



Agenda Item A.8
CONSENT CALENDAR
Meeting Date: September 18, 2018

TO: Mayor and Councilmembers

FROM: Carmen Nichols, Deputy City Manager

CONTACT: Dana Grossi, Management Analyst

SUBJECT: Award of Contract for an Operational and Organizational Assessment of the City Manager's Office and Neighborhood Services and Public Safety Department

RECOMMENDATION:

- A. Approve and authorize the City Manager to execute a Professional Services Agreement with Citygate Associates to conduct an independent operational and organizational assessment of the City Manager's Office and Neighborhood Services and Public Safety Department, in an amount not to exceed \$64,850 with the termination date of June 30, 2019, and;
- B. Approve an appropriation of \$21,994 from General Fund Unassigned Fund Balance to account 101-5-1200-500.

BACKGROUND:

Staff prepared a Request for Proposals (RFP), which was published on June 20, 2018, to identify a qualified consultant to review and assess the City Manager's Office and Neighborhood Services and Public Safety Department's organizational structure, operational functions, and staffing levels. The consultant will make recommendations to enhance the operations of these departments, strengthen organizational workflows, and increase coordination and collaboration with the other City departments for current and future needs.

Three proposals were received by the July 19, 2018 deadline from the following consultants: Citygate Associates, The Novak Consulting Group, and the Institute for Building Technology and Safety. The proposals were rated by a team of staff members on the following criteria: completeness of response, experience conducting similar assessments in California, the consultant staff's prior experience in the public sector, and reasonability of cost. In addition to written ratings, the proposal team conducted interviews of all three consultants to inform their recommendations.

DISCUSSION:

Citygate Associates (Citygate) is recommended for award of this contract for several reasons including: 1) their responsiveness to the Request for Proposals; 2) the extensive qualifications and experience of the project team performing similar assessments for other jurisdictions in California; 3) the consultant's proposed methodology and approach to the project; and 4) the cost of the proposed work. Staff were impressed with Citygate's wealth of experience performing similar assessments for other California localities; the other two firms did not have as much experience in California. In addition, Citygate's project team for this assessment includes specialists in the areas of city management, public safety, and parks and recreation. A final consideration in recommending Citygate over the other two firms is the City's familiarity with Citygate's work and their knowledge of the City, as this consultant performed a similar assessment in 2016 for the Planning and Environmental Review Department.

Attachment 1 contains the recommended agreement with Citygate, which includes a summarized scope of services in Exhibit A. Staff anticipate that this assessment will be completed by the end of the 2018 calendar year, at which time the selected consultant will present the final report to City Council. Attachment 2 is the RFP containing the scope of services that was advertised for, and Attachment 3 is Citygate's proposal which contains a more in-depth description of their work plan. Staff are recommending that City Council approve an agreement with Citygate Associates in an amount not to exceed \$64,850.

FISCAL IMPACTS:

The agreement with Citygate is for a total not to exceed amount of \$64,850 with a termination date of June 30, 2019. The adopted FY 2018-19 Revised Budget did not include sufficient funds to cover the total contract amount in the City Manager's Professional Services Account (101-5-1200-500). Approximately \$42,856 of budget is available. Staff is recommending an additional appropriation of \$21,994 from General Fund Unassigned Fund Balance to support this contract to account 101-5-1200-500. The table below summarizes the current budget and recommendation appropriation for operational and organizational assessment services related to the City Manager's Office and Neighborhood Services and Public Safety Department.

Fund	Account	FY 18/19 Budget	FY 18/19 YTD + Enc.	Recommend Appropriation	Available Budget
General Fund	101-5-1200-500	\$65,000	\$22,144	\$21,994	\$64,850

Approximately \$2.6 million is available in projected budgetary General Fund Unassigned Fund Balance.

ALTERNATIVES:

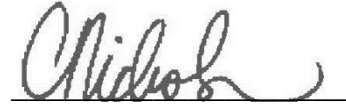
The City Council could choose to decline contracting with Citygate Associates and instead direct staff to contract with one of the other firms that submitted a proposal. Alternatively,

City Council could decline awarding any agreement for the assessment at this time. In either case, the project schedule would be delayed and efforts to improve operations of the City Manager's Office and Neighborhood Services and Public Safety Departments could be impacted.

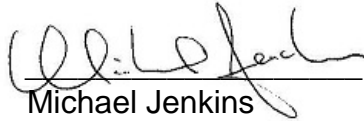
Reviewed By:

Legal Review By:

Approved By:



Carmen Nichols
Deputy City Manager



Michael Jenkins
City Attorney



Michelle Greene
City Manager

ATTACHMENTS:

1. Agreement for Professional Services between the City of Goleta and Citygate Associates
2. Request for Proposals (RFP) for an Independent Operational and Organizational Assessment for City Manager and Neighborhood Services and Public Safety Departments
3. Proposal from Citygate Associates

ATTACHMENT 1

Draft Agreement for Professional Services between the City of Goleta and Citygate
Associates

**AGREEMENT FOR PROFESSIONAL SERVICES
BETWEEN THE CITY OF GOLETA
AND
CITYGATE ASSOCIATES, LLC**

This AGREEMENT FOR PROFESSIONAL SERVICES (herein referred to as "AGREEMENT") is made and entered into this 18th day of September, 2018, by and between the **CITY OF GOLETA**, a municipal corporation (herein referred to as "CITY"), and **CITYGATE ASSOCIATES, LLC** (herein referred to as "CONSULTANT").

WHEREAS, the CITY has a need for professional analytical services to conduct an operational and organizational assessment of the City Manager's Office and Neighborhood Services and Public Safety Department; and

WHEREAS, the CITY does not have the personnel able and/or available to perform the services required under this AGREEMENT, and therefore, the CITY desires to contract for professional services to accomplish this work; and

WHEREAS, the CITY noticed a request for proposals and/or qualifications for the professional analytical services; and

WHEREAS, the CONSULTANT was selected based on established rating criteria and interviews; and

WHEREAS, the City Council, on this 18th day of September, 2018, approved this AGREEMENT and authorized the City Manager to execute the AGREEMENT.

CITY and CONSULTANT agree as follows:

1. RETENTION AS CONSULTANT

CITY hereby retains CONSULTANT, and CONSULTANT hereby accepts such engagement, to perform the services described in Section 2. CONSULTANT warrants it has the qualifications, experience, and facilities to properly and timely perform said services.

2. DESCRIPTION OF SERVICES

The services to be performed by CONSULTANT are as follows:

Professional analytical services in conjunction with an operational and organizational assessment of the City Manager's Office and Neighborhood Services and Public Safety Department. Services shall generally include a

review and assessment of organizational structure, operational functions, and levels of staffing, as more particularly set forth in the Scope of Work, attached as Exhibit "A," and incorporated herein.

CONSULTANT shall deliver to CITY the deliverables defined in Exhibit "A."

3. COMPENSATION AND PAYMENT

(a) Maximum and Rate. The total compensation payable to CONSULTANT by CITY for the services under this AGREEMENT **SHALL NOT EXCEED** the sum of \$64,850 (herein "not to exceed amount"), and shall be earned as the work progresses on the following basis:

Hourly at the hourly rates and with reimbursement to CONSULTANT for those expenses set forth in CONSULTANT's Schedule of Fees marked Exhibit "B," attached and incorporated herein. The rates and expenses set forth in that exhibit shall be binding upon CONSULTANT until June 30, 2019, after which any change in said rates and expenses must be approved in writing by CITY's Project Manager as described in Section 5 (CITY is to be given 60 days notice of any rate increase request), provided the not to exceed amount is the total compensation due CONSULTANT for all work described under this AGREEMENT.

(b) Payment. CONSULTANT shall provide CITY with written verification of the actual compensation earned, which written verification shall be in a form satisfactory to CITY's Project Manager, as described in Section 5. Invoices shall be made no more frequently than on a monthly basis, and describe the work performed (including a list of hours worked by personnel classification). All payments shall be made within 30 days after CITY's approval of the invoice.

4. EXTRA SERVICES

CITY shall pay CONSULTANT for those CITY authorized extra services, not reasonably included within the services described in Section 2, as mutually agreed to writing in advance of the incurrence of extra services by CONSULTANT. Unless CITY and CONSULTANT have agreed in writing before the performance of extra services, no liability and no right to claim compensation for such extra services or expenses shall exist. The applicable hourly rates for extra services shall be at the hourly rates set forth in the compensation exhibit. Any compensation for extra services shall be part of the total compensation and shall not increase the not to exceed amount identified in Section 3.

5. CITY PROJECT MANAGER AND SERVICES BY CITY

The services to be performed by CONSULTANT shall be accomplished under the general direction of, and coordinate with, CITY's "Project Manager", as that staff

person is designated by CITY from time to time, and who presently is Dana Grossi. Project Manager shall have the authority to act on behalf of the CITY in administering this AGREEMENT but shall not be authorized to extend the term of the AGREEMENT or increase the not to exceed amount.

6. TERM, PROGRESS AND COMPLETION

The term of this AGREEMENT is from the date first written above to June 30, 2019, unless term of this AGREEMENT is extended or the AGREEMENT is terminated as provided for herein.

CONSULTANT shall not commence work on the services to be performed until (i) CONSULTANT furnishes proof of insurance as required by Section 10 below, and (ii) CITY gives written authorization to proceed with the work provided by CITY's Project Manager.

7. OWNERSHIP OF DOCUMENTS

All drawings, designs, data, photographs, reports and other documentation (other than CONSULTANT's drafts, notes and internal memorandum), including duplication of same prepared by CONSULTANT in the performance of these services, are the property of CITY. CITY shall be entitled to immediate possession of the same upon completion of the work under this AGREEMENT, or at any earlier or later time when requested by CITY. CITY agrees to hold CONSULTANT harmless from all damages, claims, expenses, and losses arising out of any reuse of the plans and specifications for purposes other than those described in this AGREEMENT, unless written authorization of CONSULTANT is first obtained.

8. PERSONAL SERVICES/NO ASSIGNMENT/SUBCONTRACTOR

This AGREEMENT is for professional services which are personal to CITY. David C. DeRoos is deemed to be specially experienced and is a key member of CONSULTANT's firm, and shall be directly involved in the performance of this work. This key person shall communicate with, and periodically report to, CITY on the progress of the work. Should any such individual be removed from assisting in this contracted work for any reason, CITY may terminate this AGREEMENT. This AGREEMENT may not be assigned or subcontracted without the City Manager's prior written consent.

9. HOLD HARMLESS AND INDEMNITY

(a) Hold Harmless for CONSULTANT's Damages. CONSULTANT holds CITY, its elected officials, officers, agents, and employees, harmless from all of CONSULTANT's claims, demands, lawsuits, judgments, damages, losses, injuries or liability to CONSULTANT, to CONSULTANT's employees, to CONSULTANT's contractors or subcontractors, or to the owners of CONSULTANT's firm, which damages, losses, injuries or liability occur during the work required under this

AGREEMENT, or occur while CONSULTANT is on CITY property, or which are connected, directly or indirectly, with CONSULTANT's performance of any activity or work required under this AGREEMENT.

(b) Defense and Indemnity of Third Party Claims/Liability. CONSULTANT shall investigate, defend, and indemnify CITY, its elected officials, officers, agents, and employees, from any claims, lawsuits, demands, judgments, and all liability including, but not limited to, monetary or property damage, lost profit, personal injury, wrongful death, general liability, automobile, infringement of copyright/patent/trademark, or professional errors and omissions arising out of, directly or indirectly, an error, negligence, or omission of CONSULTANT or any of CONSULTANT's officers, agents, employees, representatives, subconsultants, or subcontractors, or the willful misconduct of CONSULTANT or any of CONSULTANT's officers, agents, employees, representatives, subconsultants, or subcontractors, in performing the services described in, or normally associated with, this type of contracted work. The duty to defend shall include any suits or actions concerning any activity, product or work required under this AGREEMENT, and also include the payment of all court costs, attorney fees, expert witness costs, investigation costs, claims adjusting costs and any other costs required for and related thereto.

(c) No Waiver. CITY does not waive, nor shall be deemed to have waived, any indemnity, defense or hold harmless rights under this section because of the acceptance by CITY, or the deposit with CITY, of any insurance certificates or policies described in Section 10.

10. INSURANCE

CONSULTANT shall, at CONSULTANT's sole cost and expense, provide insurance as described herein. All insurance is to be placed with insurers authorized to do business in the State of California with an A.M. Best and Company rating of A- or better, Class VII or better, or as otherwise approved by CITY.

Insurance shall include the following (or broader) coverage:

- a) Insurance Services Office Commercial Liability coverage "occurrence" form CG 00 01 or its exact equivalent with an edition date prior to 2004 and with minimum limits of \$1,000,000 per occurrence and \$2,000,000 in the aggregate.
- b) Insurance Services Office form number CA 00 01 or equivalent covering Automobile Liability, including hired and non-owned automobile liability with a minimum limit of \$1,000,000 per accident. If the Service Provider owns no vehicles, this requirement may be satisfied by a non-owned and hired auto endorsement to Service Provider's commercial general liability policy.

- c) Workers' Compensation insurance complying with California worker's compensation laws, including statutory limits for workers' compensation and an Employer's Liability limit of \$1,000,000 per accident or disease.
- d) Professional liability insurance that covers the services to be performed in connection with this agreement, in the minimum amount of \$1,000,000 per claim and in the aggregate.

Liability insurance policies required to be provided by CONSULTANT hereunder shall contain or be endorsed to contain the following provisions:

- a) CITY, its employees, officials, agents and member agencies shall be covered as additional insureds. Coverage shall apply to any and all liability arising out of the work performed or related to the contract. Additional insured status under the general liability requirement shall be provided on Insurance Services Office Form CG 20 10, with an edition date prior to 2004, or its equivalent. Additional insured status for completed operations shall be provided either in the additional insured form or through another endorsement such as CG 20 37, or its equivalent.
- b) General and automobile liability insurance shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability. Coverage will not be limited to CITY's vicarious liability.
- c) Professional liability insurance policies inception date, continuity date, or retroactive date must be before the effective date of this agreement. CONSULTANT agrees to maintain continuous coverage through a period no less than three years after completion of the services required by this agreement.
- d) Liability coverage shall be primary and non-contributing with any insurance maintained by CITY.
- e) Evidence of coverage (including the workers' compensation and employer's liability policies) shall provide that coverage shall not be suspended, voided, canceled or reduced in coverage or in limits except after 30 days' prior written notice has been given to CITY. Such provision shall not include any limitation of liability of the insurer for failure to provide such notice.
- f) No liability insurance coverage provided to comply with this AGREEMENT shall prohibit CONSULTANT, or CONSULTANT's employees, or agents, from waiving the right of recovery prior to a loss. CONSULTANT waives its right of recovery against CITY.

- g) CONSULTANT agrees to deposit with CITY within fifteen days of Notice to Proceed of the Contract certificates of insurance and required endorsements.
- h) There shall be no recourse against CITY for payment of premiums or other amounts with respect to the insurance required to be provided by CONSULTANT hereunder. Any failure, actual or alleged, on the part of CITY to monitor compliance with these requirements will not be deemed as a waiver of any rights on the part of CITY. CITY has no additional obligations by virtue of requiring the insurance set forth herein. In the event any policy of insurance required under this AGREEMENT does not comply with these requirements or is canceled and not replaced, CITY has the right but not the duty to obtain the insurance it deems necessary and any premium paid by CITY will be promptly reimbursed by CONSULTANT or CITY will withhold amounts sufficient to pay premium from CONSULTANT payments.
- i) CONSULTANT agrees to provide immediate notice to CITY of any claim or loss against CONSULTANT arising out of the work performed under this AGREEMENT. CITY assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve CITY.

