

---

## 5. Environmental Analysis

### 5.7 PUBLIC SERVICES

This section of the DSEIR addresses the potential impacts of the Proposed Project as compared to the 2011 Approved Project on public services including: fire protection and emergency services, and police protection. The analysis in this section is based in part on the Service Provider Correspondence contained in Appendix E of this DSEIR. Public and private utilities and service systems, including water, wastewater, and solid waste services and systems, are addressed in Section 5.9, *Utilities and Service Systems*, of this DSEIR.

#### 5.7.1 Fire Protection and Emergency Services

##### 5.7.1.1 Environmental Setting

The Orange County Fire Authority (“OCFA”) provides fire protection services to the City of Irvine, including the Project Site. OCFA also provide fire protection services to the in unincorporated Orange County and 22 other jurisdictions. It maintains mutual aid agreements with all other cities in Orange County and with the State of California.

OCFA provides fire suppression, emergency medical, rescue and fire prevention, hazardous materials coordination, and wildland management services. OCFA is one of the largest regional fire service organizations in California. OCFA's goals for the provision of fire services are:

- First-in engines should arrive on-scene to medical aids and/or fires within 7 minutes and 20 seconds 80, percent of the time (OCFA 2013).
- First-in truck companies should arrive on-scene to fires within 12 minutes, 80 percent of the time.
- First-in paramedic companies should arrive on-scene at all medical aids within 10 minutes, 80 percent of the time (OCFA 2011).

OCFA has 71 fire stations, which include structural engines (used for fighting structure fires), truck companies, paramedic units, airport crash trucks, hazardous materials response teams, water-dropping helicopters, and other various pieces of specialized equipment. Eleven of these stations are in Irvine and the closest fire stations to the Project Site are Station #38 located at 26 Parker and Station #27 at 12400 Portola Springs Road in the City of Irvine, approximately 1.5 driving miles from the project site.

Nearby OCFA fire stations outside of the City limits (i.e. Tustin and Lake Forest) may respond to calls in the City if necessary. OCFA also has in place a Secured Fire Protection Services Agreement with The Irvine Company, as part of the Northern Sphere Area that funds fire protection facilities and apparatus and would help provide adequate service to all areas surrounding the Great Park neighborhood. OCFA responded to 104,735 emergency calls in 2012.

Resources are deployed based on a regional service delivery system, assigning personnel and equipment to emergency incidents without regard to jurisdictional boundaries. Table 5.7-1 indicates the stations that would provide initial response and the next level of response to calls for emergency services from the Project Site.

## 5. Environmental Analysis

### PUBLIC SERVICES

Table 5.7-1  
OCFA Responding Stations

Station	Distance <sup>1</sup>	Station Location	Equipment and Personnel
<b>Initial Responding Stations to Proposed Project Site</b>			
Station 27	1.5 mi	12400 Portola Springs Road	1 Medic Engine/4 per shift
Station 38	1.5 mi	26 Parker	1 Engine/1 Medic Van/5 per shift
Station 20	4 mi	7020 Trabuco Road	1 Medic Engine/4 per shift

Source: OCFA 2013

<sup>1</sup> Driving miles.

#### 5.7.1.2 Thresholds of Significance

Based on Appendix G of the CEQA Guidelines, the City has determined that a project would normally have a significant effect on the environment if the project would:

- FP-1 Result in a substantial adverse physical impact associated with the provisions of new or physically altered governmental facilities, need for new or physically altered governmental facilities, the construction of which could cause significant environmental impacts, in order to maintain acceptable service ratios, response times or other performance objectives for fire protection services.

#### 5.7.1.3 2011 Approved Project

The Certified EIR addressed the fire protection and services needs of the 2011 Approved Project and concluded that there was the likelihood that additional fire services infrastructure and facilities would be required to support the development. Therefore, the Certified EIR incorporated mitigation measures that required all development plans to be reviewed and evaluated by the Orange County Fire Authority and the City of Irvine's Chief Building Official for fire safety issues. Developments within the 2011 Approved Project Site were also required to participate in a fair share funding approach in the form of a Secured Fire Protection Services Agreement. With implementation of the existing regulatory requirements and mitigation measures, the Certified EIR concluded that impacts would be less than significant.

#### 5.7.1.4 2012 Modified Project

The 2012 SSEIR concluded that with two additional fire stations (Fire Stations 47 and 55) that were constructed in the vicinity of the 2012 SSEIR Project Site and with compliance with the existing regulations and policies, impacts related to fire protection services of the 2012 Modified Project would be less than significant. As with the 2011 Approved Project, OCFA would continue to review and approve building plans to ensure that adequate facilities are provided and all standard conditions and guidelines applicable to the 2011 Approved Project would apply to the 2012 Modified Project.

