidenced by Citygate’s Fast Response Squad (FRS) innovation for the City of San Diego. In a situation hindered by fiscal constraints and difficult-to-serve areas, the interim approach developed by team members assigned to this project is reported to have improved response times by 30 percent in a recent pilot program, urging the Mayor and community to expand the effective, innovative effort.

Citygate’s methodology leadership is not limited to deployment; our fiscal and alternative service delivery acumen is also unparalleled. Citygate is the most relied upon firm to assist with fire

department consolidation and Joint Powers Authority (JPA) feasibility that we know of; Citygate has conducted more than 35 such assessments. Citygate has assessed the feasibility of a police/fire JPA, the first JPA of its kind, and Citygate's Public Safety Principal, Chief Stewart Gary, was awarded the Helen Putnam Award of Excellent and Innovation by the League of California Cities for his successful consolidation of the Livermore and Pleasanton Fire Departments. More information regarding this prestigious honor for innovation can be found here: <http://www.helenputnam.org>.

"I really want to express my appreciation for this work that's been done in a collaborative way in which the study was put together...This is the best assemblage of comprehensive information about the fire department today as well as what our needs might be in the future that I have seen."

Ken Hampian, Former City Manager
San Luis Obispo

In addition, Citygate's understanding of the emerging fiscal complications in pre-hospital ambulance billing collection rates is unmatched. Citygate has been increasingly relied upon to untangle and even rewrite billing and fiscal issues in government ambulance contracts due to the emerging impacts of the Patient Protection and Affordable Care Act. Counties such as Alameda and Contra Costa, along with the City of San Diego, have all turned to Citygate to assist with these urgent new matters, and the California Emergency Medical Services Administrators Association asked Chief Gary to present on them.

All of this means that if the City selects Citygate for this important project, it can be confident that the service delivery findings and recommendations it receives will be thoughtful and leading edge and will achieve quantitative results.

2.2 CITYGATE'S PROJECT TEAM

Citygate's capability for this service can be simply stated: the experience and talents of the Project Team members! Successful departmental review results come from Citygate's ability to handle, as necessary, six critical roles in cooperation with the Department's Planning Assessment Team: (1) champion; (2) stakeholder listener; (3) subject matter trainer/expert; (4) meeting facilitator; (5) coach and content expert; and (6) final strategist/advisor.

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

The Citygate team has a multi-disciplinary approach that includes the full range of skills required to execute this challenging project. The diverse group of specialists comprising Citygate's

proposed Project Team (described on the following pages) knows how to integrate their respective expertise into comprehensive, compelling, and creative strategies to accomplish an agency's objectives.

2.2.1 Necessary Project Team Skills

Citygate's consultants possess a number of skills necessary to complete this project, including project management and systems experience to manage numerous ongoing projects. Citygate's fire services skills and experience also include:

- ◆ Fire department firefighting and EMS program delivery and administration
- ◆ Fire department deployment principles and practices
- ◆ Fire department staffing methods and labor relations framework
- ◆ Fire services command and organizational structure
- ◆ Fire department performance measurement
- ◆ Fire prevention, urban-wildland interface, and community risk reduction
- ◆ Dispatch and communications
- ◆ Field operations for fire and emergency medical services
- ◆ Operating and capital budgeting
- ◆ Fire services management practices
- ◆ Fleet management
- ◆ Fire services technology
- ◆ Safety and training
- ◆ Land use planning
- ◆ Strategic, master, and business planning.

2.2.2 Project Team and Roles

The qualifications of the Project Team are critical as it is the expertise and the capabilities of the consultants involved in the project that ultimately determine the success of the project.

Please note that the role of each team member is described in *italics* at the end of their biographical paragraph. Full resumes for each consultant are presented in **Appendix B**. Primary members of the Project Team include the following experienced consultants:

Chief Stewart Gary, MPA, Public Safety Principal and Project Director



Chief Stewart Gary is the Public Safety Principal for Citygate Associates. Chief Gary is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For 15 years, he was a lead instructor, program content developer, and consultant for the Standards of Coverage process. For many years, he annually taught a 40-hour course on this systems approach for fire deployment at the California Fire Academy, and he teaches and consults across the United States and Canada on the Standards of Coverage process. Over the last 18 years, he has performed over 300 organizational and deployment studies on departments ranging in size from Minneapolis, Minnesota, to San Jose, California, to the Sacramento Metropolitan Fire District, to the Los Angeles County Fire Department.

Chief Gary was certified as a paramedic in 1976, has managed Fire/ALS programs in both San Diego and Alameda Counties, implemented Fire ALS in the City of Livermore in 1995, has sat on ambulance contractor selection boards, and knows well the challenges and opportunities ahead for EMS delivery.

Chief Gary will be the Project Director and primary Citygate contact for this project. He will manage the deployment services analysis, co-author the reports, and present all briefings.

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



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

Chief Mazza will conduct the risk assessment and other technical work.

CentralSquare Technologies, Geo-Mapping Specialist



CentralSquare Technologies (formerly TriTech and The Omega Group) revolutionized the public safety industry by becoming one of the first vendors to embed mapping technology into computer-aided dispatch software and to develop one of the most sophisticated recommendation algorithms.

Today, CentralSquare leads the way as the undisputed leader with software that covers every facet within the incident-response workflow, including 9-1-1, computer-aided dispatch, field-based reporting, records management, jail management, analytics and intelligence, patient care reporting, and ambulance billing software. Providing customers with unmatched satisfaction levels and delivering innovative solutions has made CentralSquare the most trusted partner in public safety software.

CentralSquare will provide geo-mapping analysis for the fire station / crew deployment portion of the project.

Michael D. Fay, Statistical Specialist



Mr. Fay has assisted Citygate with deployment studies for over 10 years. He has over 30 years' experience and has served as a firefighter, EMS director, educator, consultant, and publisher. As President of Animated Data, Inc., he is the designer and publisher of StatsFD, formerly NFIRS 5 Alive. Using standard NFIRS 5 datasets, StatsFD quickly performs diagnostic analysis of fire department operations.

Mr. Fay will conduct statistical analysis for the deployment portion of the project.

David C. DeRoos, MPA, CMC, Citygate President



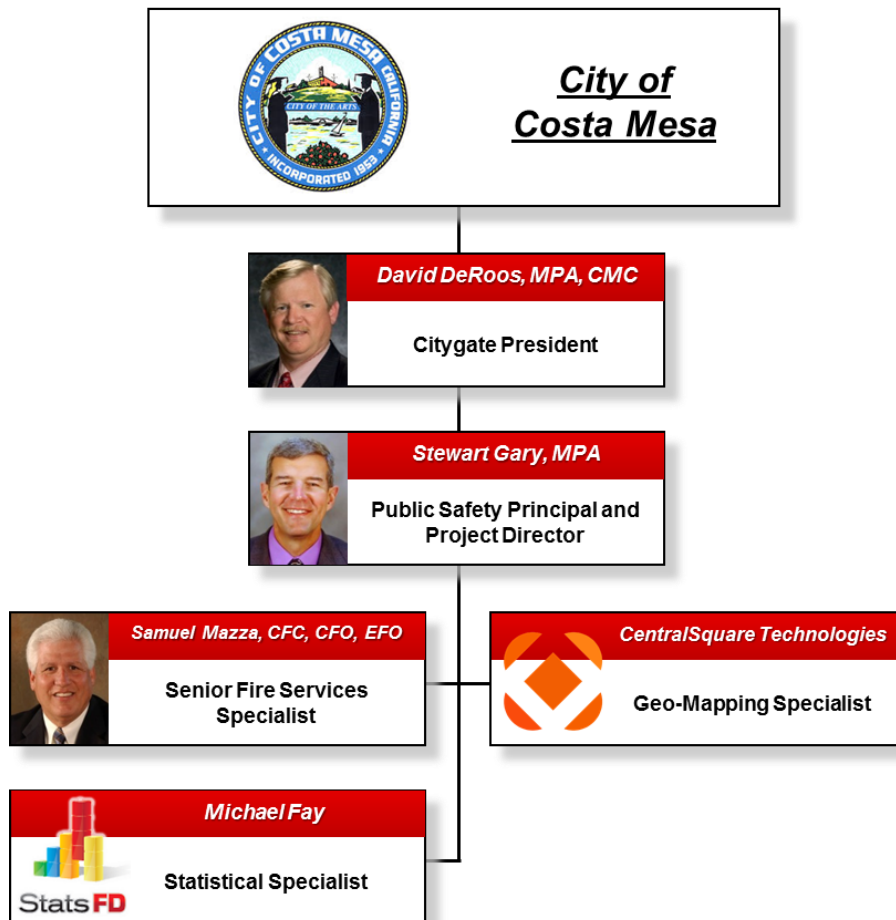
Mr. DeRoos has over 30 years of experience as a consultant to local government, preceded by five years as an assistant to the City Administrator. He earned his undergraduate degree in political science / public service (Phi Beta Kappa) from the University of California at Davis and holds a master of public administration degree from the University of Southern California. Prior to becoming a Principal in Citygate in 1991, he was a Senior Manager in the local government consulting division of Ernst & Young.