11. RELATIONSHIP OF CONSULTANT TO CITY

The relationship of the CONSULTANT to CITY shall be that of an independent contractor and that in no event shall CONSULTANT be considered an officer, agent, servant or employee of CITY. CONSULTANT shall be solely responsible for any workers compensation insurance, withholding taxes, unemployment insurance, and any other employer obligations associated with the described work.

12. CORRECTIONS

In addition to the above indemnification obligations, CONSULTANT shall correct, at its expense, all errors in the work that may be disclosed during CITY's review of CONSULTANT's report or plans. Should CONSULTANT fail to make such correction in a reasonably timely manner, such correction shall be made by CITY, and the cost thereof shall be charged to CONSULTANT or withheld from any funds due to CONSULTANT hereunder.

13. TERMINATION BY CITY

CITY, by notifying CONSULTANT in writing, may upon 10 calendar days notice, terminate without cause any portion or all of the services agreed to be performed under this AGREEMENT. If termination is for cause, no notice period need be given. In the event of termination, CONSULTANT shall have the right and obligation to immediately assemble work in progress for the purpose of closing out the job. All compensation for

actual work performed and charges outstanding at the time of termination shall be payable by CITY to CONSULTANT within 30 days following submission of a final statement by CONSULTANT unless termination is for cause. In such event, CONSULTANT shall be compensated only to the extent required by law.

14. ACCEPTANCE OF FINAL PAYMENT CONSTITUTES RELEASE

The acceptance by CONSULTANT of the final payment made under this AGREEMENT shall operate as and be a release of CITY from all claims and liabilities for compensation to CONSULTANT for anything done, furnished, or relating to CONSULTANT'S work or services. Acceptance of payment shall be any negotiation of CITY's check or the failure to make a written extra compensation claim within 10 calendar days of the receipt of that check. However, approval or payment by CITY shall not constitute, nor be deemed, a release of the responsibility and liability of CONSULTANT, its employees, subcontractors, agents and CONSULTANTS for the accuracy and competency of the information provided and/or work performed; nor shall such approval or payment be deemed to be an assumption of such responsibility or liability by CITY for any defect or error in the work prepared by CONSULTANT, its employees, subcontractors, agents and consultants.

15. AUDIT OF RECORDS

At any time during normal business hours and as often as it may deem necessary, CONSULTANT shall make available to a representative of CITY for examination of all its records with respect to all matters covered by this AGREEMENT and will permit CITY to audit, examine and/or reproduce such records. CONSULTANT will retain such financial records, time sheets, work progress reports, invoices, bills and project records for at least two years after termination or final payment under this AGREEMENT.

16. WAIVER; REMEDIES CUMULATIVE

Failure by a party to insist upon the strict performance of any of the provisions of this AGREEMENT by the other party, irrespective of the length of time for which such failure continues, shall not constitute a waiver of such party's right to demand strict compliance by such other party in the future. No waiver by a party of a default or breach of the other party shall be effective or binding upon such party unless made in writing by such party, and no such waiver shall be implied from any omissions by a party to take any action with respect to such default or breach. No express written waiver of a specified default or breach shall affect any other default or breach, or cover any other period of time, other than any default or breach and/or period of time specified. All of the remedies permitted or available to a party under this AGREEMENT, or at law or in equity, shall be cumulative and alternative, and invocation of any such right or remedy shall not constitute a waiver or election of remedies with respect to any other permitted or available right of remedy.

17. CONFLICT OF INTEREST

CONSULTANT is unaware of any CITY employee or official that has a financial interest in CONSULTANT'S business. During the term of this AGREEMENT and/or as a result of being awarded this AGREEMENT, CONSULTANT shall not offer, encourage or accept any financial interest in CONSULTANT'S business by any CITY employee or official.

18. CONSTRUCTION OF LANGUAGE OF AGREEMENT

The provisions of this AGREEMENT shall be construed as a whole according to its common meaning of purpose of providing a public benefit and not strictly for or against any party. It shall be construed consistent with the provisions hereof, in order to achieve the objectives and purposes of the parties. Wherever required by the context, the singular shall include the plural and vice versa, and the masculine gender shall include the feminine or neutral genders or vice versa.

19. MITIGATION OF DAMAGES

In all situations arising out of this AGREEMENT, the parties shall attempt to avoid and minimize the damages resulting from the conduct of the other party.

20. GOVERNING LAW

This AGREEMENT, and the rights and obligations of the parties, shall be governed and interpreted in accordance with the laws of the State of California. Should litigation occur, venue shall be in Superior Court of Santa Barbara County.

21. TAXPAYER IDENTIFICATION NUMBER

CONSULTANT shall provide CITY with a complete Request for Taxpayer Identification Number and Certification, Form W-9 (Rev. 12-87), as issued by the Internal Revenue Service.

22. NON-APPROPRIATION OF FUNDS

Payments due and payable to CONSULTANT for current services are within the current budget and within an available, unexhausted and unencumbered appropriation of CITY funds. In the event CITY has not appropriated sufficient funds for payment of CONSULTANT services beyond the current fiscal year, this AGREEMENT shall cover only those costs incurred up to the conclusion of the current fiscal year.

23. MODIFICATION OF AGREEMENT

The tasks described in this AGREEMENT and all other terms of this AGREEMENT may be modified only upon mutual written consent of CITY and CONSULTANT.

24. USE OF THE TERM "CITY"

Reference to "CITY" in this AGREEMENT includes City Manager or any authorized representative acting on behalf of CITY.

25. PERMITS AND LICENSES

CONSULTANT, at its sole expense, shall obtain and maintain during the term of this AGREEMENT, all appropriate permits, licenses, and certificates that may be required in connection with the performance of services under this AGREEMENT.

26. CAPTIONS

The captions or headings in this AGREEMENT are for convenience only and in no other way define, limit or describe the scope or intent of any provision or section of the AGREEMENT.

27. AUTHORIZATION

Each party has expressly authorized the execution of this AGREEMENT on its behalf and bind said party and its respective administrators, officers, directors, shareholders, divisions, subsidiaries, agents, employees, successors, assigns, principals, partners, joint venturers, insurance carriers and any others who may claim through it to this AGREEMENT.

28. ENTIRE AGREEMENT BETWEEN PARTIES

Except for CONSULTANT'S proposals and submitted representations for obtaining this AGREEMENT, this AGREEMENT supersedes any other agreements, either oral or in writing, between the parties hereto with respect to the rendering of services, and contains all of the covenants and agreements between the parties with respect to said services.

29. PARTIAL INVALIDITY

If any provision in this AGREEMENT is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

30. NOTICES

Any notice required to be given hereunder shall be deemed to have been given by depositing said notice in the United States mail, postage prepaid, and addressed as follows:

TO CITY: Attention: Michelle Greene, City Manager
City of Goleta
130 Cremona Drive, Suite B
Goleta, CA 93117

TO CONSULTANT: Attention: David C. DeRoos, President
Citygate Associates, LLC
2250 East Bidwell Street, Suite 100
Folsom, CA 95630

31. **COUNTERPARTS AND ELECTRONIC/FACSIMILE SIGNATURES**

This Agreement may be executed in several counterparts, which may be facsimile or electronic copies. Each counterpart is fully effective as an original, and together constitutes one and the same instrument.

In concurrence and witness whereof, this AGREEMENT has been executed by the parties effective on the date and year first above written.

CITY OF GOLETA

CONSULTANT

Michelle Greene, City Manager

David C. DeRoos, President

ATTEST

Deborah Lopez, City Clerk

APPROVED AS TO FORM



Winnie Cai, Assistant City Attorney

Exhibit A

Scope of Services

Consultant shall perform the Scope of Services as detailed in the submittal to the City's Request for Proposals (RFP), and as summarized below:

Task 1 - Initiate and manage the project

- 1.1 Discuss Project with the City to initiate study
- 1.2 Obtain and review documentation
- 1.3 Monitor progress and completion of tasks

Task 2 - Communicate with and involve internal stakeholders

- 2.1 Interview policy makers and City management
- 2.2 Conduct orientation meeting
- 2.3 Conduct interviews with key City personnel

Task 3 - Conduct in-depth organizational, operational, and process review

- 3.1 Assess organizational and operational issues
- 3.2 Evaluation information technology

Task 4 - Conduct mid-project review and prepare draft report

- 4.1 Conduct mid-project review with the staff
- 4.2 Prepare draft report and review with City

Task 5 - Prepare and present final report

- 5.1 Make revisions to draft report as necessary
- 5.2 Produce and present final report to the Goleta City Council (tentative December 18, 2018)

**Exhibit B
Schedule of Fees**

Description	Hourly Rate
President	\$225
Project Manager & Lead Consultant	\$195
Principal Consultant	\$210
Municipal & Public Safety Specialist	\$175
Public Safety Principal	\$250
Parks & Recreation Specialist	\$175
Report Project Administrator & Survey Administrator	\$125
Administrative Support	\$95

Billing Schedule

Consultant 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. Invoices will be sent electronically with monthly status report, payable within thirty (30) days. City will provide 10 percent (10%) of the project cost up-front, advanced at the execution of the contract and to be used to offset start-up costs. This advance will be credited to the consultant's last invoice.

ATTACHMENT 2

Request for Proposals (RFP) for an Independent Operational and Organizational
Assessment for City Manager and Neighborhood Services and Public Safety
Departments



REQUEST FOR PROPOSALS FOR

**Independent Operational and
Organizational Assessment for City
Manager and Neighborhood Services and
Public Safety Departments**

June 20, 2018

Proposals due by July 19, 2018, 12:00 PM PST
(POSTMARKS WILL NOT BE ACCEPTED)

City of Goleta
Request for Proposal
Operational and Organizational Assessment for the
City Manager and Neighborhood Services and Public Safety Departments

INTRODUCTION

The City of Goleta is requesting proposals from qualified firms or individuals interested in conducting an Operational and Organizational Assessment of the City Manager (CM) and Neighborhood Services and Public Safety (NSPS) Departments, recommending operational efficiencies, organizational structures, and performance measures to ensure the Departments function at a high level of efficiency and effectiveness.

BACKGROUND

The City of Goleta is located on the Central Coast of California just north of Santa Barbara. Incorporated in 2002, the City has the warmth and charm of a small town. Beaches and well-maintained parks and open spaces add to its attraction. Contributing to this young community's outstanding quality of life are the City's low crime rate, mild coastal climate, and desirable location.

The current population is just over 30,000. Residents enjoy several distinct neighborhoods, each with its own character. Goleta elementary and secondary schools have a reputation for high academic achievement and excellent instruction. The University of California at Santa Barbara, located to the south of the City, is a world class public university.

The City Council consists of five members elected at-large to four-year terms. In the past, the City Council selects one of its members to serve as Mayor and another as Mayor Pro Tempore. However, in November 2018, for the first time, the citizens will vote for a Mayor who will serve a two-year term.

The City is comprised of the following departments: Finance, Public Works, Planning and Environmental Review, Neighborhood Services and Public Safety, in addition to the offices of the City Clerk, City Attorney, and City Manager.

The City Manager's Department is responsible for providing direct support to the City Council in developing and executing policy by directing and coordinating the operations of the City and providing leadership and direction to all City Departments.

The City Manager is responsible for managing day-to-day operations of the City and is supported by the Deputy City Manager, one Management Analyst and one Executive Assistant. Besides general management and oversight of the organization, the City Manager's Department is comprised of three divisions – the City Clerk (Clerk + 2 Deputy City Clerks), Community Outreach (Manager + 1 part-time support staff) and Support Services (Manager + 1 full-time HR Analyst, 2 full-

time Management Assistants (one partially shared with Finance), and 1 part-time Receptionist. A more detailed work program for the City Manager's Department can be found here: <http://www.cityofgoleta.org/city-hall/city-manager-s-office/annual-work-program-city-manager-s-office>.

The Neighborhood Services & Public Safety Department (NSPS) is responsible for operating the Successor Agency of the former Redevelopment Agency for the City of Goleta, providing services such as General Business and Specialty Business Licensing, Fair Housing Services, Parking Enforcement, Emergency Preparedness, the Monarch Butterfly Docent Program and Volunteer Network, as well as overseeing Public Safety service continuity to our residents. NSPS is composed of and/or oversees the following divisions: Economic Development, Community Development Block Grant (CDBG), Parks and Recreation, and Police Services. NSPS also serves as Project Manager for 16 Capital Improvement Projects (CIPs), including but not limited to, development and construction of Fire Station 10, Hollister/Kellogg Park and the future Amtrak Train Depot. NSPS provides staff support to the City's Public Safety & Emergency Preparedness Committee, Fire Station Development Committee, Grant Funding Review Standing Committee and City Hall Facilities Committee.

NSPS has 5.0 FTE allocated positions for FY 2018-19 (Department Director, Senior Project Manager, Parks & Recreation Manager, Management Analyst, Emergency Services Coordinator), one FTE contract equivalent (Parking Enforcement Officer) and two part-time positions (Monarch Docent Coordinator and CERT Coordinator).

PURPOSE OF THE REQUEST

The City is seeking an independent consultant to review and assess organizational structure, operational functions, and levels of staffing and make recommendations that will enhance the organizational operations for current and future needs of these two departments.

SCOPE OF SERVICES

The information being sought by the City will require the accomplishment of the following tasks: (In responding, please identify the order for completing these tasks and any other objectives and tasks that may be necessary to complete the scope of work.)

Organizational Review:

- Conduct an examination of the CM and NSPS Departments' organizational structure and functions.
- Assess the functional assignments and human resources required to perform current duties.

- Identify current supervisory ratio.
- Evaluate staff scheduling and process for managing overtime.
- Assess administrative strengths, i.e., financial, supervision and development of staff, risk management coordination and practices, and use of technology.

Operational Review:

- Review the Departments operational functions and workflow process for each area.
- Analyze reporting relationships to ensure adequate span of control.
- Analyze staffing levels based on current and projected workloads.
- Review staff retention and experience.
- Review adequacy of staff training and experience related to the management of functions and services provided by the Departments.
- Review selection process for consultant services and service contracts.
- Assess financial impacts of decisions.

Recommendations: As necessary, based on findings in other tasks:

- Identify and recommend best practices, supervisory to staffing ratios, organizational needs, and performance measures for the Departments.
- Recommend an optimal organizational model based on available budget.
- Provide recommendations for streamlining procedures and processes for department functions.
- Identify cost saving technologies to support current and future programs and operations.
- Provide training recommendations to improve operations and support succession planning.
- Identify staffing requirements, both current and future.
- Make recommendations for establishing best management practices for functions and processes that complement the City's codes and ordinances.

DELIVERABLES

At the conclusion of the operational and organizational reviews, the consultant shall, as described in the Scope of Work:

1. Provide a summary of findings that effectively summarizes and communicates the information reviewed;
2. Identify key issues and opportunities; and,
3. Formulate recommendations for each Department (2).

A Draft Report with an Executive Summary shall be issued to City staff. The document shall include the summary of findings and recommendations as identified in the Scope of Work. Any documentation prepared by the Consultant shall be provided to the City in both paper copies and electronic format. A Final Report shall be issued following staff comments on the draft. In addition, City staff may require the Consultant to conduct a PowerPoint presentation to City officials. The report should provide sufficient information for policy decisions regarding operational and service options. Five (5) copies of the Final Report will be required along with an electronic copy.

PROJECT SCHEDULE

This project is a priority for the City. Below is a desired schedule for initiating this project; however dates may be subject to change and adjusted as necessary.

Request for Clarifications Due	June 29, 2018
Clarification Responses Provided	July 6, 2018
Proposals Submittal Deadline	July 19, 2018, 12:00 PM PST
City Staff Evaluation of Proposals	Week of July 23, 2018
Interview Top Candidates	August 6-9, 2018
Award Contract	August 21, 2018
Kick-off Meeting	Week of September 3, 2018
Draft Report Due	November 5, 2018
City Comments to Consultant	November 12, 2018
Final Report Due	November 16, 2018
Presentation to City Council	December 4, 2018

SUBMISSIONS

Please submit your firm's qualifications, identify key staff to be assigned to this project, provide resumes for each key staff member; provide at least three (3) professional references for work that was performed similar to that requested in this RFP, and provided a detailed description of your approach to the project, time schedule, and not to exceed total fee amount.