#### 5.7.1.5 Environmental Impacts of the High School No. 5

##### Existing Plans, Programs, and Policies

The following measures are existing plans, programs, or policies ("PPPs") that were developed as part of the Certified EIR, which will help to reduce and avoid potential impacts related to fire services. Note that

## 5. Environmental Analysis

### PUBLIC SERVICES

the Mitigation Agreement between the District and Heritage Fields provides for the site to be delivered to the District after mass grading and with utilities and road network installed. These mitigation measures are applicable to the community developer and not directly to the District:

- PPP 10-1 Every project applicant shall comply with all applicable Orange County Fire Authority codes, ordinances, and standard conditions regarding fire prevention and suppression measures relating to water improvement plans, fire hydrants, automatic fire extinguishing systems, fire access, access gates, combustible construction, water availability, and fire sprinkler systems.
- PPP 10-2 Prior to the approval of the first certificate of occupancy the applicant shall arrange for and have passed an inspection, to be performed by the Police Department and the Orange County Fire Authority, to ensure compliance with the Emergency Access Plan requirements. The inspector shall verify test acceptance and locations of all Knox boxes and key switches as depicted on the approved plan (Standard Condition 4.9).
- PPP 10-3 Prior to the issuance of the first building permit, the applicant shall submit and have approved by the Chief of Police an Emergency Access Plan, which identifies and locates all Knox Boxes, Knox key switches, and Click2Enter radio access control receivers. Said plan shall be incorporated into the plan set approved for building permits (Standard Condition 3.17).
- PPP 10-4 Prior to the issuance of the first building permit, the applicant shall have executed a Secured Fire Protection Agreement with the Orange County Fire Authority (Standard Condition A.15).

#### Additional Plans, Programs, and Policies

The following measures are PPPs and design features that apply to the Proposed Project.

- IUSD 7-1 The District shall comply with all Division of the State Architect approvals for fire and life safety, including sign off by Orange County Fire Authority.
- IUSD 7-2 Structures shall have automatic fire sprinkler systems where required.
- IUSD 7-3 The District shall install a supervised fire alarm system per the requirements of the California Fire Code in an accessible location with annunciator.
- IUSD 7-4 The District shall provide access to and around structures to meet Orange County Fire Authority and California Fire Code requirements
- IUSD 7-5 The District shall provide a water supply system to supply fire hydrants and automatic fire sprinkler systems with fire hydrant spacing in accordance with Division of the State Architect requirements.
- IUSD 7-6 Turning radius and access in and around the project site and buildings shall be designed to accommodate large fire department vehicles and their weight.
- IUSD 7-7 All electrically operated gates within the Project Site shall install emergency opening devices as approved by the Orange County Fire Authority.

## 5. Environmental Analysis

---

### PUBLIC SERVICES

#### Impact Threshold Analysis

The following impact analysis addresses impacts that the Initial Study for the Proposed Project disclosed could be potentially significant, as compared to the 2011 Approved Project. The potential impacts are identified in brackets after the impact statement.

**IMPACT 5.7-1: THE PROPOSED PROJECT WOULD NOT REQUIRE ADDITIONAL FIRE PROTECTION SERVICES DEMANDS TO CREATE ADVERSE PHYSICAL IMPACTS. [IMPACT FP-1]**

#### *Impact Analysis:*

##### 2011 Approved Project

The Project Site is located within District 5 of the Great Park Neighborhoods and is zoned for TTOD as part of the 2011 Approved Project. The proposed high school use is allowed under the TTOD zoning. OCFA projects its coverage based on the approved residential densities for the surrounding areas and the Proposed Project would serve the existing and planned residential communities of the Great Park Neighborhood and other areas within the IUSD boundaries (see Figure 4-1 for the preliminary attendance area). In anticipation of the planned development in the area, OCFA already has already provided adequate fire protection facilities as outlined in Table 5.7-1 and does not anticipate any deficiency in providing adequate services to the Proposed Project (OCFA 2013). The proposed high school would not handle substantial quantities of flammable liquids or other hazardous materials that increase fire hazards. All onsite hazardous materials, such as cleaning compounds or chemicals for instructive purposes would be in limited quantities, and would be stored, dispensed, and disposed in accordance with applicable regulations. Therefore, no new or expanded fire facilities would be necessary to provide adequate fire protection services to the Project Site.

The Project Site is not within the High Fire Severity Rating and Open Space with Fire Potential area as identified by the Safety Element of the City's General Plan. The high fire hazard area is approximately 100 feet north to the Project Site, across Irvine Boulevard. Onsite buildings would be separated from this high fire hazard area by Irvine Boulevard and various athletic amenities so that adequate buffer is provided from the main campus to the high fire hazard area. The building plans would be required to be reviewed and approved by the Division of the State Architect and OCFA for fire safety and emergency access, and would incorporate various fire prevention features as stated in IUSD 7-1 through IUSD 7-7. Therefore, implementation of the Proposed Project would not have a significant impact on fire protection and emergency services, as compared to the 2011 Approved Project.