Mr. DeRoos is responsible for ensuring the project is conducted smoothly and efficiently within the schedule and budget allocated and that project deliverables meet Citygate's and the client's quality standards.

2.3 PROJECT TEAM ORGANIZATION CHART

The following is a Project Team organization chart that shows the lines of authority in Citygate’s Project Team. Citygate’s consultants adhere to the code of ethics approved by the Institute of Management Consultants (IMC), provided in **Appendix A**.

Project Team Organization Chart



SECTION 3—PROJECT EXPERIENCE AND REFERENCES

3.1 QUALIFICATIONS AND REFERENCES

The following is a brief description of Citygate’s public safety consulting experience. We provide project references, a description of several studies, and a list of other completed fire services engagements. For a more comprehensive list of Citygate’s Public Safety experience, please visit our website at www.citygateassociates.com/fire.

3.2 PROJECT REFERENCES

Citygate here provides references for some of our public safety engagements.

City of San Diego, CA

Project: Standards of Coverage Study

Brian Fennessy, Previously San Diego Fire Chief, Current Orange County Fire Authority Fire Chief
(714) 559-2700

City of Woodland, CA

Project: Standards of Coverage and

Headquarters Staff Capacity Review
Rebecca Ramirez, Fire Chief
(530) 661-5860

City of Pearland, TX

Project: Standards of Coverage and

Staffing Utilization Study
Vance Riley, Fire Chief
(281) 997-5852

Southern Marin FPD, CA

Project: Fire and Emergency Medical

Services Standards of Coverage Deployment Analysis
Chris Tubbs, Fire Chief
(415) 388-8182

3.3 CITYGATE PROJECT EXPERIENCE

The following are examples of Citygate’s experience in providing Standards of Coverage analyses and related studies for public agencies.

City of Costa Mesa, CA – *Evaluation of the Impacts of a Potential Fire Station #6 Closure*

Citygate and The Omega Group evaluated the Citywide impacts of a possible Fire Station #6 closure for the City of Costa Mesa. This study examined prior incident response times for all City fire station areas, unit utilization measures, the impact of simultaneous incidents, and, using GIS mapping, the predicted travel time coverage from all of the fire stations with and without Station #6.

Orange County Fire Authority, CA – Organizational Service Level Reviews Including Standards of Coverage Study

As part of a Master Services Agreement, Citygate has been retained to provide as-needed organizational service level reviews of operations for Orange County Fire Authority’s major cost centers. Each service level review will evaluate, at a forensic, data-driven level, the operational performance of the cost center, not just compared to national and Citygate team best practices, but to the needs of the Orange County Fire Authority, its employees, and its agency customers.

Five projects are currently underway, including a Standards of Coverage study and EMS review.

City of San Diego, CA – Standards of Cover Update Analysis

Citygate performed a Standards of Cover Update Analysis based on our 2010 study for the San Diego Fire-Rescue Department, including a comprehensive assessment of the Department’s deployment fact-pattern considering changes over the prior six years.

City of Orange, CA – Standards of Coverage Assessment

Citygate performed a Standards of Coverage study for the City of Orange Fire Department. This study included a deployment review and an analysis of staffing, fire incidents, mutual aid, geographic patterns, station location, and station operations. In addition, Citygate provided recommendations regarding deployment options.

City of Orange, CA – Headquarters and Support Functions Review and Strategic Plan

Citygate performed a headquarters and support functions review and strategic plan as an addendum to our 2014 Standards of Coverage plan contract for the City of Orange. The project included three steps that involved the participation and direction of the Department’s senior staff. The final work product was a strategic plan to provide guidance for the Department for the next five or more years.

Chino Valley Independent Fire District, CA – Standards of Coverage Assessment and Master Plan Update

Citygate conducted a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District in San Bernardino County, California. This project includes a comprehensive community risk assessment, Standards of Coverage analysis, fiscal and staffing analysis, and future needs assessment.

Cities of Manhattan Beach and Hermosa Beach – Operational Assessment of the Cooperative Fire Department Response Plan

Citygate provided an incident response statistics assessment of the current mutual response plan between the Manhattan Beach and Hermosa Beach Fire Departments to identify what service alternatives exist. This assessment also included a Standards of Coverage study.

City of Costa Mesa, CA

Proposal to Conduct a Standards of Coverage Assessment

City of Woodland, CA – Standards of Coverage and Headquarters Staff Capacity Review

Citygate conducted a Standards of Coverage plan for the City of Woodland, California, building upon a previous fire station location analysis we performed. In addition, we also reviewed the Fire Department headquarters staff and functions to determine if the headquarters team is able to sustain best practices and regulations regarding the safe provision of fire services and prevention programs.

Ventura County Fire Protection District, CA – Regional Fire Services Standards of Coverage Analysis

Citygate performed a regional fire services Standards of Coverage analysis for the Ventura County Fire Protection District to assess all facets of the region’s deployment operations.

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

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

At the end of Phase I, total compensation differences and limited overlap in positions prevented a merger in the near term. The agencies agreed to work on contract-for-service sharing within their support service bureaus.

Maui County, HI – Performance and Fiscal Audit of the Department of Fire and Public Safety

Citygate recently performed a performance and fiscal audit of the Department of Fire and Public Safety in Maui, Hawaii. This study was specifically designed to analyze the County’s current budgeted resource capacity and the utilization and allocation of those resources, and it provided recommendations for resource utility to ensure the County has the right resources performing the right services to allow the County to effectively achieve its strategic objective of providing a safe community for its residents.

City of Pearland, TX – Standards of Coverage and Staffing Utilization Study

Citygate performed a Standards of Coverage and staffing utilization study for the City of Pearland, Texas. The study was conducted to help determine how to best staff and equip the Department to meet its mission in light of rapid and anticipated continued growth. The City desired a performance review of the current delivery of all Fire Department services, as well as recommendations to ensure service delivery meets current best practices. The Final Report was received by the City Council with great support and positivity, as the Council unanimously voted in favor of implementing all Citygate’s recommendations.

Los Angeles County – Emergency Medical Services Organizational and Operational Review and Strategic Plan

Citygate performed an expansive review of the organizational and operational components of the EMS program at the Los Angeles County Fire Department. A comprehensive strategic plan was also developed to guide the next three to six years of improvement in the Department's EMS programs and allied support structures. This study and strategic plan addressed deployment, use of resources, best practices in pre-hospital medicine, organizational and personnel practices, and the use of information technology.

Despite challenges faced, the Department is managing and implementing the delivery of successful programs and changes recommended in Citygate's reports. Among those achievements, the Department hired a permanent Medical Director, improved relations with the EMS agency, implemented electronic patient care records, revamped the quality improvement program, completed back-logged EMS report scanning, and became the first Fire Department to go live with the implementation of the Safety Intelligence Risk Management Software tool.

City of Santa Clara, CA – Comprehensive Standards of Coverage and Headquarters Staffing Adequacy Review

Citygate assisted the City of Santa Clara Fire Department with a comprehensive Standards of Coverage and headquarters staffing adequacy review. The efficacy and efficiency of fire and emergency medical service delivery models were assessed, and a forecast for headquarters staffing and services was developed.

Southern Marin Fire Protection District, CA – Fire and Emergency Medical Services Standards of Coverage Deployment Analysis

Citygate conducted a Standards of Coverage analysis for the fire and emergency medical services of the Southern Marin Fire Protection District.

South County Fire Authority (City of Tracy), CA – Standards of Coverage Study

Citygate performed a comprehensive Standards of Coverage study for the South County Fire Authority to prepare for future needs based on nationally recognized guidelines and best practices, federal and state mandates, and pertinent local and regional operating procedures.