SELECTION CRITERIA

The successful applicant must have operational and organizational assessment experience. The successful firm will have demonstrated their ability to meet these requirements.

Other criteria include:

- Completeness of response to the RFP
- Experience with similar projects and reference feedback
- Oral communication skills
- Writing and formatting skills
- Cost

REQUIREMENTS OF PROPOSAL

The following materials should be submitted with the proposal:

- Cover Letter

The cover letter should briefly state the consultant's understanding of the work to be performed, the commitment to perform the work in the required timelines, and why the consultant believes it is best qualified to perform the duties and tasks outlined and described in scope of work contained in this request.

Qualifications

The proposal should include the following information and materials:

- *Qualifications and Related Experience of Personnel Who Will Perform Work.* Résumés of all personnel who are proposed to provide professional services to the City of Goleta within the Scope of Work outlined and described in this request should be included. Résumés should include all relevant experience, education, and other qualifications over the past 3 years.
- *Prior Relevant Experience.* A description of prior work experience and projects relevant to the Scope of Work outlined and described in this request should be included.
- *References of local government clients.* Please include a list of at least three (3) current and/or previous local government clients located in California for which the consultant has rendered professional services relevant to the

scope of work outlined and described in this request.

Approach, Scope, and Timelines

Provide a proposed approach and projected timeline to conduct and complete the step in the Scope of Work.

Cost

- Cost Estimate with justification
- Justification of hours and costs may be required prior to final selection and will be required prior to execution of a contract.
- Proposal shall include hourly rates for all personnel on the project.
- Proposal should include options for reducing or adding services.

General Information

1. The City reserves the right to cancel or reissue the RFP or extend the timeline at any time.
2. The City reserves the right to reject any and all proposals. The City may accept any proposal if such action is determined to be in the best interest of the City in the sole and exclusive discretion of the City Council.
3. The City is not liable for any costs incurred by the proposer prior to issuance of a written notice to proceed to the successful consultant.
4. The project team is subject to the approval of the City of Goleta. The City will have the right to review and approve any changes in the project team.

Questions During Proposal Period

All questions should be directed in writing to Carmen Nichols, Deputy City Manager cnichols@cityofgoleta.org.

DEADLINE FOR PROPOSAL SUBMITTALS

Submittals are due by 12:00 PM PST on Thursday, July 19, 2018.

One (1) original proposal with three (3) double-sided copies must be submitted along with an electronic copy on a CD or USB of the proposal in PDF format. Proposals shall be clearly marked "CM, NSPS ASSESSMENT PROPOSAL" and enclosed in a sealed envelope. Proposals may be hand delivered or mailed to:

Deborah Lopez, City Clerk
Attn: CM, NSPS Organizational Assessment Proposal
City of Goleta
130 Cremona Drive, Suite B
Goleta, CA 93117

Proposals not received by the due date and time requested in the Project Schedule herein may be rejected without consideration.

**NOTE: FAXED, E-MAILED, LATE OR “BY-POSTMARK DATE” PROPOSALS
WILL NOT BE ACCEPTED.**

ATTACHMENT 3

Proposal from Citygate Associates

PROPOSAL TO PERFORM AN
INDEPENDENT OPERATIONAL AND
ORGANIZATIONAL ASSESSMENT
FOR THE CITY MANAGER AND
NEIGHBORHOOD SERVICES AND
PUBLIC SAFETY DEPARTMENTS

CITY OF GOLETA, CA

JULY 17, 2018

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2250 East Bidwell Street, Suite 100 ■ Folsom, CA 95630 ■ PH 916-458-5100 ■ FAX 916-983-2090

July 17, 2018

Deborah Lopez, City Clerk
City of Goleta
130 Cremona Drive, Suite B
Goleta, CA 93117

RE: PROPOSAL TO PERFORM AN INDEPENDENT OPERATIONAL AND ORGANIZATIONAL ASSESSMENT FOR THE CITY MANAGER AND NEIGHBORHOOD SERVICES AND PUBLIC SAFETY DEPARTMENTS

Dear Ms. Lopez:

Citygate Associates LLC, founded in 1990, is pleased to present this proposal to once again serve the City of Goleta by performing an independent operational and organizational assessment for the City Manager and Neighborhood Services and Public Safety (NSPS) Departments. Citygate is dedicated to providing organizational assessment and improvement services for public sector agencies. Citygate has conducted over 500 consulting reviews for over 300 government agencies primarily in the West, with a specialization in all aspects of city management, neighborhood services, and public safety. Please visit our website at www.citygateassociates.com for further information.

“I really, really enjoyed reading your work product. I appreciate the fact that it was direct, it was constructive, and...it wasn’t finger-pointing, it was just...the facts. And I think that the money was well spent.”

J.T. Martin
Council Member, Salt Lake City

Goleta has all of the challenges, opportunities, and issues of a much larger city. Yet it has a smaller city staff. How can all these duties and functions be addressed well, given that you have the staff of a smaller city? Citygate will review roles, organizational structure, reporting relationships, array of skills needed, levels of staff, and all the other topics included in the RFP’s Scope of Work. Our review will provide solutions for the City Manager to be better positioned in the organization to lead, manage, and delegate, while diminishing her role as someone involved in so much hands-on task completion. Our study will provide a clear path forward through understandable findings, implementable recommendations, and durable improvement. As a result, Citygate’s study outcome will be a City Manager better able to serve the City Council and the community, and staff better aligned to optimize organizational performance!

Citygate's prior operational and organizational assessment for Goleta's Planning & Environmental Review (PER) Department, completed in 2017, and led by the same Citygate Project Manager, positions Citygate to leverage our knowledge of the local players, policy issues, and organizational structure to offer insightful and creative solutions!

Citygate's qualifications to perform your study are exceptional, based on the following:

- ◆ We are unique in that our proposal relies on a team of practitioners with nearly 150 years of combined experience as high-level managers in local government, including three former City Managers (one of whom also previously served as Police Chief), a former Fire Chief, and a former Parks and Recreation Director. The City will not find a team with more expertise in the key functions studied in this organizational assessment.
- ◆ As we have demonstrated to Goleta, we are committed to producing outcomes and results, not reports with recommendations that may never be implemented. We have unmatched experience in implementation, and we know and understand the many challenges that local governments will have to face as they try to make changes to current processes, procedures, staffing, etc. We are pleased that many of the recommendations from Citygate's 2017 PER Department review for Goleta have been implemented and relied upon by the City's PER Director.
- ◆ Citygate's municipal and coastal community experience is extensive. We have completed numerous successful citywide organizational and staffing reviews (including the City Manager's Office) throughout the western U.S. including for the Cities of Albany, Colton, Corona, Covina, Delano, Pinole, and Glendale to name several. Also valuable to the City is our experience in California coastal communities. Our firm has served the City and County of Santa Barbara, the Cities of Pismo Beach, Arroyo Grande, Grover Beach, Costa Mesa, San Diego, Manhattan Beach, Hermosa Beach, Monterey, Carmel, Pacific Grove, Santa Cruz, the Monterey Peninsula Airport District, and the Oceano CSD. In working for these and other local governments, we have developed an extensive database of standards and best practices for benchmarking and comparing performance between jurisdictions.
- ◆ In terms of public safety and emergency preparedness, the City will not find a more capable consulting firm. We have conducted over 300 public safety reviews, have extensive emergency operations and preparedness experience, and are familiar with fire services in Goleta having conducted the successful Santa Barbara County Fire Department deployment study and master plan. We have also assessed fire services for other large county fire departments including San Diego County, Los Angeles County, Kings County, Alameda County, Marin County, San Mateo County, and Santa Clara County. We have also reviewed several county sheriffs' departments, recently including Monterey County and Yuba County.
- ◆ Our Project Manager and Lead Consultant, *Jane Chambers*, has 25 years in local government including executive leadership as a City Manager, Assistant City Manager,

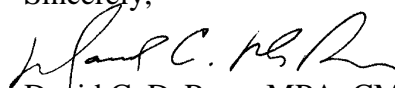
Public Works Director, and Human Resources Director in full-service communities. She served as Project Manager on Citygate's PER Department review for Goleta and brings operational and financial experiences in communities of similar size and profile to Goleta. She is currently managing Citygate's review of San Mateo County's Animal Services including 18 contract cities as well as a citywide review for Angels Camp, CA.

- ◆ Citygate's Principal Consultant, *Jay Corey*, has served at the senior executive level in city manager's offices for over 30 years, including serving as City Manager. He has directed over 20 operational and organizational reviews for Citygate, and served as Project Director on Citygate's PER Department review for Goleta.
- ◆ Citygate's Municipal and Public Safety Specialist, *Chief Mark Yokoyama*, has 30 years of public safety and municipal experience. He most recently served as the City Manager in Alhambra where he oversaw the day-to-day operations of 10 departments (including police and fire). Previously, he served as a Police Chief for the Cities of Cypress and Alhambra. He is the Past-President of the California Peace Officers Association and is a current board member for the California Police Chiefs' Association.
- ◆ Citygate's Public Safety Principal, *Chief Stewart Gary*, has over 30 years of fire services experience and is the retired Fire Chief of the Livermore-Pleasanton Fire Department. He led Citygate's deployment study and master plan for the Santa Barbara County Fire Department and has conducted several other fire services reviews within the County.
- ◆ Citygate's Parks and Recreation Specialist, *Julee Conway*, has over 25 years of municipal and county government experience. Having directed numerous local government parks and recreation agencies, she has extensive local, regional, and national exposure and insight related to all facets of community engagement and consensus building associated with creating, developing, managing, and promoting a sustainable and nimble parks, recreation, and community services agency.
- ◆ As Citygate's President, I will also be assisting Citygate's Project Team. I have led over 500 consulting engagements, including every citywide study Citygate has performed.

* * *

Citygate commits to performing this project within the timeframe specified within our proposal. As President of the firm, I am authorized to execute a binding contract on behalf of Citygate Associates, LLC. Please feel free to contact me at our headquarters office, located in Folsom, California at (916) 458-5100, extension 101 or via e-mail at dderoos@citygateassociates.com.

Sincerely,


David C. DeRoos, MPA, CMC
President

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*Proposal to Perform an Independent Operational and Organizational Assessment for the
City Manager and Neighborhood Services and Public Safety Departments*

Appendices

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SECTION 1—QUALIFICATIONS

1.1 PROJECT TEAM EXPERIENCE

Citygate’s proposed Project Team consists of consultants with the necessary local government, functional, and technical skills to perform this study. Resumes have been provided in **Appendix B**. Citygate’s Project Team members adhere to the Code of Ethics found in **Appendix A**.

Jane Chambers, ICMA-CM, MPA, Project Manager & Lead Consultant



Ms. Chambers is a Senior Associate with Citygate Associates. Ms. Chambers’ 25 years in local government includes executive leadership as a City Manager, Assistant City Manager, Public Works Director, and Human Resources Director in full-service urban and suburban communities (Burbank, CA; Daly City, CA; San Bruno, CA; and Burnsville, MN). She served as Project Manager on Citygate’s PER Department review for Goleta and brings operational and financial experiences in communities of similar size and profile to Goleta.

“I very much appreciated your insight and your intuitive natures gained from your experiences in government services.”

Dennis C.W. Smith

Commissioner, Jackson County (former)

Ms. Chambers served as Ukiah, CA City Manager for seven years, retiring in June 2015, and then served as Interim Assistant City Manager for the City of Sunnyvale, CA, and has recently again provided interim support to the City Manager’s office in Sunnyvale during its permanent Deputy City Manager search process. Throughout her career, Ms. Chambers successfully implemented strategic realignment of service delivery systems, including financial resources, to achieve improved and sustainable programs for citizens.

Ms. Chambers has expertise assisting elected officials, city staff, and community stakeholders identify and achieve desired goals in complex financial and operational environments, as well as operational and service delivery experience in economic and community development, housing, human resources, parks and recreation, public works, water, sewer, and solid waste. Ms. Chambers is an ICMA Retired Credentialed Manager, having earned and maintained this recognition annually for more than a decade, and earned a master’s of Public Administration Degree from UCLA, and an undergraduate degree in Political Science from California State University, Northridge.

Ms. Chambers will provide day-to-day management of the project, including detailed planning and scheduling of tasks, preparation of work products, and delegation of activities to project

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Proposal to Perform an Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

consultants. Ms. Chambers will also conduct interviews, perform various high-level and detailed analyses, and make presentations to City staff and the City Council. She will lead Citygate's review of the City Manager Department.

Jay Corey, MPA, Principal Consultant



Mr. Corey is a Principal with Citygate Associates. He has served at the senior executive level in cities for over 30 years. Since joining Citygate, he has conducted numerous significant operational and organizational reviews, and served as Project Director on Citygate's PER Department review for Goleta. Prior to his work with Citygate, he served at the senior executive level in city managers' offices for over 30 years. He has had oversight responsibility for all municipal functions, including the City Manager's Office, City Clerk, Recreation and Community Services, Economic Development, Housing, Public Works, Finance, and Community Development. As such, Mr. Corey has had leadership responsibility for day-to-day management and operations, project management, budgeting, scheduling, workload balancing, costing, contracting out, coordination with private sector and internal department/customers, and delivery of complex infrastructure projects. Mr. Corey specializes in strategic financial planning, interdepartmental coordination between engineering, planning, economic development, and other growth-related departments. He has successfully designed, implemented, and led complex Development Review Teams in rapid growth communities.

Mr. Corey holds a master's degree in public administration (MPA) from the University of Southern California. He received his undergraduate education from the University of California, Davis, with a Bachelor's degree in political science. Mr. Corey has successfully served as a Citygate lead consultant on reviews serving populations ranging from 20,000 to 4 million, including Sacramento and San Diego Counties; Modesto, CA; and Salt Lake City, UT.

As Principal Consultant, Mr. Corey will sit in on key interviews, and serve as a resource to our Project Manager and Project Team, especially regarding the operations of the City Manager Department. Mr. Corey will contribute his creativity, local government savvy, streamlining expertise, and strategic formulation background to Citygate's project.

Chief Mark Yokoyama, MA, Municipal & Public Safety Specialist



Chief Mark Yokoyama has 30 years of public safety and municipal experience. He most recently served as the City Manager for the City of Alhambra in Los Angeles County, where he oversaw the day-to-day operations of 10 City departments, including municipal Police and Fire Departments. During his tenure as City Manager, he focused on strategic planning for the City, implementation of fiscal reforms and initiatives, Citywide infrastructure projects, organizational reform, utility and energy efficiency projects, and social service improvement projects.

He served the last eight years of his 28-year policing career as the Chief of Police in the City of Cypress and the City of Alhambra. Throughout his policing career, he has been credited for enhancing community-oriented policing and community engagement through various community programs and innovative outreach initiatives, as well as the implementation of contemporary policing practices and policies. During this time, he also received awards and national/international accolades for his progressive and contemporary use of technology in efforts to build police community relations and policing practices.

Chief Yokoyama holds a master's degree from the University of Southern California and California State University, Dominguez Hills, and a bachelor's degree from the University of La Verne. He previously served as President of the California Peace Officers' Association, and he is a current board member for the California Police Chiefs Association. He is a member of the FBI National Academy Associates and the International Association of Chiefs of Police.

Chief Yokoyama will lead Citygate's review of the NSPS Department, conduct on-site interviews, attend presentations, and co-author deliverables.

Chief Stewart Gary, MPA, Public Safety Principal



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 15 years, he has performed over 300 organizational, deployment, contract-for-service, and consolidation 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.

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Proposal to Perform an Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

Most importantly for Goleta, Chief Gary has conducted all of Citygate's fire services projects in Santa Barbara County (for the Santa Barbara County Fire Department, Santa Barbara Airport fire services, Montecito Fire Protection District, and Carpinteria-Summerland Fire). We believe he is far and away the most experienced fire services consultant in the state.