#### *Mitigation Program and Net Impact*

No mitigation measures are introduced here in this DSEIR as net impacts on fire services would be less than significant.

##### 2012 Modified Project

Under the 2012 Modified Project, the project site is designated as a 2,600-student high school. The Proposed Project would be compatible with the uses proposed under the 2012 Modified Project and no

adverse fire protection impacts are anticipated. The overall impact of the Proposed Project would be the same as the analysis for the 2011 Approved Project, and no significant impacts are anticipated.

### *Mitigation Program and Net Impact*

No mitigation measures are introduced here in this DSEIR as net impacts on fire services would be less than significant.

#### *5.7.1.6 Cumulative Impacts*

The geographic area for cumulative analysis of fire protection services for the Proposed Project is the service area for OCFA. Regionally, OCFA delivers fire, emergency medical, and rescue services from 71 fire stations. As cumulative development occurs within its service area, OCFA works with developers and jurisdictional planning departments on development projects impacting fire protection services, so that adequate response times are maintained at a local level. OCFA projects fire protection demands from various factors such as number of dwelling units, number of non-residential square feet, workload of current units vs. capacity of the projected units, etc., and OCFA has projected development of a high school within the project area along with other related reasonably foreseeable projects. The increased demands in the project area have been taken into account in long-range planning efforts of the OCFA and there are two fire stations within 2 miles radius of the Project Site to adequately serve the needs of the fire department. Furthermore, compliance with the existing regulations, standard conditions, and PPPs would further ensure that adequate access is provided to all development projects as they occur. Therefore, the Proposed Project's increased demand for fire protection services would not result in cumulatively considerable impacts.

#### *5.7.1.7 Level of Significance Before Mitigation*

Upon implementation of regulatory requirements and PPPs, Impact 5.7-1 would be less than significant for the Proposed Project.

#### *5.7.1.8 Applicable Mitigation Measures from the 2011 Approved Project and 2012 Modified Project*

Note that the Mitigation Agreement between the District and Heritage Fields provides for the site to be delivered to the District in a master pad condition, mass-graded and compacted, with backbone infrastructure installed (roadway, storm drains, sanitary sewer, water, etc.) and stubbed wet and dry utilities. The following mitigation measures are applicable to the community developer and not directly to the District.

#### 2011 Approved Project

HH-3 The Community Development Department, in coordination with the Orange County Fire Authority (OCFA), will be responsible for review of all development plans, which would include evaluation of very high fire severity zones, special fire protection plans, and any requirements for fuel modification zones. Projects potentially impacted by wildland fire hazards will be subject to OCFA Guidelines for "Development Within and Exclusion from Very High Fire Severity Zones" and "Fuel Modification Plans and Maintenance." Additionally, all demolition, renovation, and construction activities in the project area will be

## 5. Environmental Analysis

---

### PUBLIC SERVICES

subject to review by OCFD to ensure adequate fire protection, water flow, emergency access, design features, etc., according to the standards of the Uniform Fire Code and the California Fire Code. Due to the implementation of these standard fire protection procedures, the Proposed Project is not anticipated to result in significant short- or long-term adverse impacts related to fire hazards.

HH-4 Prior to issuance of occupancy permits of any existing structure at the former MCAS El Toro Base, a fire life-safety evaluation of the structure including recommendations for improvements required for compliance with current Building Codes for use of existing structures adopted by the City of Irvine and plans for any required improvements shall be submitted to the Chief Building Official for review and approval.

2012 Modified Project

Same as the Certified EIR.

#### *5.7.1.9 Additional Mitigation Measures for the Proposed Project*

No additional mitigation measures are required.

#### *5.7.1.10 Level of Significance After Additional Mitigation*

No significant impacts related to fire protection services needs have been identified.

#### *5.7.2 Police Protection*

##### *5.7.2.1 Environmental Setting*

The Irvine Police Department (“IPD”) is headquartered at the Irvine Civic Center Complex located at One Civic Center Plaza and has a satellite facility in the Irvine Spectrum Entertainment Complex. The IPD provides all services normally associated with public safety, including patrols, investigations, crime analysis, crime prevention, K-9 unit, Special Operations Unit, forensic investigations, accident investigations/traffic enforcement, Drug Abuse Resistance Education, and emergency management/disaster preparedness. The IPD also has emergency access to helicopter services and mutual aid assistance from surrounding city, county, state, and federal agencies.