Cosumnes Community Services District, CA – Standards of Coverage and Headquarters Staffing Needs Study and Strategic Plan

Citygate completed a Standards of Coverage (SOC) study, management/administrative assessment, and Strategic Plan for the Cosumnes Community Services District Fire Department. This study included all facets of an extensive SOC and headquarters services review and an in-depth facilitation of the applied strategic planning method.

City of San Jose, CA – Fire Department Organizational Review

Citygate conducted a large organizational review of the San Jose Fire Department. This review evaluated the delivery of Fire Department services, technological improvements as they relate to Department response time performance, and increases in Department efficiencies in operations. To accomplish this, Citygate conducted a detailed community risk assessment; a Standards of Coverage (SOC) review; an evaluation of the Department’s organizational climate and structure, including an online employee survey; an EMS Program review; a review of the Communications Center; and an assessment of fiscal impacts, phasing, and possible next steps of changes recommended by Citygate. The SOC review included an analysis of the impact of traffic congestion on response times.

City of Sacramento, CA – Consultant Services to Conduct a Standards of Cover Study

Citygate conducted a Standards of Cover Assessment for the City of Sacramento. Citygate produced an SOC document that is fully compliant with industry best practices in the field of deployment analysis, which the City intends to use to determine the distribution and concentration of the City’s firefighting and ambulance resources.

Sacramento Metropolitan Fire District, CA – Standards of Coverage Study and a Services Reduction (Brownout) Study

The Fire/EMS Standards of Coverage study was commissioned to analyze the effectiveness of the current deployment system; evaluate the need for additional fire stations, apparatus, and crews; recommend criteria for the placement and timing of these stations; and develop the criteria for deployment reductions of three to five fire stations to meet the fiscal needs of the District’s declining revenues.

The study exceeded all the District’s expectations and was very well received by the elected officials and stakeholders. The District adopted and implemented Citygate’s brownout service reduction plan. Since then, Citygate has been obtained by the District to perform multiple fire services studies.

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

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

City of Costa Mesa, CA

Proposal to Conduct a Standards of Coverage Assessment

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

http://citygateassociates.com/Fire_San_Diego_County_Study.html

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

City of San Luis Obispo, CA – *Fire Department Deployment Study and Master Plan and Update*

Citygate performed a fire department planning study, which included a Standards of Coverage planning analysis to examine the levels of fire department services by occupancy type and land use classifications. The study included assessing fire services to California Polytechnic State University, San Luis Obispo. The study also included fire station and staffing infrastructure triggers for additional resources and an analysis of headquarters and prevention systems, as well as order of magnitude costs and possible financing strategies.

Citygate completed a review of projected growth in the City of San Luis Obispo's current General Plan and an assessment of fire service funding sources as part of a Standards of Coverage update. Citygate assessed the addition of a fifth fire station, or redistribution of the existing four stations, to serve new development in planned growth areas of the City.

3.4 CITYGATE CLIENT SUMMARY

In addition to the related studies described previously, the following is a list of additional fire services projects Citygate has completed.

Fire Standards of Coverage / Deployment Studies

- ◆ City of Alameda, CA
- ◆ Alameda County, CA
- ◆ Alameda County Fire Department, CA
- ◆ City of Bakersfield, CA
- ◆ City of Brentwood, CA
- ◆ City of Calexico, CA
- ◆ City of Carlsbad, CA
- ◆ Carpinteria-Summerland FPD, CA
- ◆ Central FPD of Santa Cruz County, CA
- ◆ Chino Valley Fire District, CA
- ◆ City of Cleveland, OH
- ◆ Coastside FPD, CA
- ◆ City of Costa Mesa, CA
- ◆ Cosumnes CSD, CA
- ◆ City of Eagan, MN
- ◆ East Contra Costa County FPD, CA
- ◆ El Dorado Hills Fire District, CA
- ◆ City of Emeryville, CA
- ◆ City of Enid, OK
- ◆ City of Eureka, CA
- ◆ City of Fairfield, CA
- ◆ City of Folsom, CA
- ◆ City of Georgetown, TX
- ◆ City of Huntington Beach, CA
- ◆ Kings County, CA
- ◆ Lakeside FPD, CA
- ◆ Los Angeles County EMS, CA
- ◆ Manhattan Beach, CA
- ◆ Marin County, CA
- ◆ Menlo Park FPD, CA
- ◆ City of Merced, CA
- ◆ City of Milpitas, CA
- ◆ City of Minneapolis, MN
- ◆ Missouri City, TX
- ◆ Montecito FPD, CA
- ◆ City of Monterey Park, CA
- ◆ City of Morgan Hill and Partners, CA
- ◆ National City, CA
- ◆ North County FPD, CA
- ◆ Orange County Fire Authority
- ◆ City of Palm Springs, CA
- ◆ City of Pasadena, CA
- ◆ City of Pearland, TX
- ◆ City of Redlands, CA
- ◆ City of Roseville, CA
- ◆ Ross Valley Fire Department, CA
- ◆ City of Sacramento, CA
- ◆ Sacramento Metropolitan Fire District, CA
- ◆ City of San Bernardino, CA
- ◆ City of San Diego, CA
- ◆ City of San Jose, CA
- ◆ City of San Luis Obispo, CA
- ◆ City of San Marcos, CA
- ◆ City of San Mateo, CA
- ◆ San Mateo County, CA
- ◆ San Ramon Valley FPD, CA
- ◆ Santa Barbara County, CA
- ◆ City of Santa Clara, CA
- ◆ Santa Clara County, CA
- ◆ City of Seaside, CA
- ◆ Snohomish County Fire District 1, WA
- ◆ South County Fire Authority, CA
- ◆ Southern Marin FPD, CA
- ◆ South Placer FPD, CA
- ◆ City of South San Francisco, CA
- ◆ South San Mateo County, CA
- ◆ South Santa Clara FPD, CA
- ◆ Stanislaus Consolidated FPD, CA
- ◆ City of Stockton, CA
- ◆ Suisun City, CA
- ◆ City of Sunnyvale, CA
- ◆ Templeton CSD, CA
- ◆ Travis County ESD No. 6, TX
- ◆ City of Vacaville, CA
- ◆ City of Vallejo, CA
- ◆ Valley Center FPD, CA
- ◆ City of Vancouver, WA

City of Costa Mesa, CA

Proposal to Conduct a Standards of Coverage Assessment

- ◆ North Lake Tahoe FPD, NV
- ◆ City of Oakland, CA
- ◆ City of Ogden, UT
- ◆ City of Orange, CA
- ◆ Ventura County FPD, CA
- ◆ City of Victorville, CA
- ◆ City of Vista, CA
- ◆ City of Woodland, CA
- ◆ Yuba City, CA

Master/Strategic Plans

- ◆ City of Anacortes, WA
- ◆ City of Andover, KS
- ◆ Aptos/La Selva FPD, CA
- ◆ City of Atwater, CA
- ◆ City of Belmont, CA
- ◆ City of Beverly Hills, CA
- ◆ Butte County, CA
- ◆ City of Carlsbad, CA
- ◆ Clark County FPD No. 6, WA
- ◆ City of Corona, CA
- ◆ Cosumnes CSD, CA
- ◆ City of Dixon, CA
- ◆ City of DuPont, WA
- ◆ East Contra Costa County FPD, CA
- ◆ El Dorado Hills Fire District, CA
- ◆ Fresno County, CA
- ◆ Lakeside FPD, CA
- ◆ Los Angeles Area Fire Chiefs Association, CA
- ◆ Los Angeles County, CA
- ◆ Madera County, CA
- ◆ Monterey County, CA
- ◆ Mountain House CSD, CA
- ◆ City of Mukilteo, WA
- ◆ City of Napa, CA
- ◆ Napa County, CA
- ◆ City of Newark, CA
- ◆ City of Oakdale / Oakdale Rural FPD, CA
- ◆ City of Oceanside, CA
- ◆ City of Orange, CA
- ◆ City of Peoria, AZ
- ◆ Presidio Trust, CA
- ◆ Port of Long Beach, CA
- ◆ Port of Los Angeles, CA
- ◆ Rock Creek Rural FPD, ID
- ◆ Salida FPD, CA
- ◆ Salton CSD, CA
- ◆ City of San Luis Obispo, CA
- ◆ City of Soledad, CA
- ◆ City of Surprise, AZ
- ◆ Travis County ESD #6, TX
- ◆ Town of Windsor, CA
- ◆ University of California, Davis
- ◆ University of California, Merced
- ◆ City of Yucaipa, CA