Chief Gary will provide his unmatched public safety expertise, as well as his knowledge of the Santa Barbara County Fire Department and emergency preparedness, to our Project Team.

Julee Conway, MBA, CPRP, Parks & Recreation Specialist



Ms. Conway has over 25 years of municipal and county government experience. Her career focus has been the professional management of service-oriented municipal and county recreation, parks, and community service departments. Drawing on her prior career experience in commercial banking and her post-graduate business degree, she has applied knowledge of how to successfully utilize sound operational, customer service delivery, and fiscal management practices in the government setting.

These practical skills proved invaluable during the 2008–11 recession as she, serving as Director, resourcefully guided the City of Reno Parks, Recreation, and Community Services Department, which resulted in a more sustainable service model. In addition, her nationwide involvement and awareness of fitness and wellness trends in the parks and recreation industry led to the City of Reno receiving regional and national recognition for its programs, services, and creative funding and program service initiatives. In 2016–17, she successfully led a citizen-based statewide legislative process through the Nevada Legislature that resulted in the ratification of Assembly Bill 379 and its subsequent signing by the Governor into law on July 1, 2017. The bill authorized, for the first time, the formation of Parks, Trails, and Open Space Special Districts in the State of Nevada.

Having directed numerous local government parks and recreation agencies, she has extensive local, regional, and national exposure and insight related to all facets of community engagement and consensus building associated with creating, developing, managing, and promoting a sustainable and nimble recreation, parks, and community services agency. Ms. Conway earned a master's degree in business administration and a Bachelor of Science degree in park administration. She is a member of the National Parks and Recreation Association and maintains her national certification as a Certified Park and Recreation Professional #35101. Ms. Conway has also been responsible for urban tree programs and was a citizen member of an Urban Forestry Commission appointed by the Mayor.

Ms. Conway will lead the operational and organizational review of the Parks and Recreation Division within the NSPS Department.

City of Goleta, CA

Proposal to Perform an Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

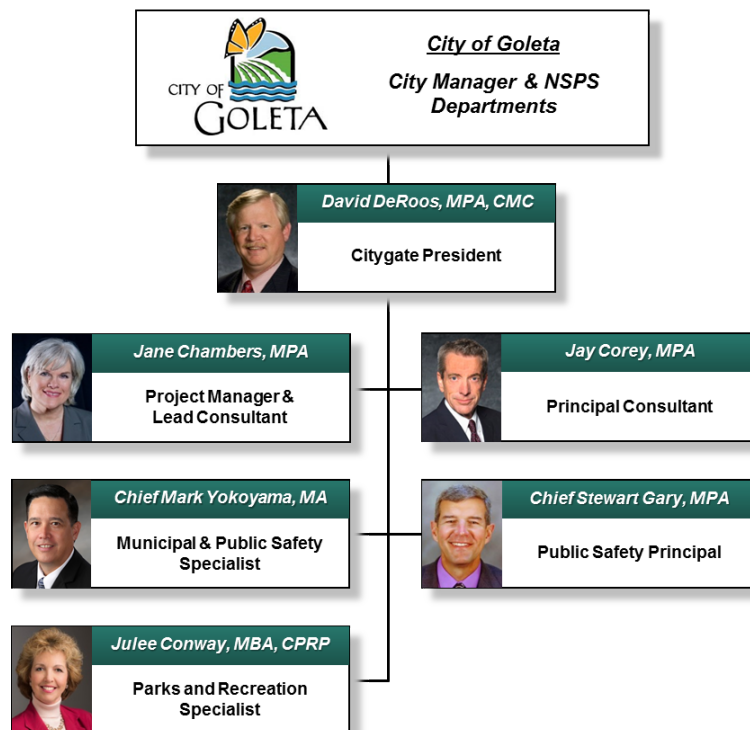
David DeRoos, MPA, CMC, Citygate President



Mr. DeRoos is the President of Citygate Associates, LLC and former Deputy Director of the California Redevelopment Association. He earned his MPA degree from USC. He has over five years of operational experience as a local government administrator in economic development, redevelopment, land use planning, budgeting, and personnel, and 30 years of consulting experience performing operations and management reviews of local government functions. Before joining Citygate in 1991, he was a Senior Manager in the State and Local government consulting division of Ernst & Young. He has directed every Citygate consulting engagement, and personally managed many citywide reviews.

Mr. DeRoos is responsible for ensuring that the project is conducted smoothly and efficiently, within the schedule and budget allocated, and that all work products meet Citygate's and the client's standard of quality.

1.2 PROJECT TEAM ORGANIZATIONAL CHART



1.3 CITYGATE QUALIFICATIONS

Citygate is dedicated to providing consulting and improvement services for public sector agencies. Citygate's mission is "The Business of Better Government." Citygate provides city management, neighborhood services, and public safety consulting, and through our "Virtual City Hall" model, also provides consulting services across the full array of municipal functions. Citygate Associates is staffed with seasoned consultant-practitioners, the vast majority of whom are recently retired city managers, fire chiefs, police chiefs, and department heads with 30+ years of municipal experience and a masters or doctorate degree.

1.4 CITYGATE'S RELATED PROJECT EXPERIENCE

As indicated in our cover letter, Citygate has conducted over 500 consulting reviews for over 300 government agencies primarily in the West. For purposes of this proposal, Citygate will only highlight a brief selection of related projects to demonstrate our experience.

1.4.1 Related Projects and Citywide Reviews

City of Goleta, CA – Independent Operational and Organizational Assessment for the Planning and Environmental Review Department

Citygate performed an organizational and operational review of Goleta's Planning and Environmental Review (PER) Department, with the strategic objective of enhancing organizational operations for current and future needs. Additionally, to help guide the incoming PER Director once that position was filled, the review was also designed to make strategic recommendations that were the most urgent and most achievable given the many pressures and time constraints experienced by the Department and City during that time.

City of Covina, CA – Citywide Management Assessment

Citygate Associates conducted a citywide management assessment of the non-safety departments of the City of Covina. The municipal departments included in this assessment were: the City Manager's office including Public Information and Information Technology divisions; Parks and Recreation; the City Clerk office; Personnel and Risk Management; Development Services including the Planning, Building, Code Enforcement and Transportation divisions; Public Works including the Engineering, Environmental Services, Streets, Water, and Equipment divisions; Finance; Redevelopment and Housing; and the City Library. Following an extensive review of current operations, the relationships between the departments, their respective missions, a survey of citizens and a comparison to comparable departments in other jurisdictions, the study culminated with a series of recommendations for improvement and an action plan for their implementation.

City of Goleta, CA

Proposal to Perform an Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

In a follow-on engagement, Citygate was asked to evaluate Covina's contracted fire services with Los Angeles County. This analysis resulted in a savings of \$400,000 annually with no decrease in service levels, as well as an improved information reporting and communication process to better manage the contract on an ongoing basis. Later, Citygate was asked to facilitate a goal setting session of the City Council, to assess the City's financial condition, and within that context to identify objectives to focus the Council's and staff's attention during the upcoming year.

City of Albany, CA – Citywide Organizational Review; Public Works Organizational Review

Citywide Organizational Review – Citygate Associates conducted a citywide organizational review for the City of Albany, CA. The study provided a third-party review of the City's organizational structure to identify potential cost savings, service improvements, and other efficiencies to improve the effectiveness of the City organization. In addition, the study provided strategies and options for providing services in a tighter fiscal environment over the long term. The following departments were included in the study: City Administrator's Office; Recreation and Community Services Department; City Clerk's Office; Fire Department; Police Department; Finance and Administrative Services Department; and Community Development Department.

Public Works Department Operational and Organizational Assessment – Citygate Associates conducted an Operational and Organizational Assessment of the Public Works Department for the City of Albany, CA. The assessment recommended operational efficiencies, organizational structures, and performance measures to ensure the Department functions at a high level of efficiency and effectiveness.

City of Delano, CA – Citywide Organizational Review

Citygate conducted a citywide organizational review for the City of Delano, CA. This study included the following functional areas: City Manager, Administration/Human Resources, City Clerk, Community Services, Police, Community Development, Finance, Public Works, Information Technology, and Community Correctional Facility. As part of this review, Citygate conducted web-based employee and citizen surveys to supplement findings and gain a comprehensive understanding of citizen perspectives regarding City services.

City of Colton, CA – Citywide Organizational Review

Citygate performed a citywide organizational review for the City of Colton. The following departments were included in the study: City Manager; City Clerk; Human Resources; Community Services; Finance; Fire; Purchasing; Information Services; Treasurer; Redevelopment and Economic Development; Community Development; and Public Works. The organizational review assessed the City's management systems, organization structure,

City of Goleta, CA

Proposal to Perform an Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

productivity, service delivery, staffing levels, and budget comparisons, in terms of its overall economy, effectiveness and efficiency.

City of Glendora, CA – Citywide Management and Staffing Audit

Citygate performed a citywide management and staffing audit for the City of Glendora. The study culminated with recommended ways in which the City organizational structure can better serve the community and be more “user friendly.” The study further determined the extent to which the members of the City employee structure take advantage of appropriate training, equipment, and technology, and whether there might be more efficient implementation of technological advances. The study also recommended cost savings and restructuring to permit funding of capital requirements. The following departments were included in the study: Administration; City Clerk; Community Services; Police; Finance; Public Works; Planning; and Public Library.

City of Corona, CA – Rotating Management and Staffing Audits

Citygate Associates conducted rotating departmental management and staffing studies for the City of Corona, including Management Services, Fire, Police, Public Works, Utility Services, Housing and Development, Building and Planning, and Public Library. Each study evaluated management, staffing, organization structure, resource deployment, maintenance service levels, operations, equipment, technology, human resource management, training, management information systems, performance measurement, and policies and procedures. We recommended specific performance measures for use in several departments. In addition, we assisted some of these departments in developing processes for creating further performance measures on an on-going basis. As a part of each management audit, we surveyed a number of comparable cities to develop comparative data and to identify best practices. In a follow-up analysis, Citygate found that 99 percent of our 300 recommendations had been implemented.

City of Pinole, CA – Citywide Management Audit

Citygate performed a citywide management audit of the City of Pinole. The project was conducted at the initiative of the City Council and emphasized the establishment of performance measures for each department and division of the City, including Administration, Personnel, Police, Fire, Finance, Community Development, Planning, Building, Public Works, and Sewer Treatment. Citygate also formulated recommendations to improve the efficiency and effectiveness of the City. Included in the project was the evaluation of the City’s financial stability, and measures to improve the health and vigor of the City’s finances. As part of this analysis, Citygate also reviewed the adequacy of the City’s cost recovery methodology.

City of Goleta, CA

Proposal to Perform an Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

San Luis Obispo, CA – Multiple Reviews

Organizational Assessment of the Community Development Department – Citygate completed an organizational assessment of the San Luis Obispo Community Development Department including a review of Administration, Development Review, Long-Range Planning and Building and Safety, and a review of the key elements of the City’s Economic Development Program. The Community Development Department has already implemented 90 percent of the recommendations and credits these efforts to maintaining and achieving high levels of service.

Customer Service Consulting for the Community Development Department’s Building and Safety Division – Citygate provided customer service consulting services for the Community Development Department’s Building and Safety Division, and in so doing Citygate identified opportunities for improvement and ongoing performance management.

Technical Assistance for Implementation of the Community Development Department’s Strategic Action Plan – Citygate was selected to assist the City on this 2-phase effort. This project consists of a review of the “Road Map for Implementation,” integration of the Public Works Department permitting processes, and identification of opportunities to improve efficiency of the City’s development review permitting process.

Fire Department Deployment Study and Master Plan – Citygate performed a fire department planning study, which included a Standards of Response 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, an analysis of headquarters and prevention systems, as well as order of magnitude costs and possible financing strategies.

Comprehensive Police Services Delivery and Staffing Review – Citygate performed a comprehensive services delivery and staffing review of the San Luis Obispo Police Department.

City of Huntington Beach, CA – Management and Operations Review of the Community Services Department

Citygate performed a management and operations review of the City of Huntington Beach’s Community Services Department. The project was conducted to evaluate the general efficiency and effectiveness of the City’s Community Services Department in an effort to recommend ways in which the Huntington Beach City government can better serve the community. The scope of the work included the Department’s functional divisions of Administration, Beach Services, Recreation, Human Services, and Arts/Cultural activities. Our review included an assessment of the following areas: staffing and workload; organizational structure and reporting relationships; managerial planning, direction, and reporting; service delivery systems; communications;

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operational efficiency and effectiveness; customer service; facilities and equipment; effectiveness and appropriateness of policies and procedures; and impending issues.

San Mateo County, CA – Animal Care, Control, and Shelter Services Performance Audit

Citygate is currently evaluating the performance of the Peninsula Humane Society and Society for the Prevention of Cruelty to Animals in San Mateo County, California. This audit will specifically examine contractual compliance, as well as whether the necessary animal shelter operational elements—including budget, data systems, policies and procedures, staffing, shelter operations, field operations, medical operations, and contract compliance—exist to increase performance and transparency, providing accountability and handling procedural issues. As part of this project, Citygate is interviewing and surveying the city managers and police chiefs from the 18 cities that contract with San Mateo County for animal services.

Ogden City, UT – Rotating Management and Staffing Audits

Citygate Associates performed general management and staffing studies for eight Ogden City departments. Each study analyzed the management, operations, policies, performance measurement, and procedures of the departments. We examined issues related to philosophy and mission; organizational structure and management systems; organizational relationships; relationships with citizens; allocation of employees and other resources; personnel management and training; data management; records management, communications and information systems; facilities and equipment; management methodologies; maintenance functions; and fiscal management of each department. Departments reviewed by Citygate included Community Services, Fire, Police, Community Development, Public Works, Animal Services, Redevelopment Agency, and Code Enforcement.

Salt Lake City, UT – Multiple Management Reviews

Over the past twenty years, Citygate has performed many studies for Salt Lake City, all of which have been executed through the Office of the City Council, including:

- ◆ Leadership and Succession Planning Consulting for Office of City Council
- ◆ Review of Building Services Process
- ◆ Review of Planning Process
- ◆ Management Audit of the Engineering Division
- ◆ Review of General Fund Capital Improvement Program
- ◆ Management and Performance Audit of the Redevelopment Agency
- ◆ Management and Performance Audit of the Housing Authority

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- ◆ Management Audits of Development Services, Redevelopment, and Housing Authority (Conducted by David DeRoos while with Ernst & Young)
- ◆ Facilitation of Fire Department Executive Team Strategic Planning Session.

Each departmental review focused on organizational restructuring as needed; improved allocation of resources and staffing based on workload and the priority of services provided; improved customer, business, and resident services; productivity and cost reduction measures; process streamlining; revenue generation; and comparison of operations to best practices.

City of Grants Pass, OR – Operations Plan for the Community Development Programs

Citygate performed an operations plan for Community Development Programs. The study focused on the operations of the Grants Pass Community Development functions (Planning Services, Building Services, and Parks and Community Development Management divisions), an organizational structure review of the Public Works Department, and customer feedback, culminating in an Operations Plan for Community Development functions.

City of Folsom, CA – Operational Review of the Finance Department and Integration of Strategic Plan into Departmental Budgeting, with Staff Training

Citygate first completed an operational review of the Finance Department and then worked with the City of Folsom's City Manager and Finance Director to link and integrate the City's Strategic Plan with the formulation of the operating budget. This project included working with Folsom's line departments to identify their respective roles in the achievement of the City's Strategic Plan, presenting those roles, projects, and goals in departmental budgets, and identifying performance indicators to measure accomplishment of each component of the Strategic Plan.

The project also included developing and presenting training materials to the departments in how to implement this approach within the annual budget formulation process.

1.4.2 Public Safety Reviews

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

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

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Supervisors, who, after receiving the study, adopted a revised funding plan for the dependent fire district.