Consolidations and Contract-for-Service Analyses

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

General Studies

- ◆ Alameda County Health Care Services Agency – EMS System Consultation Services
- ◆ Alameda County, CA – Incident Management Teams
- ◆ City of Albany, NY – Management Audit
- ◆ City of Alpine Springs, CA – Services Cost Sharing
- ◆ City of Atascadero, CA – Project Impact and Mitigation Assessment
- ◆ Bay Area UASI – Incident Management Training
- ◆ Cities of Brea and Fullerton, CA – Fire Resource and Ambulance Plan
- ◆ City of Brentwood, CA – Service Costs and Options
- ◆ City of Calistoga, CA – Fire Safety Review
- ◆ Chabot-Las Positas Community College District, CA – Fire Services and EMS Training Facility Review
- ◆ City of Chula Vista, CA – Analysis of Overtime Use; Fiscal and Operational Policy Assistance for ALS Plan
- ◆ City of Cloverdale, CA – Impact Fees
- ◆ Contra Costa County, CA – Financial Review
- ◆ City of Copperopolis, CA – Fire Prevention
- ◆ City of Corona, CA – Fire Prevention
- ◆ City of Costa Mesa, CA – Potential Fire Station #6 Closure Impact Evaluation
- ◆ City of Davis, CA – Operations / Management
- ◆ Donnelly Rural Fire Protection District, ID – Mitigation
- ◆ East Contra Costa Fire Protection District, CA – Mapping Analysis
- ◆ City of El Dorado Hills, CA – Peer Review
- ◆ City of Encinitas, CA – Fire Station Review
- ◆ EMSA – Training Program Development
- ◆ City of Fairfield, CA – Review of the Fire Station Needs for the Fairfield Train Station Specific Plan
- ◆ City of Fremont, CA – Response Statistics; Comprehensive Multi-Discipline Type 3 IMT Training Program
- ◆ Northstar, CA – Fire Impacts and Growth Review
- ◆ Orange County Fire Authority – Service Level Reviews of all Functions
- ◆ City of Paso Robles – Fire Services Review and City Council Workshop
- ◆ City of Patterson, CA – Advance Planning
- ◆ PG&E – Mitigation
- ◆ City of Piedmont, CA – Emergency Operations Center Training
- ◆ Placer County, CA – Fire Services and Revenue Assessment
- ◆ PlumpJack Squaw Valley Inn, CA – Emergency Preparedness and Evacuation Plan Review
- ◆ City of Portland, OR – Public Information Officer Training
- ◆ Port of Long Beach, CA – Mitigation
- ◆ Port of Long Beach, CA – Update of Port Multi-Hazard Firefighting Study
- ◆ Port of Los Angeles, CA – Performance Audit
- ◆ Port of Oakland/City of Oakland – Domain Awareness Center Staffing Plan Development
- ◆ City of Poway, CA – Overtime Audit
- ◆ Rancho Cucamonga Fire District, CA – Fire Services Feasibility Review
- ◆ Rancho Santa Fe Fire Protection District, CA – EMS Operational and Fiscal Feasibility Review
- ◆ City of Roseville, CA – EMS Transport
- ◆ City of Sacramento, CA – Fire Prevention Best Practices
- ◆ Sacramento Metropolitan Airport, CA – Aircraft Rescue and Firefighting Study
- ◆ Sacramento Regional Fire/EMS Communications Center, CA – EMS Data Assessment
- ◆ City of Salinas – Comprehensive Fiscal Feasibility Analysis and Facilitation of the Development of a JPA Governance Agreement
- ◆ Salton CSD, CA – Fire Services Impacts Review

City of Costa Mesa, CA

Proposal to Conduct a Standards of Coverage Assessment

- ◆ City of Glendale, AZ – Public Safety Audit
- ◆ City of Goodyear, AZ – Fire Department Management Audit
- ◆ Hamilton City Fire Protection District, CA – Preliminary Diagnostic Assessment
- ◆ City of Hemet, CA – Costing and Peer Review for Fire Service Alternatives
- ◆ City of Hermosa Beach, CA – Analysis of Los Angeles County Fire District’s Contract for Fire Services Proposals
- ◆ City of Hesperia, CA – Cost Estimate for Hesperia-Provided Fire Services
- ◆ Kelseyville Fire Protection District, CA – Executive Search
- ◆ Kings County, CA – High-Speed Rail Project Impact Analysis
- ◆ Kitsap Public Health District, WA – Emergency Response Plan Review Services
- ◆ City of Loma Linda, CA – Cost of Services
- ◆ Los Angeles County, CA – After-Action Review of Woolsey Fire Incident
- ◆ Los Angeles County, CA – Fire Services Impact Review
- ◆ Madera County, CA – Fire Station Siting Analysis
- ◆ City of Manhattan Beach – Evaluation of Site Options for Fire Station 2
- ◆ Maui County, HI – Fire Audit
- ◆ Menlo Park Fire Protection District – Site Assessments for Fire Stations 3, 4, and 5
- ◆ City of Millbrae, CA – Fire and Police Service Impacts for Millbrae Station Area Plan
- ◆ City of Mill Valley, CA – Fire and Emergency Medical Services Study
- ◆ City of Milpitas, CA – Fire Services Planning Assistance
- ◆ Monterey County, CA – EMS Agency Ambulance Systems Issues Review and Analysis
- ◆ Monterey County, CA – EMS Communications Plan
- ◆ Monterey County, CA – Office of Emergency Services Tabletop Exercise for Elkhorn Slough
- ◆ City of Napa, CA – Mitigation
- ◆ City of San Bernardino – Evaluation of City Fire Service Proposals
- ◆ City of San Diego Fire-Rescue Department, CA – Emergency Command and Data Center Staffing Study
- ◆ City of San Diego Fire-Rescue Department, CA – Fire Communications Center and Lifeguard Dispatch Review
- ◆ City and County of San Francisco, CA – Incident Management Training
- ◆ City of San Jose, CA – Fire Department Organizational Review
- ◆ San Mateo County, CA – Countywide Fire Service Deployment Measurement System
- ◆ City of Santa Barbara, CA (Airport) – Aircraft Rescue and Firefighting Study
- ◆ Santa Clara County, CA – Incident Management Training
- ◆ Santa Cruz County, CA – Incident Management Training
- ◆ Town of Scotia Company, LLC – Board Training Workshop
- ◆ Snohomish County Fire District 1 – Peak Hour Ambulance Use Study
- ◆ Sonoma LAFCO, CA – Municipal Services Review
- ◆ Southern Marin Emergency Medical Paramedic Services, CA – EMS Resources Deployment Analysis
- ◆ South Monterey County Fire Protection District, CA – Needs Assessment
- ◆ City of South San Francisco, CA – Provision of Station Deployment Coverage GIS Maps
- ◆ Squaw Valley, CA – Assessment of Project Impacts
- ◆ Stanford University, CA – Fire Services System Review Consulting Services
- ◆ Tracy Rural Fire Protection District, CA – Fire Analysis
- ◆ City of West Sacramento, CA – Impact Fees Study
- ◆ Wheatland Fire Authority, CA – Operational Feasibility Review

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- ◆ Newark-Union City, CA – Fire Services Alternatives
- ◆ City of North Lake Tahoe, CA – Management Team Workshop
- ◆ City of Woodland, CA – Fire Station Location Peer Review
- ◆ Yolo LAFCO, CA – Combined MSR/SOI Study
- ◆ City of Yorba Linda, CA – Emergency Operations Center Training
- ◆ Yuba County, CA – Comprehensive Services Delivery and Staffing Review

3.5 CITYGATE'S DEPTH IN FIRE/EMS WORK

Citygate is the **most experienced** deployment, EMS, and fire services assessments firm in the western United States. Why?

Stewart Gary, retired Fire Chief and Citygate's Public Safety Principal, helped develop the Standards of Coverage methodologies and taught these methodologies to fire service leaders across the US and Canada. Chief Gary partnered with the leading software firms to develop the tools necessary for advanced fire services deployment planning. To Citygate's knowledge, there is no other fire services deployment analyst with Chief Gary's depth and breadth of experience, which is summarized here:

- ◆ In 1995, Chief Gary was asked to develop the Commission on Fire Accreditation Standards of Coverage (SOC) manual 1st Edition into a 40-hour course for the California Fire Academy.
- ◆ In the years to follow, Chief Gary co-authored and edited the 2nd and 4th Editions of the SOC manual.
- ◆ Chief Gary taught the highly successful SOC class at the California Fire Academy for years and delivered seminars nationally for the Commission on Accreditation to fire service groups, including International Fire Chiefs Association Conventions, accreditation applicant agencies, and Navy and Air Force Fire Chiefs.
- ◆ Chief Gary, as a consultant since 2001, has worked on over 300 fire service projects. Many of these involved complicated and politically sensitive situations. Most involved some form of partial or total deployment analysis skills.
- ◆ Chief Gary's record of positive consultancy results across diverse stakeholder groups is unparalleled. In fact, at the final presentation of Citygate's countywide deployment study for San Diego County to the elected officials, which was led by Chief Gary, Citygate received these comments:

- “Never before has a study been done that looks across the wide range of jurisdictional lines and at a level of analysis so deep.” —*Second District Supervisor, Dianne Jacob*
- “I think this is an extraordinary report. [It’s] professionally done and this is probably one of the best presentations that I personally have ever sat through.” —*Supervisor Fourth District, Ron Roberts*
- ◆ Chief Gary brings *two other* unique perspectives to this project:
 - He has listened to an incredible number of elected, management, and labor leaders in his consulting career; there is not much he has not heard elsewhere, and can many times explain to stakeholders that they are not alone in their perception or needs and coach them as to how other agencies are dealing with these issues.
 - Over seven years he served his community, first as an elected school district trustee, and then a City Council member, in Livermore, California. He deeply understands the local government fiscal situation given the recession and how elected policy leaders need to understand technical material to build effective, lasting policy decisions.

3.6 CITYGATE’S DISTINGUISHING CHARACTERISTICS IN THE MARKETPLACE

Citygate’s reputation is built on one word – **trust** – and founded on these core values:

Ethics: Citygate will use rational information to help elected officials make informed policy choices. Citygate’s opinions are not for sale to those who might want to slant a recommendation because they are paying for the advice.

Quality: Citygate delivers a complete work product that meets the client’s *local* needs. Citygate does not use one-size-fits-all reports. Citygate reports clearly use facts to frame appropriate recommendations that the civilian reader can understand. There is no industry jargon, nor do the reports jump to conclusions that only a fire service individual would understand.

Timeliness: Citygate will offer clients a realistic timeline and always complete the work within that timeline. Where Citygate has not, it is due to the client needing more time to schedule events or to produce background information.

Sensitivity: Citygate will understand at the project kick-off what the stakeholder issues are and what information will be needed to completely address them. Citygate is careful to respect local issues. Citygate does not take sides, but rationally analyzes

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information and presents policy choices. Citygate is made up of quiet, “backstage” experts who let the local officials set and explain public policy.

Independence: Citygate provides a dependable, independent voice in its recommendations. Citygate is not aligned with any special interest group or association.

SECTION 4—COST PROPOSAL

4.1 PROJECT FEES

Citygate’s charges are based on *actual time* spent by the consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. Citygate will undertake this study for a “not-to-exceed” total cost based on the proposed project Work Plan, scope of work, and schedule as presented in the following table. Any additional work outside the scope of services described in this proposal, as mutually agreed to in writing as a change order, will be billed at the hourly rate of the respective consultant(s), including any reimbursable expenses plus a five percent administrative fee.

Project Cost Summary

Project Component	Consulting Fees of Project Team	Reimbursable Expenses	GIS Data Fee	Administration (5% of Hourly Fees)	Total Citygate Project Amount
Base Cost for SOC	\$48,648	\$2,675	\$5,200	\$2,433	\$58,956
Portion Directly related to One Metro West Project	\$12,162	\$669	\$1,300	\$608	\$14,739
Total Cost	\$60,810	\$3,343	\$6,500	\$3,041	\$73,694

This cost proposal reflects Citygate’s best effort to be responsive to the City’s needs at a reasonable cost. If the proposed scope of work and/or costs are not in alignment with the City’s needs or expectations, Citygate is open to discussing modification of the proposed scope of work and associated costs.

4.2 COST TERMS

Our price quote is effective for 90 days from the date of receipt of this proposal and includes one (1) draft review cycle as described in Task 4 of the Work Plan, to be completed by Citygate and the City within 30 calendar days of the City receiving the Draft Report. Additional Draft Report cycles or processing delays requested by the City would be billed in addition to the contracted amount at Citygate’s time and materials rates. When changes are agreed upon, Citygate will provide the Final Report in reproducible .PDF format. The Draft Report will be considered to be the Final Report if there are no suggested changes within 30 days of the delivery of the Draft Report.

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Should the City decide to delay the final presentation in Task 5 after acceptance of the final work products, Citygate will accommodate such a request, but will charge two administrative hours per month to keep the project in suspense until the presentation is delivered. If this causes the billing to exceed the contracted amount, the City will be billed for the additional hours above the contracted amount.

4.3 STANDARD HOURLY BILLING RATES

Citygate’s hourly rates are as follows:

Classification	Rate	Consultant
Citygate President	\$225 per hour	David DeRoos
Public Safety Principal / Project Director	\$250 per hour	Stewart Gary
Senior Fire Services Specialist	\$225 per hour	Sam Mazza
Geo-Mapping Specialist	\$215 per hour	CentralSquare
Statistical Specialist	\$195 per hour	Michael Fay
Report Project Administrator	\$125 per hour	Various
Administrative Support	\$ 95 per hour	Various

4.4 BILLING SCHEDULE

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

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

APPENDIX A

CODE OF ETHICS

CODE OF ETHICS

CLIENTS

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

ENGAGEMENTS

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

FEES

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

PROFESSION

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

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

APPENDIX B

PROJECT TEAM RESUMES

Mr. Gary was, until his retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 47th year in the Fire Service, Mr. Gary began as a volunteer and worked his way up through the ranks, including his service as a Paramedic for five years.

Mr. Gary started his career with the City of Poway in San Diego County, attaining the rank of Battalion Chief / Fire Marshal. He subsequently served as the Administrative Battalion Chief for the Carlsbad Fire Department in San Diego County. He was appointed Fire Chief for the City of Livermore, California in January 1994, and two years later, he successfully facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless 10-company department from which he retired as Chief. This successful consolidation was awarded the esteemed Helen Putnam Award for Excellence by the California League of Cities in 1999.

Mr. Gary has both a bachelor's and master's degree in Public Administration from San Diego State University. He holds an associate degree in fire science from Miramar Community College in San Diego and a certificate in fire protection administration from San Diego State, and he has attended hundreds of hours of seminar course work in fire protection.

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

Memberships Held Include:

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

Current Consulting Experience Includes:

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed, or directed over 300 consulting projects. Some of the highlights and recent projects include:

- ◆ Currently serving as Public Safety Principal to perform as-needed organizational service level reviews of operations for Orange County Fire Authority's major cost centers. Five projects are currently underway, including a Standards of Coverage study and EMS review.
- ◆ Served as Public Safety Principal to evaluate the impacts of a potential Fire Station #6 closure in the City of Costa Mesa, California.
- ◆ Served as Project Director and Standards of Coverage Specialist for a Standards of Coverage assessment for the City of Orange Fire Department.