City of Santa Barbara, CA – Aircraft Rescue and Firefighting Services Review

Citygate completed an airport operations, planning, and environmental review to analyze current Aircraft Rescue and Fire Fighting (ARFF) services and identify potential options to the City and the Airport to reduce the cost of ARFF services at the Santa Barbara Airport that continue to meet FAA requirements and maintain fire best practices.

City of Emeryville, CA – Fire Department Master Plan and Contract for Services Analysis with Alameda County

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

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

City of Hermosa Beach, CA – Analysis of the Los Angeles County Fire District's Contract for Fire Services Proposal

Citygate conducted an analysis of the Los Angeles County Fire District's contract for fire services proposal for Hermosa Beach. Citygate reviewed the operational and fiscal components, including start-up costs, and peer-reviewed the City staff's fiscal analysis of contracting fire services versus ongoing City Fire Department costs.

Stanford University – Fire Services System Review

Citygate is providing a fire services system review for Stanford University, which has occurred over many phases and has included preparation of alternative service plans, macro costs, drafting a fire services request for proposal, and drafting a cost model for the Fire Department. Stanford recently initiated a sixth phase for this project, for which it selected Citygate Associates, once again, to assist. We are presently assisting Stanford with its decision-making on the provision of fire services, including assisting the University with its mediation with the City of Palo Alto, and final contract negotiations with the City.

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Rancho Cucamonga – Police Service and Contract Analysis

Citygate performed a police service analysis for the City of Rancho Cucamonga to assist in evaluating the current police services provided to the City by the San Bernardino County Sheriff's Department, as well as other potential service options. The scope of the study included evaluating how the current contract compares to similarly situated cities that also contract for law enforcement services; if establishing an in-house police department is feasible, considering start-up and ongoing operational costs; whether there are viable law enforcement agencies in the region that could provide law enforcement services or partners to form a Joint Powers Authority; and whether there is a tipping point beyond which the City should consider a police services alternative.

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

Citygate performed a police services consolidation and contract for shared services analysis. The study addressed opportunities for improvement in efficiency and effectiveness, enhancing or expanding services, reducing and/or avoiding costs and duplications, coordinating regional planning and eliminating artificial boundaries, standardizing services and programs, enhancing the opportunities for future grant funding, and enhancing customer service.

Monterey County, CA – Comprehensive Services Delivery and Staffing Review of the Sheriff's Department

Citygate performed a comprehensive services delivery and staffing review of the Monterey County Sheriff's Department. This study addressed all facets of field, command, and support operations, including, but not limited to: Enforcement Operations (patrol), Corrections Operations (jail), Administration, Investigations, Internal Affairs, professional standards, training, records, support services, civil services, coroner services, and other specialty services.

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1.5 REFERENCES

Citygate presents references below:

City of Goleta, CA

Project: Independent Operational and Organizational Assessment for the Planning and Environmental Review Department

Ms. Michelle Green, City Manager
(805) 961-7501

City of San Luis Obispo, CA

Projects: Fire Department Deployment Study and Master Plan; Comprehensive Police Services Delivery and Staffing Review; Organizational Assessment of the Community Development Department; Technical Assistance for Implementation of the Community Development Department's Strategic Action Plan; and Customer Service Consulting for the Community Development Department's Building and Safety Division

Ms. Katie Lichtig, former City Manager of San Luis Obispo, currently Assistant City Manager of Santa Monica
(310) 458-8301

City of Albany, CA

Projects: Citywide Organizational Review; Public Works Department Operational and Organizational Assessment

Ms. Beth Pollard, Retired City Manager of Albany
Personal contact information available on request

City of Corona, CA

Projects: Rotating Management and Staffing Audits

Mr. Bill Workman, Former Corona City Manager
(310) 683-8613

SECTION 2—APPROACH, SCOPE, AND TIMELINES

2.1 PROJECT APPROACH

The scope of the proposed study includes an organizational and operational review of Goleta’s City Manager and Neighborhood Services and Public Safety (NSPS) Departments, with the strategic objective of enhancing organizational operations for current and future needs.

As requested in the City’s RFP, we will include in this study all divisions within both Departments, including:

- ◆ City Manager Department:
 - City Clerk
 - Community Outreach
 - Support Services
- ◆ Neighborhood Services and Public Safety Department:
 - Economic Development
 - Community Development Block Grant (CDBG)
 - Parks and Recreation
 - Public Safety

Operational and services functions to be assessed by this study will include, but not necessarily be limited to:

- ◆ City Manager Department:
 - Supporting the City Council with policy development and implementation
 - Managing the day-to-day operations of the City
 - Overseeing outside agency issues impacting the City
 - Ensuring transparency of City operations, policies, and programs

“I was absolutely thrilled with the report because it was very comprehensive, very detailed.”

Rita Geldert

City Manager, City of Vista (Retired)

- Providing strategic plan oversight
- Conducting special analyses, studies, assessments, and surveys as directed by the City Council
- ◆ Neighborhood Services and Public Safety Department:
 - Operating the Successor Agency of the former Redevelopment Agency
 - Providing General Business and Specialty Business Licensing
 - Providing Fair Housing Services
 - Providing Parking Enforcement
 - Providing Emergency Preparedness
 - Overseeing Monarch Butterfly Docent Program and Volunteer Network
 - Overseeing Public Safety service continuity
 - Serving as Project Manager for 16 Capital Improvement Projects (CIPs)

Citygate's Work Plan has been customized to address the specific required tasks identified by the City and will result in recommendations sought by the City in the RFP with regard to best practices, staffing ratios, organizational needs, performance measures, optimal organizational model based on available budget, streamlining procedures and processes, cost saving technologies for current and future programs and operations, training and succession planning, staffing current and future requirements, and best management practices that complement the City's codes and ordinances.

2.1.1 Project Principles

Below we discuss several of the project principles key to our consulting approach. This is the backdrop for how we will approach our review of Goleta's City Manager and NSPS Departments. In sub-sections 2.2 and 2.3, we describe specifically how we will approach Goleta's requested Scope of Services items.

Meeting Client Needs

We take pride in the fact that the vast majority of our work is from repeat customers. We believe that one of the reasons for this is our meticulous approach to understanding client needs and desires. As we initiate a project, and at multiple points in the Work Plan, we will check-in with the client to understand their objectives, share information, and discuss preliminary findings. If a client desires, at the conclusion of a project, we can be available for one-on-one meetings with

key stakeholders to discuss our recommendations, how they might be implemented, and potential issues requiring extra sensitivity.

As we develop recommendations we also consider the wider Department and organization-wide implications they might have, including impacts on outsourced services such as contract staffing. Through collecting data from various sources on our previous projects, Citygate will make findings and recommendations with a broad-based view of how the study impacts all stakeholders and divisions within the City Manager and NSPS Departments, as well all other departments in the City. Citygate will design solutions that are in alignment with national best practices. Our recommendations, which will be developed through our transparent and collaborative approach to analysis, will lay the groundwork for interdivisional and interdepartmental efficiency, effectiveness, and *esprit de corps*.

Ongoing Support

We know that any organization will inevitably encounter questions and unforeseen issues as it attempts to institute new practices. Citygate's team members have experienced this, and are committed to helping clients through these difficulties. More importantly, we are passionate about the "Business of Better Government" and seeing our recommendations implemented successfully. This is the reason Citygate offers an optional six- or twelve-month post-project site visit to review recommendations and help clients with implementation. The fact that 70 percent of Citygate's business is from repeat clients is a testament to the ongoing support and relationships that differentiate Citygate from other firms.

Meaningful Change

The practitioners who are on Citygate's team know from their years of experience that simply having the best strategy and action plan is not enough to implement the organizational changes that are desired on an ongoing basis. Peter Drucker is often quoted as having said "Culture eats strategy for breakfast." One of the key features that differentiates Citygate's approach is that we offer a comprehensive package of services that help you go beyond simply implementing new practices to addressing the culture of your organization.

2.1.2 Study Design

Citygate's review framework is described below. For simplicity we have organized our assessment factors into four broad themes:

Stakeholders and Customers

We will first review the stated mission, goals, and objectives of the Departments as identified in the adopted budget and work program, and from other relevant sources such as City documents

and key City staff. We will analyze the practices of the Departments from the perspective of City Council members, other City departments, and citizens.

Internal Procedures

We will also evaluate the Departments' service levels and standards, performance measures, performance reporting, and the employee performance management system for alignment with stakeholder expectations. The current operating policies and procedures, workflows, organizational structure and management systems, spans of control, organizational relationships, interdivisional and interdepartmental coordination, communications, information systems, administration and supervision, job duties, opportunities for outsourcing or insourcing, risk management coordination and practices, overtime management practices, and related aspects will be reviewed to make findings and determine recommendations.

Employee Learning and Development

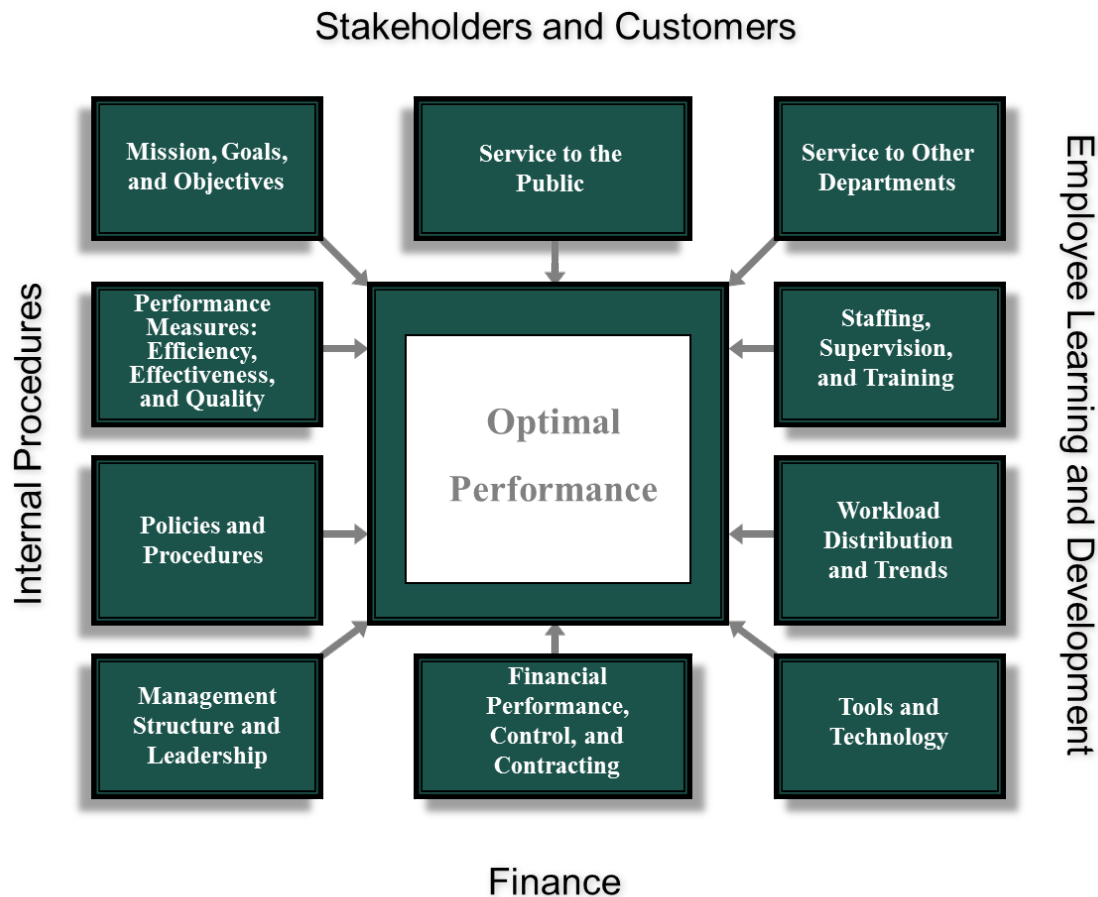
Our review will next focus on assessing existing and future service demand, allocation of staff to meet these demands, staff retention and recruitment, training needs and resources, professional development approaches to support succession, planning tools and technology available to staff, and the overall staffing strategy.

Finance

We will evaluate the current budget and funding levels, including an assessment of the ability to maintain and/or enhance service levels, attract and retain staff, and implement new technology. We will also provide recommendations on alternative approaches to funding if appropriate given current funding, projected demand, technology needs, and/or changes in service scope or levels.

We will conclude our review with recommendations that address opportunities for more efficient, timely, and accurate processes. Because our assessment is balanced, we will also describe in detail where business services operations are currently operating at peak performance. We will develop a Strategic Action Plan that will include general strategies for change and detailed actions to implement each strategy. The recommended actions will include a priority ranking, timeframe for implementation, and responsible parties.

Profile of Assessment Factors



2.1.3 Final Report Follow-up

We offer a unique, one-of-a-kind, optional aftermarket follow-up visit to the City. Citygate will provide a high quality report, and then in six months or one year, at your option, we will return, meet with your staff, and re-evaluate the recommendations in the report. We will evaluate what is and is not working and what additional efforts may be necessary to produce the desired outcomes for the recommendations in the Final Report.¹

¹ The City of Goleta selected this option for Citygate's prior PER Department review, and the follow-up review is in the process of being scheduled to occur in the first quarter of 2019. This follow-up review will be performed by Jane Chambers, Citygate's proposed Project Manager.

At that point, it may also become clear that implementing your strategy may require a more deliberate effort to address your organization's culture. At your option, you can engage Citygate to more deeply assess culture change in your organization. Our human capital and organizational development services are designed to help you professionally develop and/or recruit staff that align with your desired culture. Our performance management service uses a balanced scorecard approach that helps you manage performance by blending:

- ◆ Cascading performance measures that have a direct line of sight between your strategy and individual performance plans.
- ◆ Core character and behavior competencies that reflect the desired culture necessary for success and that keep the organization focused on that culture.
- ◆ Continuous improvement training that equips your team members to create, make, and own the changes necessary for ongoing high performance.

2.2 SCOPE OF WORK

Citygate has thoughtfully considered the required task items requested in the City's RFP. Citygate's Work Plan and task sequence addresses every one of these items, as displayed in the following table, which shows the particular sub-tasks in which each item will be specifically addressed.

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Scope Element from the City's RFP	Order for Completing	Sub-tasks
Organizational Review		
Conduct an examination of the CM and NSPS Departments' organizational structure and functions.	1	1.2; 2.1; 2.3; 2.4
Assess the functional assignments and human resources required to perform current duties.	3	1.2; 2.1; 2.3; 2.4
Identify current supervisory ratio.	2	1.2; 2.3; 3.1
Evaluate staff scheduling and process for managing overtime.	4	2.3; 2.4
Assess administrative strengths, i.e., financial, supervision and development of staff, risk management coordination and practices, and use of technology.	5	2.3; 3.1; 3.2
Operational Review		
Review the Departments' operational functions and workflow process for each area.	1	1.2; 2.3; 2.4; 3.1
Analyze reporting relationships to ensure adequate span of control.	2	1.2; 2.3; 3.1
Analyze staffing levels based on current and projected workloads.	5	1.2; 2.3; 3.1
Review staff retention and experience.	3	1.2; 3.1
Review adequacy of staff training and experience related to the management of functions and services provided by the Departments.	4	1.2; 2.3; 3.1
Review selection process for consultant services and service contracts.	6	1.2; 3.1
Assess financial impacts of decisions.	7	1.2; 3.1

2.3 WORK PLAN

Citygate's Work Plan to address the City's required task items identified is comprised of six tasks, each with clear task objectives, detailed sub-tasks, and key milestones/deliverables. We also highlight testimonials from previous clients that relate to specific elements of our Work Plan.

Our Work Plan has been developed consistent with our experience in conducting hundreds of organizational assessments and is based on a proven approach used in many similar studies, including our prior operational and organizational assessment for Goleta's Planning and Environmental Review Department.

Task 1: Initiate and Manage the Project

Task Objectives:

- ◆ To verify the study's scope and objectives.
- ◆ To obtain and review documentation to develop an overview of the City Manager and NSPS Departments' services and processes.
- ◆ To maintain ongoing communications and reporting with the City.

1.1 Discuss Project with the City to Initiate Study:

A key to a successful review is a mutual understanding of the project's scope and objectives. Citygate will conduct a teleconference with the Project Manager and appropriate City representatives to correlate our understanding of the study's scope, and ensure that our Work Plan and project schedule are mutually agreeable. This early effort to clearly define expectations, roles, and lines of communication should result in better focus on substantive issues as the engagement progresses.

For us to be most effective, we will continuously communicate throughout the duration of the study, beginning with our first contact with City staff. Our key message must be that our role is not an adversarial one. Our role is to provide an independent review of the City Manager and NSPS Departments. We believe our ability to initiate and maintain positive, two-way communication as the study proceeds will result in not only well-supported findings, but also a consensus and buy-in among City personnel and elected officials concerning the acceptance of our work and the benefit of implementing our recommendations. It is crucial that the project be viewed by the City as a valuable and worthwhile endeavor.

1.2 Obtain and Review Documentation:

Citygate will review the mission, goals, objectives, and philosophy of the key organizational units within the study scope, obtain and review pertinent documentation, and develop an overall process profile of the City Manager and NSPS Departments. We will provide the City of Goleta's Project Manager or designee with a list of information to be provided by the City. This will include, but not be limited to, work program, organizational structure, staffing, budget, workload in each of the functional areas, work flows (including documentation provided to staff), personnel assignments and current duties, performance measures and reports, URLs for websites, record keeping systems, sample staff reports, the contract with the County Sheriff's Office, and emergency

preparedness plans. We anticipate the City will provide this information within one week of request.

1.3 Monitor Engagement Progress and Completion of Tasks:

We have combined the initial task of starting the project with the ongoing task of monitoring, directing and administering the project. In addition to ongoing oral progress reports with assigned City staff, we will provide monthly written status reports.

Key Milestones/Deliverables:

- ◆ Document Request List.
- ◆ Monthly written status reports.

Task 2: Communicate with and Involve Internal Stakeholders

Task Objectives:

- ◆ To orient employees to our study efforts.
- ◆ To involve appropriate employees in the study and solicit their input.
- ◆ To meet with the key individuals involved in the study, to identify key issues, broad trends, and service delivery goals relevant to the process.
- ◆ To obtain perspective on functions and operations from the Department/Division heads and key employees.

“Your interviews were so pleasant and very professional...and I was amazed about how you went about your process.”

Council Member, City of Vista

2.1 Interview Policy Makers and City Management:

To enhance our understanding of the issues at stake in this review, we will meet with and interview City Council members, the Mayor, the City Manager, the Deputy City Manager, the NSPS Department Director, and Division managers within the two Departments. A goal of the interviews is to orient the consultant team to the history and current context in which the study is taking place. These meetings will also enable us to identify key staff to gain their insights in subsequent tasks.

2.2 Conduct Orientation Meeting:

To formally introduce the consultant team to the employees of the City Manager and NSPS Departments, we will conduct one Orientation Meeting with staff from both Departments so that they understand the purpose of the study, and how we will

accomplish that purpose. We will summarize this information in an Orientation Brochure that will be distributed to the employees of both Departments. This meeting will occur during our first week on-site. Citygate's Orientation Brochure will be produced in sufficient numbers so that each elected official will receive one during our interviews, and copies will be available at public counters and to the media to communicate Goleta's transparency, accountability to the public, and commitment to continuous improvement!

We believe our initial meetings with City officials and employees will further reinforce a clear understanding of the project and minimize misconceptions concerning our role, how we plan to accomplish this study, and the potential outcomes of our work. Overall, this approach will help ensure that both Citygate and the City are performing their work in an open, unencumbered, and positive environment.

2.3 Conduct Interviews with Key City Personnel:

We will conduct on-site meetings and interviews with every staff member of the City Manager and NSPS Departments.

2.4 (Optional) Conduct Employee Survey:

As an option, Citygate will conduct a confidential, internet-based employee survey, designed in coordination with City management, to allow all employees involved in the City Manager and NSPS Departments the opportunity to participate in Citygate's evaluation in a constructive, confidential manner. The survey will provide opinions and perceptions about mission, goals, objectives, workload, staffing, customer service, training, supervision, technology, etc.

Key Milestones/Deliverables:

- ◆ Orientation Brochure.
- ◆ One, 3-day on-site trip for the Orientation Meeting and interviews with City Council members, the Mayor, the City Manager, the Deputy City Manager, the NSPS Department Director, Division managers from the two Departments, and all staff from both Departments. In total, up to 13 interviews in the City Manager Department and up to 7 interviews in the NSPS Department will be conducted including Department/Division heads, and all 5 Council members will be interviewed (for a total of up to 25 interviews). Each interview will last approximately one hour.

Task 3: Conduct In-Depth Organizational, Operational, and Process Review

Task Objectives:

- ◆ To analyze the City Manager and NSPS Departments' core business processes and operational functions for each division.
- ◆ To perform detailed organizational and operational analyses where the investment appears to have merit.
- ◆ To identify areas where organizational performance, service levels, and communication can be enhanced.

3.1 Assess Organizational and Operational Issues:

We will evaluate organizational and operational factors that affect performance. We have consolidated many of the organizational and operational issues identified in the RFP into this sub-task since so many of the staffing and workload elements are interrelated.

- ◆ Staff scheduling, workloads, supervisory ratios, reporting relationships, span of control, required vs. available skills, and processes for managing overtime based on current and projected workloads.
- ◆ Functional assignments and availability of staff to perform duties.
- ◆ Organizational structure, including decentralization, centralization, and hybrid structures.
- ◆ Staff retention, experience, and training related to the management functions and services of the Departments.
- ◆ Selection process for consultant services and service contracts.
- ◆ Performance measures, tracking systems, reporting, and management.
- ◆ Strengths of all administrative functions and operational processes reviewed.
- ◆ Financial impacts of recommendations.

3.2 Evaluate Information Technology:

We will identify opportunities to leverage technology to improve efficiencies and service. We will evaluate existing systems to examine their efficiency and effectiveness. We will propose new equipment/technology that could increase productivity, replace current equipment/technology, or free staff to be utilized elsewhere in the organization.

Key Milestones/Deliverables:

- ◆ Operational findings and conclusions.

Task 4: Conduct Mid-Project Review and Prepare Draft Report

Task Objectives:

- ◆ To conduct a Mid-Project Review to review preliminary findings and recommendations with City staff.
- ◆ To review Draft Report and proposed Strategic Action Plan with City staff.

4.1 Conduct Mid-Project Review with the Staff:

We will generate preliminary findings and recommendations to be reviewed in-person with appropriate Goleta staff in a Mid-Project Review before preparing the Draft Report. Since our recommendations may include changes to support and maintain new processes and procedures, it is important to create mutual understanding and creatively problem solve before writing the Draft Report.

The objectives of this review are to surface any additional information, questions, or concerns that need to be addressed; strategize the most effective presentation of findings and recommendations in the Draft Report; solicit staff-level suggestions for implementing the recommendations; and, to the degree possible, obtain staff level “ownership” of the recommendations and implementation plan that will be included in the Draft Report.

4.2 Prepare Draft Report and Review with City:

We will then prepare a Draft Report including recommendations and proposed implementation strategy. This report will be provided to appropriate City personnel, as needed, to allow sufficient time for review and discussion of any areas that require further clarification or amplification. The written report will detail organizational capabilities and challenges, goals and objectives for maintaining and improving services, and development of performance measures to quantify progress. The report will outline a Strategic Action Plan for implementation that addresses each of the areas discussed in our Work Plan. We will review the report with the City via teleconference.

Our report will emphasize and focus on an evidence-based, concrete diagnosis and solution implementation. Our specific recommendations will be presented as a summarized Strategic Action Plan in tabular form beginning with a description of each proposed recommendation, followed by a priority ranking of their importance, a specific timeline for implementation, the benefits that are anticipated from implementing the recommendations, and then the identification of the individual or the entity that is to be held responsible and accountable for implementing the recommendation.

Citygate's recommendations for each Department will, as necessary:

- ◆ Identify and recommend best practices, supervisory to staffing ratios, organizational needs, and performance measures for the Departments.
- ◆ Recommend an optimal organizational model based on available budget.
- ◆ Provide recommendations for streamlining procedures and processes for the Departments' functions.
- ◆ Identify cost saving technologies to support current and future programs and operations.
- ◆ Provide training recommendations to improve operations and support succession planning.
- ◆ Identify staffing requirements, both current and future.
- ◆ Make recommendations for establishing best management practices for functions and processes that complement the City's codes and ordinances.

Citygate Associates does not utilize a list of preconceived recommendations that are recycled from project to project. Each project is unique and approached with a clean slate. Citygate emphasizes the quality and "implementability" of its recommendations, and the ability of our clients to use the recommendations in the report to improve their efficiency and effectiveness and to satisfy their stakeholders and citizens.

Key Milestones/Deliverables:

- ◆ Mid-Project Review briefing document.
- ◆ One-day on-site trip to conduct Mid-Project Review with staff.
- ◆ Draft Report.
- ◆ One teleconference meeting to verbally review the Draft Report with staff.

Task 5: Prepare and Present Final Report

Task Objectives:

- ◆ To obtain written feedback on the Draft Report from the City.
- ◆ To produce and present the Final Report.

"I think that this document is going to be a cornerstone for us really moving forward for the next five, ten, twenty, half a century."

Luke Garrott

Council Member, Salt Lake City

5.1 Make Revisions to Draft Report as Necessary.

Once we receive feedback on the Draft Report from the City (in the form of one compiled document with the City’s written comments), we will make the necessary changes to finalize the report.

5.2 Produce and Present Final Report:

We will present the Final Report to the City in a public meeting, identifying the proposed Strategic Action Plan and recommended steps to implement the recommendations.

Key Milestones/Deliverables:

- ◆ Final Report.
- ◆ One day on-site trip to present the Final Report

Task 6: Six- or Twelve-Month Implementation Follow-up

Task Objectives:

- ◆ Offer unique, one-of-a-kind aftermarket care and service.
- ◆ Re-evaluate recommendations in Final Report.
- ◆ Monitor the outcomes and results and recommend any needed mid-course corrections.

6.1 Proposal for Optional Aftermarket Service:

In six months or one year, at your option, Citygate will meet with the City’s staff and Council Members (if appropriate) and then re-evaluate each of the recommendations in the report. We can provide this aftermarket service because we have a high degree of confidence in the quality and “implementability” of the recommendations that we will deliver and we have an outstanding track record for quality, reliability, and dependability with our past clients. However, sometimes there are unintended consequences or misunderstandings about a recommendation, or conditions in the community may have changed. We believe that there is real value in monitoring the outcomes and results and making any needed mid-course corrections.

If the City is not interested in Citygate’s proposal for this aftermarket service, then all the objectives and sub-tasks in Task 6 will be removed from our proposal.

6.2 Determine What is Working; Provide Solutions for What is Not:

We will evaluate what is and is not working, and what additional efforts may be necessary to produce the desired outcomes for our original recommendations.

6.3 Provide Action Plan Update:

With staff assistance, Citygate will review and evaluate the City’s implementation efforts, and then update the City’s Action Plan from our Final Report by adding a column for noting “Implementation Status.” We will note the status and progress which has been and is being made toward implementing the recommendations along with the recommended remedial adjustments that we believe to be warranted.

Key Milestones/Deliverables:

- ◆ Action Plan update.

2.4 TENTATIVE PROJECT SCHEDULE

Citygate is prepared to start this engagement in August. We notice the City’s RFP has the Draft Report due roughly two months after the project kick-off meeting, and a Final Report due less than two weeks after the Draft Report due date. While those timeframes may be achievable, based on our prior experience with Goleta on the PER Department review with a similar scope of work, we believe the City would prefer to lengthen the project by up to one month, which would allow sufficient time to incorporate the preliminary findings and recommendations meeting into the schedule and provide the City more than one week to review the Draft Report. Nonetheless, the schedule shown below conforms to the City’s RFP.

Sample Project Schedule

Task	August	September	October	November	December	Month 11 or 17
1: Initiate and Manage the Project						
2: Communicate with Internal Stakeholders						
3: Operations Review						
4: Mid-Project Review and Draft Report						
5: Final Report						
6: Follow-up						

● On-site visit / meeting

2.5 SUPPORT AND INFORMATION REQUIRED FROM THE CITY

We assume the City support staff will assist with obtaining documents, scheduling interviews, and providing office space for on-site meetings.

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SECTION 3—COST

3.1 PROPOSAL COSTS

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

Consulting Fees of Project Team	Reimbursable Expenses	Administration (5% of Hourly Fees)	Total Citygate Core Project Amount
\$56,045 (309 hours)	\$6,003	\$2,802	<u>\$64,850</u>

3.1.1 Service Reductions or Enhancements

The City may find that our proposed Work Plan consists of tasks that are not desired. Citygate always wants to meet or exceed our client’s expectations. Therefore, if we have “missed the mark” on our pricing or scoping of this project, we will remain flexible to make reductions to tasks, levels of service, and the budget as needed to achieve the City’s desired outcomes. While this proposed project cost is more than our prior review of the City’s Planning & Environmental Review Department, with this review encompassing two different departments, Citygate has increased the size of our Project Time with the addition of a former City Manager and Police Chief, a former Fire Chief, and a former Parks and Recreation Director.

Below, Citygate presents the costs for optional Work Plan items.

Element of Cost	Cost Amount
Employee Survey ²	\$4,000
6- or 12-Month Follow-Up	\$5,000
Total Project Cost with All Options:	\$73,850

In addition, Citygate will remain available for 6 months after the completion of this project to provide follow-up assistance at our established hourly rates.

² Our cost bid for the employee survey assumes that it will be Internet-based and does not include postage, photocopying, distribution, nor any other charges relating to hard copy versions of the survey, should that be needed. Our cost bid also assumes that the survey will be created and launched in English only. If the City desires the survey to be available in other languages, the extra time necessary to build the additional surveys would be an additional cost.

City of Goleta, CA

Proposal to Perform an Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

The price quoted is effective for 60 days from the date of receipt of this proposal and includes one draft review cycle as described in Task 4 of the Work Plan, to be completed by Citygate and the City within 7 calendar days of the City receiving the Draft Report, unless the project timeline is extended. 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 five copies of the Final Report and an electronic version 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.

3.1.2 Hourly Rates

Classification	Rate	Consultant
Citygate President	\$225 per hour	David DeRoos
Project Manager & Lead Consultant	\$195 per hour	Jane Chambers
Principal Consultant	\$210 per hour	Jay Corey
Municipal & Public Safety Specialist	\$175 per hour	Mark Yokoyama
Public Safety Principal	\$250 per hour	Stewart Gary
Parks & Recreation Specialist	\$175 per hour	Julee Conway
Report Project Administrator & Survey Administrator	\$125 per hour	Various
Administrative Support	\$ 95 per hour	Various

3.1.3 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. Once 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 through an 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

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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.

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APPENDIX B

PROJECT TEAM RESUMES

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Ms. Chambers is a Senior Associate with Citygate Associates. Ms. Chambers' 25 years in local government includes executive leadership as a City Manager, Assistant City Manager, Public Works Director, and Human Resources Director in full-service urban, suburban, and rural communities, including the California Cities of Burbank, Daly City, San Bruno, Chico, and Ukiah and the Minnesota Cities of Burnsville and Brooklyn Center.