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- ◆ Served as Public Safety Principal for a headquarters and support functions review and Strategic Plan for the City of Orange Fire Department.
 - ◆ Served as Project Director for a consolidation, merger, or contract for services feasibility analysis for the City of Anaheim and its partners in the study. Citygate identified opportunities to expand and/or strengthen the delivery of fire services, emergency medical services, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and City of Orange Fire Department.
 - ◆ Served as Public Safety Principal to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
 - ◆ Served as Project Manager and Standards of Coverage Specialist for a strategic plan and Standards of Coverage study for the City of Beverly Hills Fire Department.
 - ◆ Served as Project Director for a strategic planning process for the Los Angeles County Fire Chiefs Association to provide a framework for regionalizing training across all 31 fire departments in the area.
 - ◆ Served as Project Director for an extensive emergency medical services organizational and operational review of the Los Angeles County Fire Department. This study also included an EMS Strategic Plan.
 - ◆ Served as Public Safety Principal and Project Director to perform a Standards of Coverage study update, management staffing assessment, and Strategic Plan for the City of Carlsbad Fire Department.
 - ◆ Served as Public Safety Principal and Project Director for a Standards of Coverage update for the San Diego Fire-Rescue Department.
 - ◆ Served as Project Director for a Fire Department Strategic Plan and Standards of Coverage study for the City of Corona, California, which included all facets of fire and non-fire operations, including, but not limited to, fire prevention, fire administration, emergency medical services, fire investigation, fire training, disaster preparedness, hazardous materials, administrative support positions, information systems, capital facilities and apparatus, Fire Department fees, regional issues, and fire public education.
 - ◆ Served as Public Safety Principal for a comprehensive Standards of Coverage and headquarters staffing adequacy review for the Santa Clara Fire Department.
 - ◆ Served as Public Safety Principal and Project Manager for a Standards of Coverage study and enhanced risk assessment for the Carpinteria-Summerland Fire Protection District.

Other Relevant Non-Citygate Experience Includes:

- ◆ In 2002, Mr. Gary led a seminar that taught the Standards of Coverage (SOC) methodology to members of the Clark County Fire Department.
- ◆ In 2005 and into 2006, Mr. Gary coached, assisted and initially drafted the Clark County Fire Department Rural SOC documents. He advised County GIS on how

to prepare the necessary mapping and response statistics analysis. He then coached the project manager on collecting risk assessment information on each rural area, which he then wove into an integrated draft set of risk statements and proposed response policies for each rural area.

- ◆ In 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9–0 vote.
- ◆ In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless 10-company department for which he served as Chief. The LPFD represents one of the few successful city-to-city fire mergers in California. The LPFD consisted of 128 total personnel with an operating budget for FY 00/01 of \$18M. Service was provided from eight stations and a training facility, and two additional stations were under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the Standards of Coverage system for fire service deployment. He re-worked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
- ◆ In 1994, Mr. Gary effectively led the Fire Department’s adding of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully re-voted after Proposition 218) to help pay for this increased service. In 1995, Mr. Gary assisted the City Council and the firefighters union in reaching a new understanding on staffing, and a fifth Fire Company was added to better serve the northwest area of Livermore.
- ◆ During his tenure in Carlsbad, he successfully master-planned and opened two additional fire stations and developed the necessary agreements between the development community and the City Council.
- ◆ Mr. Gary has developed fire apparatus replacement plans; procured fire apparatus; supervised the development of community disaster preparedness and public education programs; facilitated permit streamlining programs in the Fire Prevention and Building Departments; improved diversity in the Livermore fire department by hiring the first three female firefighters in the City; supervised the Livermore City Building Department, including plan check and inspection services for two years; and master-planned future growth in the north Livermore area for an additional 30,000 people in a “new town” area.

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- ◆ Mr. Gary facilitated a successful regional dispatch consolidation between Poway and the City of San Diego Fire Department. He developed and implemented fire department computer records systems for Carlsbad and Livermore.
 - ◆ Mr. Gary has been a speaker on the proper design of information systems at several seminars for Fire Chiefs, the California League of Cities, and the Fortune 100. He has authored articles on technology and deployment for national fire service publications.
 - ◆ Mr. Gary is experienced as an educator in teaching firefighting, paramedicine, and citizen CPR programs. As a community college instructor, he taught management and fire prevention. He has been an instructor for State Fire Training and the San Diego Paramedic program.

Instructor and Lecturer:

- ◆ Instructor and lecturer on fire service deployment for the Commission on Fire Accreditation Standards of Coverage methodology. Over the last five years, Mr. Gary has presented one-day workshops across the US and Canada to fire chiefs. Presentations have included:
 - The International Association of Fire Chiefs Convention
 - US Navy Fire Chiefs in Norfolk, Virginia
 - US Air Force Fire Chiefs at the USAF Academy, Colorado Springs, Colorado
 - Seattle-area Fire Chiefs
 - Vancouver British Columbia Fire Chiefs Association
 - The Michigan/Indiana Fire Chiefs Association School at Notre Dame University
 - The California Fire Training Officers annual workshop
- ◆ Developed and taught the 40-hour course in fire deployment methods for the California Fire Academy for seven years. Over 250 fire officers have been trained in this course.

Publications:

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

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

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

Memberships Held Include:

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

Current Consulting Experience Includes:

The following is a brief selection of Mr. Mazza's consulting experience since joining Citygate:

- ◆ Currently serving as Senior Fire Services Specialist to perform as-needed organizational service level reviews of operations for Orange County Fire Authority's major cost centers, including a Standards of Coverage study and EMS review.
- ◆ Served as Senior Fire Services Specialist and Project Manager to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
- ◆ Served as Senior Fire Services Specialist and Project Manager to develop an emergency services Master Plan for the Aptos/La Selva Fire Protection District.
- ◆ Served as Senior Fire and Emergency Services Specialist to conduct a Standards of Coverage update for the City of San Diego Fire-Rescue Department.
- ◆ Served as Fire Services Specialist for a risk assessment, Standards of Coverage study, and facilities Master Plan for the El Dorado Hills Fire District.

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- ◆ Served as Senior Fire Service Associate to provide a Standards of Coverage and risk assessment study for the Montecito Fire Protection District.
 - ◆ Served as Fire Services Specialist for a Standards of Coverage study and enhanced risk assessment for the Carpinteria-Summerland Fire Protection District.
 - ◆ Served as Fire Services Specialist to develop a fire services strategic plan and pre-accreditation review for the University of California, Davis, and City of Davis Fire Departments.
 - ◆ Served as Senior Fire Services Specialist and Risk Assessment Specialist to perform a comprehensive Standards of Coverage and headquarters staffing adequacy review for the City of Santa Clara Fire Department.
 - ◆ Served as Senior Fire Services and Risk Assessment Specialist for a comprehensive community risk assessment, Standards of Coverage study, and station location and deployment study for the City of Sunnyvale, California.
 - ◆ Served as Senior Fire and Emergency Services Specialist for a fire services Standards of Coverage analysis for the Alameda County Fire Department.
 - ◆ Served as Senior Fire Services Specialist and Project Manager to conduct a Standards of Coverage and management/administration assessment for the Central Fire Protection District of Santa Cruz County, California.
 - ◆ Served as Senior Fire Services Specialist and Project Manager to provide a Standards of Coverage and staffing study for Kings County, California.
 - ◆ Served as Senior Fire Service Associate for a Standards of Coverage update and risk assessment for the Menlo Park Fire Protection District.
 - ◆ Served as Senior Fire Services Specialist and Project Manager to provide a Standards of Coverage assessment for the City of Merced Fire Department.

Significant Programs/Projects:

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

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

Other Consulting Experience Includes:

- ◆ Curriculum development for the National Fire Academy, Emmitsburg, Maryland, including the following courses: Politics for the Local Fire Chief, New Fire Chief series, and Creating Fire Adapted Communities in the Wildland Urban Interface.

Instructor and Lecturer:

- ◆ Instructor – Executive Analysis of Community Risk Reduction (second-year Executive Fire Officer Program curriculum) – National Fire Academy, Emmitsburg, Maryland.
- ◆ Instructor – ICS-100, ICS-200, ICS-300, ICS-400, IS 700a, IS 800b – California State University Monterey Bay.

Publications:

- ◆ “Identifying Workforce Issues Relative to the Proposed Consolidation of the Monterey, Pacific Grove, and Carmel Fire Departments.” July 2007, National Fire Academy, Emmitsburg, Maryland
- ◆ “An Evaluation of Self-Contained Breathing Apparatus Voice Communications Systems,” June 2008, National Fire Academy, Emmitsburg, Maryland

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- ◆ “Identifying and Mapping Critical Infrastructure and Key Resources for the City of Monterey, California,” June 2009, National Fire Academy, Emmitsburg, Maryland
 - ◆ “Initial Damage Assessment Criteria and Procedures for the City of Monterey, California,” April 2010, National Fire Academy, Emmitsburg, Maryland
 - ◆ “EMS Task Force White Paper,” May 2001, Monterey County Health Department, Emergency Medical Services Agency. Included an evaluation and recommendation of enhancements to the Monterey County EMS system.

Michael D. Fay has over 30 years' experience and has served as a firefighter, EMS director, educator, consultant, and publisher.

Relevant Experience:

- ◆ President of Animated Data, Inc., the designer and publisher of StatsFD, formerly NFIRS 5 Alive. Using standard StatsFD and raw CAD datasets, StatsFD quickly performs diagnostic analysis of fire department operations. Outputs are designed for both live and printed presentations.
- ◆ Director of End2End, Inc., publisher of FirePoint RMS Systems for fire departments. Products of the firm include 40 single-user and multi-user client server modules. (Formerly Advanced Command Systems, Inc. Maynard, MA). Mr. Fay is responsible for RMS product development.
- ◆ Senior Associate of Firepro Inc., a fire consulting firm specializing in fire safe building design, forensic reconstruction, and fire department consulting services. Mr. Fay directed fire scene documentation and reconstruction of dozens of large loss fires and co-authored management studies for several city fire departments.
- ◆ Assistant Superintendent and Program Chair for Management Technology at the National Fire Academy, Federal Emergency Management Agency (FEMA). The mission of the National Fire Academy is to enhance the nation's fire protection services through the development and delivery of specialized programs for fire service managers, trainers and technicians. Mr. Fay directed delivery of management training courses in the Resident Programs Division, and he developed and delivered executive development training courses for chief officers of larger departments. He also established the National Fire Academy's microcomputer laboratory. Mr. Fay authored two college-level courses on the use of computer technology in the fire service and was responsible for the development and delivery of a national teleconference on management applications for fire service computers.
- ◆ Field Coordinator, International Association of Fire Chiefs Apprenticeship Program. The IAFC/IAFF Apprenticeship Program developed personnel resources through the establishment of performance standards and local programs of training. Mr. Fay traveled to fire departments nationally to help resolve obstacles to the implementation of enhanced fire fighter, EMT and paramedic training programs and contributed to the development and adoption of national standards for Firefighters and Emergency Medical Technicians (EMTs).
- ◆ Director, Emergency Medical Services and Firefighter for the Amherst, MA Fire Department, was responsible for EMS operations, supervision of EMS personnel, budget preparation and public information programming. He also served as a line firefighter.

Education:

- ◆ BA, University of Massachusetts

Mr. DeRoos is the President of Citygate Associates, LLC and former Deputy Director of the California Redevelopment Association. He earned his undergraduate degree in political science / public service (Phi Beta Kappa) from the University of California, Davis, and he holds a master's degree in public administration from the University of Southern California. Mr. DeRoos has over five years of operational experience as a local government administrator in land use planning, budgeting, and personnel and 30 years of consulting experience performing operations and management reviews of local government functions. Prior to joining Citygate in 1991, he was a Senior Manager in the State and Local government consulting division of Ernst & Young.

Relevant Experience Includes:

- ◆ For all Citygate projects, Mr. DeRoos reviews work products and is responsible for ensuring that each project is conducted smoothly and efficiently within the schedule and budget allocated and that the project deliverables are in conformance to Citygate's quality standards.
- ◆ Served in an oversight capacity to evaluate the impacts of a potential Fire Station #6 closure in the City of Costa Mesa, California.
- ◆ Currently serving in an oversight capacity to perform as-needed organizational service level reviews of operations for Orange County Fire Authority's major cost centers, including a Standards of Coverage study and EMS review.
- ◆ Served in an oversight capacity for a strategic plan and a headquarters and support functions review for the City of Orange Fire Department.
- ◆ Served in an oversight capacity for a Standards of Coverage assessment for the City of Orange Fire Department.
- ◆ Served in an oversight capacity for a consolidation, merger, or contract for services feasibility analysis for the City of Anaheim and its partners in the study. Citygate identified opportunities to expand and/or strengthen the delivery of fire, emergency medical, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and City of Orange Fire Department.
- ◆ Served in an oversight capacity to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
- ◆ Served in an oversight capacity for a Strategic Plan and Standards of Coverage study for the City of Beverly Hills Fire Department.
- ◆ Served in an oversight capacity to update a Standards of Coverage study, management staffing assessment, and Strategic Plan for the City of Carlsbad Fire Department.
- ◆ Served in an oversight capacity for an extensive emergency medical services organizational and operational review of the Los Angeles County Fire Department. This study also included a Strategic Plan.

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- ◆ Served in an oversight capacity to conduct a strategic planning process for the Los Angeles County Fire Chiefs Association to provide a framework for regionalizing training across all 31 fire departments in the area.
 - ◆ Served in an oversight capacity to develop an emergency services Master Plan for the Aptos/La Selva Fire Protection District.
 - ◆ Served in an oversight capacity for Citygate's Standards of Coverage study for the City of San Diego, California.
 - ◆ Served in an oversight capacity for a Standards of Coverage update for the San Diego Fire-Rescue Department.
 - ◆ Served in an oversight capacity for a Strategic Plan and Standards of Coverage study for the City of Corona Fire Department, which included all facets of fire and non-fire operations, including, but not limited to, fire prevention, fire administration, emergency medical services, fire investigation, fire training, disaster preparedness, hazardous materials, administrative support positions, information systems, capital facilities and apparatus, Fire Department fees, regional issues, and fire public education.
 - ◆ Served in an oversight capacity for a risk assessment, Standards of Coverage study, and facilities Master Plan for the El Dorado Hills Fire District.
 - ◆ Served in an oversight capacity for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.
 - ◆ Served in an oversight capacity for a comprehensive Standards of Coverage and headquarters staffing adequacy review for the City of Santa Clara, California.
 - ◆ Served in an oversight capacity for a comprehensive community risk assessment, Standards of Coverage study, and station location and deployment study for the City of Sunnyvale, California.
 - ◆ Served in an oversight capacity for a Standards of Coverage and risk assessment study for the Montecito Fire Protection District.
 - ◆ Served in an oversight capacity for a Standards of Coverage study and enhanced risk assessment for the Carpinteria-Summerland Fire Protection District.

Mr. DeRoos is a member of several professional and civic associations. He has taught for the UC Davis Extension College and for graduate classes in public administration, administrative theory, and labor relations for Golden Gate University and non-profit and association management for the University of Southern California. He speaks and trains frequently on the topic of Leadership, Character, and Values and has also been a speaker for the American Planning Association (APA), written for the California APA newsletter and the California Redevelopment Journal, and has been a speaker on redevelopment, base closures, and related issues across the US. Mr. DeRoos holds a certificate in public sector labor management relations from UC Davis and is a Certified Management Consultant (CMC).

**ADDITIONAL DOCUMENTS
FOR PH-2**

**PA-17-10, SOBER LIVING FACILITY AT 115
EAST WILSON ST.**

Subject:

FW: Public Hearing -2 at Council Meeting, August 6, 2019

PH-2 Additional Documents

From: Flo Martin <flomama@aol.com>

Sent: Monday, August 05, 2019 2:43 PM

To: alan.mansoor@costamesaca.gov; MARR, ANDREA <ANDREA.MARR@costamesaca.gov>; GREEN, BRENDA <brenda.green@costamesaca.gov>; STEPHENS, JOHN <JOHN.STEPHENS@costamesaca.gov>; FOLEY, KATRINA <KATRINA.FOLEY@costamesaca.gov>; CHAVEZ, MANUEL <MANUEL.CHAVEZ@costamesaca.gov>; REYNOLDS, ARLIS <ARLIS.REYNOLDS@costamesaca.gov>; GENIS, SANDRA <SANDRA.GENIS@costamesaca.gov>; TRAYLOR, MARIAN <MARIAN.TRAYLOR@costamesaca.gov>

Subject: Public Hearing -2 at Council Meeting, August 6, 2019

Dear Mayor Foley, Mayor ProTem Stephens and Council Members,

According to the Agenda Report for Item # PH-2. I am reading that the Ohio House facility "houses up to 45 adults. (page 1)

The chart on page 3 (Table 1-Unit Breakdown) shows that each facility has 4 bedrooms. (footnote 2 states that the total rooms include bedrooms, family room and living-dining room.) I found on the Zillow website that Unit C sold in 2017 and was listed as 3 bedrooms.

So, am I assuming too much in thinking that there might be beds set up in the living room area? Or, has the dining room been converted into a bedroom?

Who provides the meals for these 8 to 9 adults? Where do they eat? In the living room? In the "dining room?"

On page 4, under the subtitle, "Separation Conflict Map," I read that "...there are FOUR [my emphasis] drug-recovery-house facilities within 650 feet of the subject property." That is insane! That's not a friendly neighborhood "residential" setting. That's institutional!