As the City Manager between 2008 and 2015 in Ukiah, California, Ms. Chambers faced the challenge of revenue loss and recovery and its impact on the general fund, including the need to facilitate economic development and optimize the provision of City services after surviving the recessionary cycle. These services included operation of a regional airport. Ms. Chambers then served as Interim Assistant City Manager for the City of Sunnyvale, California, during its search process for a permanent Deputy City Manager. Throughout her career, Ms. Chambers successfully implemented strategic realignment of service delivery systems, including financial resources, to achieve improved and sustainable programs for citizens.

Ms. Chambers has expertise assisting elected officials, city staff, and community stakeholders in identifying and achieving desired goals in complex financial and operational environments, as well as operational and service delivery experience in economic and community development, housing, human resources, parks and recreation, public works, water, sewer, and solid waste. Ms. Chambers is an International City/County Manager Association Retired Credentialed Manager, having earned and maintained this recognition annually for more than a decade. She earned a master's degree in public administration from UCLA and an undergraduate degree in political science from California State University, Northridge.

Related Experience Includes:

- ◆ Served as Project Manager and Lead Consultant to perform an organizational and operational review of Goleta's Planning and Environmental Review Department, with the strategic objective of enhancing organizational operations for current and future needs.
- ◆ Serving as Project Manager and Lead Consultant for an organizational review and budget stabilization assessment for the City of Angels Camp, California, with the purpose of developing a strategic, goal-focused, sustainable budget strategy.
- ◆ Currently serving as Project Manager and Local Client Coordinator to evaluate the performance of the Peninsula Humane Society and Society for the Prevention of Cruelty to Animals in San Mateo County, California, to examine contractual compliance, as well as whether the necessary animal shelter operational elements exist to increase performance and transparency.
- ◆ Served as Project Manager to perform a high-level field operations and sheltering practices cost analysis for the Contra Costa County Animal Services Department.
- ◆ Served as Project Manager for an assessment of the Community Development Center and review the building functions for the City of Healdsburg.
- ◆ Served as Stakeholder Outreach Consultant to perform a review of the Salt Lake City's building services process.

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- ◆ Served as Senior Associate and Fiscal Specialist for an emergency services Master Plan for the Aptos/La Selva Fire Protection District.
 - ◆ Served as Human Resources Specialist to conduct a fire services reorganization study for the City of Greenfield and the Greenfield Fire Protection District.
 - ◆ Served as Senior Associate and Fiscal Specialist to perform a review of the City of Victorville's fire services options.
 - ◆ Beginning in 2008, as City Manager of Ukiah, successfully addressed subsequent years of multi-million-dollar general fund deficits, including additional \$1 million loss of redevelopment funds, to achieve a balanced \$15 million General Fund in 2014–15.
 - ◆ Implemented annual five-year revenue forecasting and improved fiscal report transparency in budget document as City Manager in Ukiah.
 - ◆ Led business process reengineering efforts throughout her career, improving performance in information systems, finance, building and planning, and human resources, as well as administrative services delivery for both internal and external customers. Examples include resolving operations issues such as fleet management and police staffing for public events in Daly City, California and reducing costs and increasing profit margins for two City-operated enterprises: a \$3.3 million liquor enterprise and a \$3.8 million events center in Brooklyn Center, Minnesota.
 - ◆ Facilitated efforts toward an eventual fire agency merger, improving advanced life support services regionally and their cost-effectiveness in \$3 million combination of service delivery between City of Ukiah and the Ukiah Valley Fire District.
 - ◆ Secured opportunity for over 100 new jobs and \$1 million new sales tax revenues as part of economic development activities as City Manager in Ukiah.
 - ◆ Secured opportunity for the State Administrative Office of Courts to build a new \$123 million Mendocino County Courthouse and assembled the site through public/private collaboration with multiple agencies, including the County, the State Water Board, the Administrative Office of the Courts, and a local developer.
 - ◆ Instituted proactive business liaison efforts to facilitate expansion of local industries, such as local food movement, tourism, retail sales, and manufacturing. Occupancy tax revenues rose more than 10 percent in subsequent years.
 - ◆ Corrected course and department service delivery systems in the Cities of San Bruno and Ukiah, resulting in completion of engineering, bidding, and construction activities in excess of \$38 million, including long-awaited infrastructure and street improvement projects.
 - ◆ Oversaw completion of a \$56 million wastewater treatment plant in Ukiah and a \$7.9 million fire, jail, and police facilities program for the City of Brooklyn Center.

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- ◆ Initiated and guided development of capital improvement budgets ranging from \$50 to \$100 million to address long-deferred infrastructure projects in electric, water, and sewer utilities, including equipment purchases for public safety, as well as planning for repairs and replacement of City parks and facilities in the Cities of Ukiah and San Bruno.

Mr. Corey is a Principal with Citygate Associates. He has served at the senior executive level in cities for over 30 years. Mr. Corey specializes in organizational structure and staffing issues, financial stabilization plans, municipal wealth creation, and performance management. He began his association with Citygate in 1999, taking leave in 2002 to be of service to the City of Richmond as Assistant City Manager, Acting Finance Director, and Interim City Manager. He has had oversight responsibility for all municipal functions, including the City Manager's Office, City Clerk, Recreation and Community Services, Economic Development, Housing, Public Works, Finance, and Community Development. As such, Mr. Corey has had leadership responsibility for day-to-day management and operations, project management, budgeting, scheduling, workload balancing, costing, contracting out, coordination with private sector and internal department/customers, and delivery of complex infrastructure projects. Mr. Corey holds a master's degree in public administration from the University of Southern California. He received his undergraduate education from the University of California, Davis, with a bachelor's degree in political science.

Related Experience Includes:

- ◆ Served as Community Development Principal and Project Director to perform an organizational and operational review of Goleta's Planning and Environmental Review Department, with the strategic objective of enhancing organizational operations for current and future needs.
- ◆ Serving as Principal and Project Director for an organizational review and budget stabilization assessment for the City of Angels Camp, California, with the purpose of developing a strategic, goal-focused, sustainable budget strategy.
- ◆ Served as the Project Manager for a Citywide management assessment of the non-safety departments of the City of Covina, California. The municipal departments included in this assessment were Redevelopment and Housing, Parks and Recreation, the City Manager's office, Development Services, Public Works, Finance, the City Clerk office, Personnel and Risk Management, and the City Library. Following an extensive review of current operations, the relationships between the departments, and their respective missions, as well as a survey of citizens and a comparison to comparable departments in other jurisdictions, the study culminated with a series of recommendations for improvement and an action plan for their implementation.
- ◆ Served as Project Director for an organizational and staffing review for the City of Albany, California. This study assessed the City's organizational structure to investigate potential cost savings and service improvements and to develop strategies for providing services in a tight fiscal environment.
- ◆ Served as Project Manager for an organizational assessment of the City of San Luis Obispo Community Development Department.
- ◆ Served as Project Manager / Lead Consultant to provide customer service consulting for the Building and Safety Division of the Community Development Department in the City of San Luis Obispo, California.

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- ◆ Served as Project Manager and Lead Consultant to provide the City of San Luis Obispo with technical assistance for implementation of the Community Development Department's Strategic Action Plan.
 - ◆ Served as Citygate Principal to perform a comprehensive services delivery and staffing review of the San Luis Obispo Police Department.
 - ◆ Currently serving as Principal Consultant to evaluate the performance of the Peninsula Humane Society and Society for the Prevention of Cruelty to Animals in San Mateo County, California, to examine contractual compliance, as well as whether the necessary animal shelter operational elements exist to increase performance and transparency.
 - ◆ Served as Redevelopment Technical Advisor for a management review of the Salt Lake City Redevelopment Agency.
 - ◆ Served as Principal Consultant for a two-phased study, the first phase of which included extensive interviews regarding the effectiveness of Salt Lake City's planning program and processes. Based on issues identified in phase one, Citygate performed a detailed analysis of the planning program in phase two.
 - ◆ Serving as Principal and Project Director for an organizational review and budget stabilization assessment for the City of Angels Camp, California, with the purpose of developing a strategic, goal-focused, sustainable budget strategy.
 - ◆ Served as Team Leader in developing an award-winning, comprehensive five-year capital improvement program (CIP) for Brentwood, the fastest growing City in the State of California. To facilitate policy decisions, the CIP included detailed prioritization criteria and a performance accountability strategy. The CIP earned the California Society of Municipal Finance Officers Award and the National Government Finance Officers Association Award of Merit.
 - ◆ Assembled and led the team of experts that developed the City of Richmond, California Financial Recovery Plan, which set the course for the City to eliminate its massive operating deficit and cash flow problem. In January 2005, *The Bond Buyer* reported that "Moody's Investors Service restored Richmond, California's issuer credit rating to investment grade this week, citing a financial turnaround for the San Francisco Bay area city a year after it discovered a \$35 million budget deficit."
 - ◆ Developed a Three-Year Extraordinary Financial Plan for a Fontana, California, which was facing a \$13.9 million operating deficit in its \$44 million general fund.
 - ◆ Served as Team Leader in the successful structuring and issuance of over \$500,000,000 in tax-exempt bonds for various projects, including community facilities (police and fire stations, city halls), streets and roads, water and wastewater facilities, affordable housing, and economic development projects.
 - ◆ Served as Project Manager for planning and development of a 44-acre civic center complex.

Mark Yokoyama began his career in public service in 1987 when he became a police officer with the La Palma Police Department in Orange County, California. Over the course of 28 years, Chief Yokoyama worked for California Police Departments in La Palma, Newark, Cypress, and Alhambra, working varied assignments, as well as supervisory and command positions. He served the last eight years of his policing career as the Chief of Police in the City of Cypress and the City of Alhambra. Throughout his policing career, he has been credited for enhancing community-oriented policing and community engagement through various community programs and innovative outreach initiatives, as well as the implementation of contemporary policing practices and policies. During this time, he also received awards and national/international accolades for his progressive and contemporary use of technology in efforts to build police community relations and policing practices.

In 2016, Chief Yokoyama was appointed the city manager for the City of Alhambra in Los Angeles County, where he oversaw the day-to-day operations of ten City departments, including municipal Police and Fire Departments. During his tenure as city manager, he focused on strategic planning for the City, implementation of fiscal reforms and initiatives, Citywide infrastructure projects, organizational reform, utility and energy efficiency projects, and social service improvement projects.

After a 30-year public service career in municipal government, Chief Yokoyama retired in 2017 and accepted the position of Dean with the Department of Public Safety at Rio Hondo College, where he oversees an academic division.

Chief Yokoyama holds a master's degree from the University of Southern California and California State University, Dominguez Hills, and a bachelor's degree from the University of La Verne. He is a graduate of the Federal Bureau of Investigations National Academy, the California Commission on Peace Officer Standards and Training Command College Program, and the Senior Management Institute for Police. For 30 years he has been an adjunct faculty member to several community colleges in Southern California as a lecturer and police academy instructor. He also previously served as President of the California Peace Officers' Association, and he is a current board member for the California Police Chiefs Association. He is a member of the FBI National Academy Associates and the International Association of Chiefs of Police.

Related Experience Includes:

Dean, Department of Public Safety

Rio Hondo College, Whittier, CA

November 2017–Present

- ◆ The Academic Dean for Public Safety Programs oversees the activities, operations, and delivery of instruction and services relative to Police and Fire Technology Programs, including four associate of science college programs, a police academy certified by the California Commission on Peace Officers Standards and Training, a fire academy and wildland fire academy certified by the California State Fire Marshal, a Regional Homeland Security Training Center, and advanced officer training programs.

City Manager

City of Alhambra, CA

April 2016–November 2017

- ◆ The City Manager serves as the Chief Executive Officer and advisor to the City Council and oversees the day-to-day operations of ten City departments, including municipal Police and Fire Departments, with a \$143 million budget and 400 employees. The City Manager also serves as the Director of City Emergency Services. The City of Alhambra is a diverse, urban community approximately eight miles east of downtown Los Angeles and is host to 90,000 residents.
 - Implemented a new City organizational structure to improve efficiencies and cost savings.
 - Created a new strategic planning process.
 - Facilitated an \$8 million Community Development Block Grant / Housing Urban Development project implementation focusing on community infrastructure improvements.
 - Developed and implemented the City Hall and Parks Improvement Plan.
 - Developed a homeless outreach services program.
 - Restructured the City's workers' compensation, insurance, and risk management program, resulting in General Fund savings.
 - Facilitated the City's first LED streetlight conversion project and implemented a long-term energy efficiency initiative.
 - Coordinated the audit of water and utility services, resulting in cost savings.
 - Created long-term plan and implementation process for internal and external paperless process and conversion to electronic processing.
 - Successfully managed and facilitated the reprioritization of the City's prior 50-year strategy regarding the 710 freeway extension.
 - Created a Public Agency Retirement Services Post-Retirement Health Care Plan Trust to address the City's post-employment benefit costs and obligations.
 - Undertook and implemented pension reform initiatives to include employee-paid retirement contributions reduction/elimination of retiree healthcare contributions.
 - Through the City's Finance Department, refinanced water system bonds for long term cost savings.

Chief of Police

City of Alhambra, CA

June 2011–April 2016

- ◆ The Chief of Police is a cooperative and collaborative member of the City Manager's executive team who leads, directs, and coordinates the activities of the

Police Department's 166 employees to ensure the community's safety by providing ethical, progressive, and innovative police services.

- Instituted Chinese Weibo and WeChat social media platforms to engage with the Chinese community, the first police agency in the country to do so.
- Deployed predictive policing technology, the first municipal police agency in Southern California to do so.
- Implemented Facebook, Twitter, and other social media and technology to foster community and media relations and engagement.
- Implemented juvenile justice reform programs, including a model School Resource Officer program, all of which resulted in State and national recognition.
- Creation of an award-winning Mental Health Evaluation Team consisting of specialty trained police officers and a Los Angeles County Department of Mental Health clinician.
- Facilitated and coordinated the area's first regional approach to tactical emergency casualty care by police officers in five adjoining police and fire agencies, including the deployment of Automated External Defibrillators.
- Developed and implemented strategic plans.
- Implemented best practice reforms in the area of use of force and personnel / administrative investigations, reporting, and review, to include the use of Early Warning Systems and the Office of Independent Review.
- Implemented organizational cultural changes, increasing customer service and community satisfaction.

Chief of Police

City of Cypress, CA

June 2008–June 2011

- ◆ The City of Cypress has a culturally diverse residential population of approximately 50,000 people encompassing seven square miles, including Cypress Community College with a student enrollment population of 17,000, the Los Alamitos Race Course, an 800-acre business park, and an adjoining active military base in Orange County.
- Managed the organization through a national recession via a Department re-organization; consolidation of programs and services; contracting and regionalization of select services; budget realignment, including that of personnel; and establishment of revenue producing programs.
- Implemented regional policing efforts with three adjoining police agencies, including that of a regional traffic unit and shared radio communications.
- Increased minority recruitment and retention of police officers.

- Incorporated new systems, policies, and processes while also facilitating cultural change throughout the Department, establishing inter-departmental and community relations.
- Participated in City Community Development initiatives and programs.
- Developed a Police Department forensics program.
- Leveraged various uses of technology.
- Balanced contentious labor negotiations.

Police Captain, City of Cypress, CA

August 2003–June 2008

Police Captain / Lieutenant, City of Newark, CA

October 1999–August 2003

Police Sergeant / Detective / Officer, City of La Palma, CA

October 1987–October 1999

Adjunct Faculty, Administration of Justice, California Community College System 1988–2018

Other Related Experience Includes:

- ◆ Served as President of the California Peace Officers' Association, a statewide organization representing 70,000 peace officers on public policy issues.
- ◆ Served for more than 25 years in community/volunteer organizations in civic leadership positions.
- ◆ Founded two 501(c)(3) community police foundations.
- ◆ Served as President of the Golden West College Foundation, a non-profit organization supporting students and college-wide priorities.