Page 5, "Calls for Service," describes eight calls (theft, disturbances and medical aid) in the last two years. My home is .7 miles away from this "facility." Four of the ten neighbors on our street have experiences car and home burglaries this past year. My home was once burglarized by a "recovering addict" out on parole.

Page 5, "Overcrowding," states that a housing unit [with] more than one person per room is overcrowding. More than 1.5 persons per room is "severely overcrowded." What with the fact that this facility technically has only 3 bedrooms (as per Zillow) and not 4 as shown in Table 1-Unit Breakdown, I am certain that Ohio House is severely overcrowded.

I concur with Staff's recommendation. Please deny the request for a Reasonable (HA-HA!) Accommodation. Please deny the Conditional Use Permit as well!

Florence Martin
2442 Andover Place,
Costa Mesa, CA 92626
949.933.3699

Subject:

RE: 115 E Wilson - Ohio House

PH-2 ADDITIONAL DOCUMENTS

From: danalavin@mindspring.com <danalavin@mindspring.com>

Sent: Monday, August 05, 2019 2:40 PM

To: CITY COUNCIL <CITYCOUNCIL@costamesaca.gov>

Cc: GREEN, BRENDA <brenda.green@costamesaca.gov>; CONSTITUENT SERVICES

<constituentservices@costamesaca.gov>

Subject: 115 E Wilson - Ohio House

Dear City Council,

I live near the corner of East Wilson and Elden in Eastside Costa Mesa. We have been dealing with the impact of sober living for years now. I'd like to bring your attention to Ohio House 115 East Wilson A-E and the appeal being presented at the August 6th, 2019 city council meeting. As you will see in these photos, the place is an eyesore and the men are always hanging around outside smoking or hanging out nextdoor at the Circle K which is known for it's drug deals in the parking lot.

I would very much like for the denial of the permit to be upheld. This appeal that Ohio House is requesting housing is for 45 people! So not only are they requesting to be closer than 650 ft from another sober living group of homes they are requesting to have 9 people to each of the 5 houses instead of the 6 maximum allowed in California

Two doors down from 115 East Wilson and these 5 homes for 45 people (less than 650 feet apart) is Northbound Therapeutic Services at 125 & 131 East Wilson with 2 separate triplexes housing 26 people. Technically they could house 36 people.

There is a Sober Living home that has been approved for a permit right down the block at 165 E. Wilson housing 12 people and you would never know it.

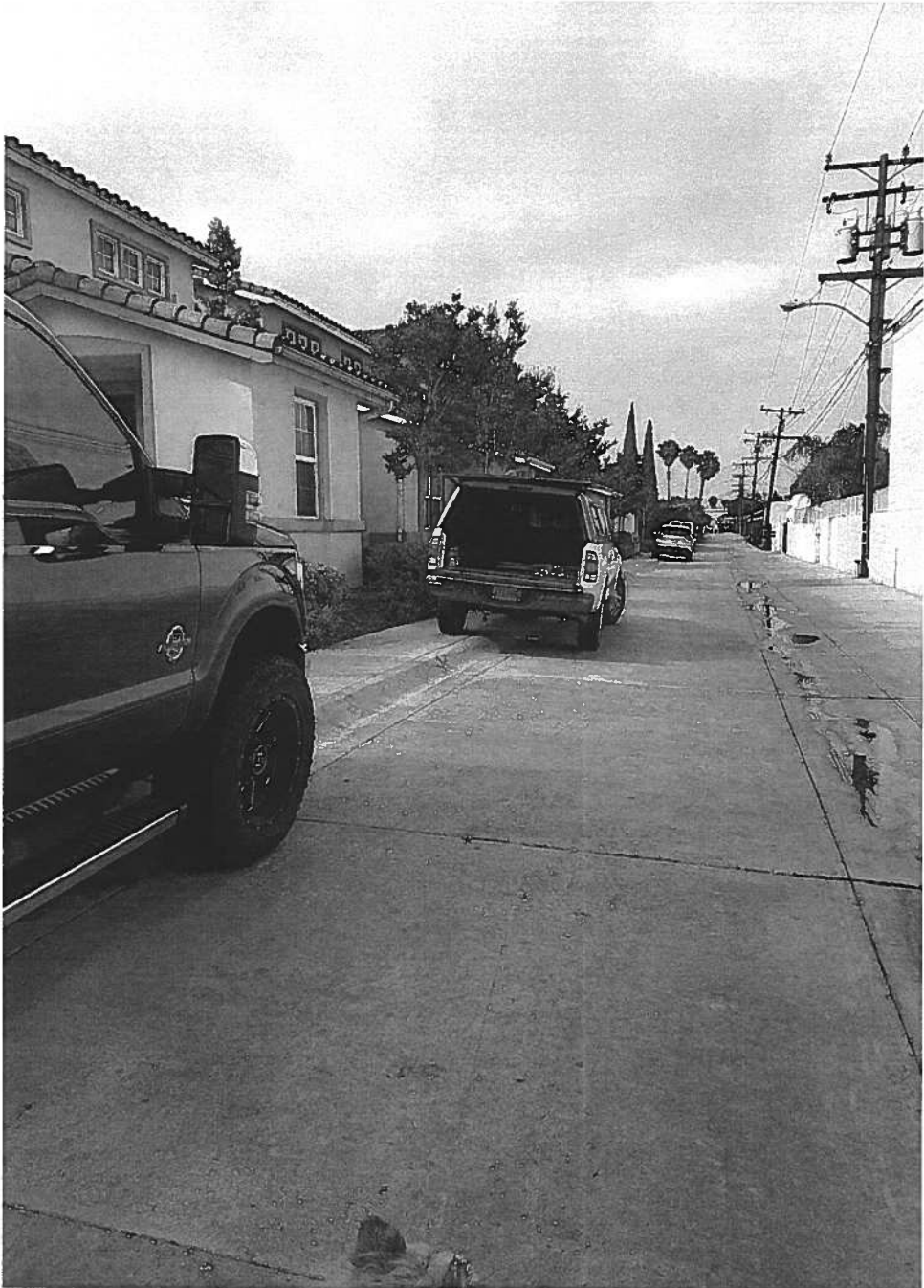
My little wood fence backs up to both of the Northbound triplexes and even though I wasn't thrilled when all my neighbors were evicted, Northbound has very strict rules for the women living there. They do not go in the backyard that is right over my fence. They can only smoke in the section in front of their homes away from the street and public. They have managers onsite 24/7 and have a curfew. The women must be in their residences, and are not allowed to go outside to smoke, after 10 pm / 7 days per week. The on-site managers assure that the residents are following this rule "sweeping" the property to monitor the residence.

I never see these women hanging out in groups on the sidewalk blocking the way, they have been very courteous neighbors they contribute back to the city and I have an open line of communication with the Director.

Ohio House is a different story. Trash is always overflowing in front of the houses, they park on the sidewalk and make it very uncomfortable to walk by when the men are all outside smoking on the sidewalk either on Wilson or right outside the houses. Due to the fact there is no real front yard away from the street, they smoke right on the sidewalk or gather in the alley in front of the houses. 45 Men is just ridiculous and if you were going to approve a CUP I would give it to Northbound which is DHCS approved by the state not Ohio House with their outrageous requests and lack of respect for our community.

Thank You for Your Time,
Dana S. Lavin
Eastside Costa Mesa







PH-2 Additional Documents

Tom Walker

Costa Mesa, CA

Dear Madam Mayor and members of City Council,

I am writing in reference to CUP PA-17-10 for which the property owners are requesting that the Council to reverse previous decisions to deny a permit to operate a sober living facility that would be in conflict with current City of Costa Mesa zoning codes.

My wife and I have a home very close to the proposed facility and very close to other existing similar facilities and while our hearts go out to anyone going through drug or alcohol treatment we feel that the City's zoning codes are fair and need to be enforced. The current 650 ft. separation requirement still allows for hundreds of sober living facilities spread across all of Costa Mesa and to allow separation distances less than that will result in an overconcentration in an area which will not be good for the City of Costa Mesa, neighboring residents, or the residents of the facilities.

I ask that the Council rejects any requests to allow a lesser separation distance that is already allowed and to also work with the existing facilities that are not in current compliance find ways to work within the City's zoning codes.

Tom Walker