Education:

- ◆ Master of Arts in Executive Leadership Public Policy, University of Southern California, 2010
- ◆ Master of Arts in Behavioral Science, California State University, Dominguez Hills, 1995
- ◆ Bachelor of Arts in Public Administration, University of La Verne, 1991
- ◆ Associate in Arts in Administration of Justice, Golden West College, 1991

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 and Innovation by the California League of Cities in 1999.

Mr. Gary has both a bachelor's and master's degree in Public Administration from San Diego State University. He holds an associate 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.

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:

- ◆ Served as Project Manager and Standards of Coverage Specialist for a fire services deployment and departmental performance audit for the Santa Barbara County Fire Department.
- ◆ Served as Public Safety Principal for an aircraft rescue and firefighting services review for the City of Santa Barbara, California.
- ◆ Served as Project Manager for a Standards of Coverage deployment analysis and fire Master Plan for the City of San Luis Obispo, California.
- ◆ Served as Public Safety Principal for a comprehensive services delivery and staffing review of the San Luis Obispo Police Department.
- ◆ Served as Project Manager for a feasibility study of the consolidation of services for the City of Pismo Beach and the surrounding communities. This was an independent review of the Fire Department service relationships to determine if a

functional or a full consolidation of one or more departments would provide cost stabilization while maintaining effective services.

- ◆ Served as Project Director to conduct an evaluation of the fire services delivery system for the City of Emeryville, California. Also performed follow-on assistance in assessing fire service provision options and a review of a proposal from Alameda County for the provision of fire services.
- ◆ Served as Project Director and Standards of Coverage Specialist for Citygate's regional fire services deployment study for the County of San Diego, including 57 fire agencies in the County region. Citygate outlined a process designed to establish a blueprint for improving the County's regional fire protection and emergency medical system.
- ◆ Served as Fire Services Principal for a fire station location and deployment study to update and integrate previous studies in the south County and to find a suitable location for a new fire station in Morgan Hill to benefit the Santa Clara County Fire Department.
- ◆ Served as Public Safety Principal to analyze the fire services proposal prepared by the Los Angeles County Fire District for the City of Hermosa Beach, California.
- ◆ Currently serving as Public Safety Principal for an independent fire services review of Stanford University, which has occurred over many phases and has included preparation of alternative service plans, macro costs, drafting a fire services request for proposals, and drafting a cost model for the Fire Department. The University recently initiated a sixth phase for this project, for which it continues to rely on Citygate Associates.
- ◆ Served as Project Manager, Public Safety Principal, and Merger Specialist for a police services analysis for the City of Rancho Cucamonga, California.
- ◆ Served as Public Safety Principal and Project Director for a police services consolidation and contract for shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra, and Yorba Linda, California.
- ◆ Served as Public Safety Principal to perform a comprehensive services delivery and staffing review of the Monterey County Sheriff's Department.

Other non-Citygate Relevant 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.
- ◆ 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.

Ms. Conway has over 25 years of municipal and county government experience in Oregon and Nevada. Her career focus has been the professional management of service-oriented municipal and county parks, as well as recreation and community service departments. Her application of strategic thinking and outcome-based results has been the hallmark of her leadership. Drawing on her prior career experience in commercial banking and her post-graduate business degree, she has applied knowledge of how to successfully utilize sound fiscal management practices in the government setting.

These practical skills proved invaluable during the 2008–2011 recession as she, serving as Director, resourcefully guided the City of Reno Parks, Recreation and Community Services Department, which resulted in a more sustainable service model. In addition, her nationwide involvement and awareness of fitness and wellness trends in the parks and recreation industry led to the City of Reno receiving regional and national recognition for its programs, services, and creative funding initiatives.

Having worked for the Cities of Corvallis and Gresham in Oregon and Washoe County and the City of Reno in Nevada, Ms. Conway has extensive exposure and insight related to all facets of community engagement and consensus building associated with creating, developing, managing, and promoting sustainable and nimble parks, recreation, and community services agencies.

Building on her lifetime work as a successful administrator and leader in the field of parks, recreation, and leisure services, she now actively serves on the Advisory Board of the Truckee Meadows Parks Foundation. Ms. Conway earned a master's degree in business administration and a bachelor's degree in park administration. She is a member of the National Parks and Recreation Association and holds national certification as a Certified Park and Recreation Professional-#35101.

Citygate Project Experience Includes:

- ◆ Served as Parks and Recreation Specialist to perform an operations plan for community development programs for the City of Grants Pass, Oregon.

Other Related Experience Includes:**2008–2015 City of Reno, Nevada*****Director, Parks, Recreation & Community Services Department (Retired)***

- ◆ Responsible to manage, supervise, and administer a full-service, customer-oriented municipal leisure service department that provides a diverse and broad range of parks, recreation, and community services to the agency's constituents. Includes aquatic and community recreation facilities, golf course, ski area, whitewater park, nature center, arts and culture programs, senior center, special events, 85 parks, and extensive open space and trails system.
 - Managed up to a \$20 million operating budget, a \$15 million capital improvement program, and the associated full-time and part-time staffing levels of up to 300 people.
 - Oversaw the development of eight park improvements, the initiation and completion of the golf course redevelopment plan known as Sierra Vista

Park Master Plan, and the development and implementation of the Department's Park Maintenance Division's first Citywide Water Conservation Plan.

- Initiated and completed the Department's first Core Services Implementation Plan: a strategy to create and utilize realistic performance metrics to monitor and improve core operational functions.
- Developed and updated Department services' pricing models and fee procedures to meet organizational financial and service objectives.
- Initiated, monitored, and enhanced over 40 partnership and contractual agreements with area non-governmental organizations and businesses to advance the agency's core mission.
- Initiated system evaluation and began implementation of the automation of recreation program and activity registrations using ACTIVE software.
- Established an internal system to routinely review and modify financial and budgetary processes, achieving additional operational efficiencies while meeting security and fiscal compliance guidelines.

2000–2008

City of Corvallis, Oregon

Director, Parks & Recreation Department

- ◆ Responsible to manage, supervise, and administer a customer-oriented municipal parks and recreation department for a core population of approximately 55,000 people, providing a diverse and broad range of parks, recreation, and community services.
 - Managed 48 full-time and over 200 part-time employees with an operating budget of approximately \$5.3 million and a \$10 million capital improvement program budget.
 - Implemented a progressive open space property acquisition program with proceeds from a \$7.9 million citizen-approved bond measure.
 - Managed multiple community facilities, including Chintimini Senior Center, Corvallis Art Center, Osborn Aquatic Center, Riverfront Park, and Crystal Lake Sports Field Complex.
 - Initiated and completed the Park & Recreation Master Plan document.
 - Enlarged the park system to approximately 2,000 acres of open space and trails and enhanced the urban forestry program.
 - Administered robust all-age recreation services, a youth employment program, and special events.

1989–2000 City of Gresham, Oregon

Director, Parks & Recreation Division

- ◆ Responsible for the creation and administration of a new parks, recreation, open space, trails, and park maintenance service organization for the fourth largest city in Oregon.
 - Supported the citizen passage of a \$10.285 million bond measure for acquisition of open space and natural areas.
 - Directed the successful implementation of the acquisition of nearly 500 acres of open space with bond proceeds.
 - Oversaw and directed the development of the agency's first Park and Open Space Master Plan, guiding the further creation of services, park improvements, and open space enhancements.
 - Developed the first 4.5-mile segment of the nationally recognized Springwater Trail Corridor, a rails-to-trails conversion project.
 - Managed \$3.5 million operating budget and up to \$15 million capital improvement budget.
 - Responsible for management of the City's 400,000 square footage of municipal building facilities.
 - Developed partnership management agreement with the Police Activities League non-governmental organization to provide youth services at City-owned recreation centers.

1987–1989 Union Bank, Fresno, California

Account Associate, Commercial Lending Division

- ◆ Directly responsible for a \$4.5 million commercial loan portfolio and responsible for meeting aggressive marketing goals to support the organization's mission; ongoing management of existing customer relationship accounts within a team environment; and preparing and presenting detailed financial analysis of selected clients to support credit service decisions.

1981–1985 Washoe County, Nevada

Park Planner III

- ◆ Responsible for contract administration and execution of complex park acquisition and development projects. Implemented all phases of park planning, recreation programming, and administrative planning support for the Department Director and Senior Planning Manager. Supported the planning and development of the recreation and open space plan, Rancho San Rafael Regional Park, and Truckee River Master Plan.
 - Responsible to provide in-house marketing and Department-wide promotional program material preparation. Directed public relation programs related to park development, grand openings, and special events for the Department. Acted as Department liaison to community

organizations, citizen advisory boards, and other governmental organizations related to park acquisition, development, and improvements.

- Researched, prepared, administered, and monitored Bureau of Land Management land lease applications, land use planning, state water right appropriation submittals, and grant applications.
- Coordinated and provided skilled advice to regional park ranger staff on completion of in-house renovation projects.

Education and Certification:

- ◆ Bachelor of Science in Park Administration
California State Polytechnic University, Pomona, California
- ◆ Master of Business Administration
California State University, Fresno, California
- ◆ Certified Park and Recreation Professional #35101
National Recreation and Parks Association

Select Professional Awards:

- ◆ 2015 Nevada Recreation and Park Society: Honorary Membership Award
- ◆ 2008 National Recreation and Parks Association Pacific Northwest Regional Council: Professional Award
- ◆ 1996 Oregon Recreation and Park Association: Special Citation Award
- ◆ 1995 Oregon Recreation and Park Association: Leadership Award
- ◆ 1995 Oregon Youth Sports Coaches Association: Outstanding Service Award
- ◆ 1994 Oregon Recreation and Park Association: New Professional of the Year
- ◆ 1987 Fresno State University Graduate Department: Graduate Dean's Medalist
- ◆ 1979 California State Polytechnic University, Pomona: Outstanding Park Administration Graduate

Select Professional Associations:

- ◆ 1994–2000 Board of Regents: National Recreation and Parks Association Revenue and Marketing Management School (served as Chair in 1999–2000)
- ◆ 1994–1995 President of Oregon Recreation and Park Association
- ◆ 1992–2001 Board Member of Oregon Outdoor Recreation Commission
- ◆ 2005–2008 Citizen Board Member of Urban Forestry Commission in the City of Vancouver, Washington
- ◆ 2001–2008 Promotions and Public Relations Committee member for Rotary International in Greater Corvallis, Oregon

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 perform an organizational and operational review of Goleta's Planning and Environmental Review Department, with the strategic objective of enhancing organizational operations for current and future needs.
- ◆ Served in an oversight capacity as the Project Director for a Citywide management assessment of the non-safety departments of the City of Covina, California. The municipal departments included in this assessment were Public Works, Development Services, Parks and Recreation, the City Manager's office, Finance, the City Clerk office, Personnel and Risk Management, Redevelopment and Housing, and the City Library.
- ◆ Served in an oversight capacity as the Project Director for a Citywide management audit for the City of Pinole, California. The project was conducted at the initiative of the City Council and emphasized the establishment of performance measures for each Department and division of the City, including Sewer Treatment, Public Works, Community Development, Planning, Building, Redevelopment, Administration, Finance, Personnel, Police, and Fire.
- ◆ Served in an oversight capacity for an organizational and staffing review for the City of Albany, California, including the Police Department. This study assessed the City's organizational structure to investigate potential cost savings and service improvements and to develop strategies for providing services in a tight fiscal environment.
- ◆ Served in an oversight capacity for a citywide organizational review for the City of Delano, California. This study also included the following functional areas: Community Development, Finance, Public Works, City Manager, Community Services, City Clerk, Administration / Human Resources, Information Technology, Police, and Community Correctional Facility.

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- ◆ Served in an oversight capacity as Project Director for a management review of the Community Services Department for the City of Huntington Beach, California, including Recreation and Human Services; Beaches, Recreation, and Development; and Cultural Affairs / Special Events.
 - ◆ Served in an oversight capacity for a citywide organizational review for the City of Colton, California. The following departments were included in the study: City Manager, City Clerk, Human Resources, Finance, Purchasing, Information Services, Treasurer, Redevelopment and Economic Development, Community Development, Fire, and Community Services.
 - ◆ Served in an oversight capacity as the Project Director for a Citywide management audit for the City of Glendora, California. The following departments were included in the study: Public Works, Planning, Community Services, Administration, City Clerk, Finance, Public Library, and Police.
 - ◆ Served in an oversight capacity for eight separate general management and operations studies for the City of Corona's Police Department, Fire Department, Management Services Department (including Human Resources), Housing and Development Department, Building and Planning Departments, Public Works Department, Utility Services Department, and Public Library. These studies examined such crucial factors as performance measures, organizational structure, human resource management and allocation, department policies and procedures, strategy and planning, leadership, operations, resource allocation, training, and management information systems.
 - ◆ Served in an oversight capacity for an organizational assessment of the City of San Luis Obispo Community Development Department.
 - ◆ Recently served in an oversight capacity to provide customer service consulting for the Community Development Department's Building and Safety Division for the City of San Luis Obispo, California.
 - ◆ Served in an oversight capacity for a fire Master Plan and Standards of Coverage deployment analysis for the City of San Luis Obispo, California.
 - ◆ Served in an oversight capacity for a fires services Master Plan update for the City of San Luis Obispo, California.
 - ◆ Served in an oversight capacity to perform a comprehensive services delivery and staffing review of the San Luis Obispo Police Department.
 - ◆ Currently in an oversight capacity to evaluate the performance of the Peninsula Humane Society and Society for the Prevention of Cruelty to Animals in San Mateo County, California, to examine contractual compliance, as well as whether the necessary animal shelter operational elements exist to increase performance and transparency.
 - ◆ Served in an oversight capacity as Project Director on eight rotating general management and operations studies for the City of Ogden's Police, Fire, Redevelopment Agency, Community Services, Community Development, Code Enforcement, Public Works, and Animal Control Departments. The studies

included numerous tasks, such as analyzing existing programs and service levels in terms of performance measures, evaluating the current operations, assessing the adequacy of organizational structure and management staffing levels, identifying and documenting the attitudes of employees, and identifying modifications.

- ◆ Served in an oversight capacity for leadership, succession planning, and team building training of the City Council staff of Salt Lake City, Utah. This training was designed to enhance currently held values and develop additional values to strengthen the team's leadership.
- ◆ Served in an oversight capacity to perform an operations plan for community development programs for the City of Grants Pass, Oregon.
- ◆ Worked with the City of Folsom's City Manager and Finance Director to link and integrate the City's Strategic Plan with the formulation of the operating and capital budget. This project included working with the City's line departments to identify their respective roles in the achievement of the City's Strategic Plan; presenting those roles, projects, and goals in departmental budgets; and identifying performance indicators to measure accomplishment of each component of the Strategic Plan. The project also included developing and presenting training materials to the departments in how to implement this approach within their annual budget formulation processes.
- ◆ Served in an oversight capacity for a fire services deployment and departmental performance audit for the Santa Barbara County Fire Department.
- ◆ Served in an oversight capacity for aircraft rescue and firefighting services review for the City of Santa Barbara, California.
- ◆ Served in an oversight capacity to conduct an evaluation of the fire services delivery system for the City of Emeryville, California. Also performed follow-on assistance in assessing fire service provision options and a review of a proposal from Alameda County for the provision of fire services.
- ◆ Served in an oversight capacity to analyze the fire services proposal prepared by the Los Angeles County Fire District for the City of Hermosa Beach, California.
- ◆ Currently serving in an oversight capacity for an independent fire services review of Stanford University, which has occurred over many phases and has included preparation of alternative service plans, macro costs, drafting a fire services request for proposals, and drafting a cost model for the Fire Department. The University recently initiated a sixth phase for this project, for which it continues to rely on Citygate Associates.
- ◆ Served in an oversight capacity for a police services analysis for the City of Rancho Cucamonga.
- ◆ Served in an oversight capacity for a police services consolidation or contract for shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra, and Yorba Linda, California.
- ◆ Served in an oversight capacity to perform a comprehensive services delivery and staffing review of the Monterey County Sheriff's Department.

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).