The IPD is organized as a geographic policing agency and operates under a full-service community-oriented policing philosophy. Primary response to the Proposed Project Site would be patrol vehicles assigned geographically throughout the City. Response time to calls for service may vary depending on their location at time of dispatch. The IPD's goals for responding to incidents are:

- “Emergency” calls within 6 minutes, 85 percent of the time.
- “Crimes in Progress” calls within 10 minutes, 85 percent of the time.
- “Less Serious Crimes Occurring Now” calls within 20 minutes, 90 percent of the time.
- “Routine calls for service” within 60 minutes, 85 percent of the time (IPD 2013)

In 2012-13 the IPD responded to 520 priority E calls and 2,683 Priority 1 calls. During the last year the IPD responded to these calls for service within the time mandates as described.

## 5. Environmental Analysis

### PUBLIC SERVICES

Since 1999, Irvine has significantly increased in area, going from 43 to over 65 square miles. The ratio of police officers to population has declined from a 1999 average of 1.13 officers per 1,000 residents to the current authorized ratio of 0.94 officers per 1,000 residents. At any given time, a minimum of 9 sworn officers are available to respond to calls for service anywhere in Irvine. Beat assignments are based on projected calls for service. According to the Irvine General Plan “typical planning areas with a population of 10,000 to 20,000 require 1.5 officers per 1,000 persons and a facility size of 5.1 acres.”

The IPD enforces the traffic laws on the local street system. Traffic enforcement on area freeways and in the unincorporated Orange County area is provided by the California Highway Patrol and the Orange County Sheriff’s Department.

#### James A. Musick Facility

The James A. Musick Facility is owned by the County of Orange and operated by the Orange County Sheriff’s Department. The jail facility is located on a 105-acre parcel in PA 35 located northeast of the Project Site. The jail facility has permanently assigned staff personnel that guard the jail 24 hours a day. The staff includes deputies, special officers, and correctional service technicians. The jail facility is currently a minimum-security detention and corrections facility. Inmate housing and detention facilities are located in the northeast corner of the jail facility site. The IPD has a mutual aid agreement with the County Sheriff’s Department and is available to assist the Sheriff with law enforcement at the jail facility, if requested by the Sheriff.

#### School Resource Officers

The IPD and School Resources Officers (SROs) work in partnership with the Irvine Unified School District to provide safe school campuses throughout the Irvine community. School Resource Officers are sworn police officers assigned to school sites to act as a resource for students, parents and school administration. The Project Site is in the Portola geographic area and two SROs serve two high schools and a middle school.

#### 5.7.2.2 Thresholds of Significance

Based on Appendix G of the CEQA Guidelines, the City has determined that a project would normally have a significant effect on the environment if the project would:

- PP-1 Result in a substantial adverse physical impact associated with the provisions of new or physically altered governmental facilities, need for new or physically altered governmental facilities, the construction of which could cause significant environmental impacts, in order to maintain acceptable service ratios, response times or other performance objectives for police protection services.

#### 5.7.2.3 2011 Approved Project

The Certified EIR concluded that compliance with all standard conditions and guidelines during development review and permitting process, including PPPs would ensure that impacts on police protection and service to a less than significant level. The 2011 Approved Project would be required to comply with the Uniform Security Code and also submit a Construction Security Plan, which would contribute to a reduction in calls for police services. In addition, under the 2011 Approved Project, a 5-

## 5. Environmental Analysis

---

### PUBLIC SERVICES

acre site located in District 1 would be dedicated to the City for a new police substation construction. With incorporation of mitigation measures and existing regulations would ensure that adequate police protection and services is provided.

#### 5.7.2.4 2012 Modified Project

The 2012 Modified Project would increase the number of residents in the 2012 Modified Project Site, therefore result in increased need for sworn officers. However, additional police personnel and associated equipment would be provided through the continued implementation of the City's Strategic Business Plan and annual budget review process to ensure that impacts are reduced to a less than significant level. Dedication of a 5-acre land in District 1 required under the 2011 Approved Project would still be applicable under the 2012 Modified Project. Police department needs are assessed and budget allocations are revised accordingly to ensure that adequate levels of service are maintained throughout the City. Therefore, as with the Certified EIR, impacts were determined to be less than significant provided that mitigation measures and standard conditions are implemented.

#### 5.7.2.5 Environmental Impacts of the High School No. 5

##### Existing Plans, Programs, and Policies

The following measures are PPPs that were developed as a result of the Certified EIR, which will help to reduce and avoid potential impacts related to police protection and services:

PPPs 10-2 and 10-3 outlined above under fire protection and emergency services apply to police protection and services as well.

PPP 10-5 The project applicant shall comply with all applicable requirements of the City of Irvine Uniform Security Code (Municipal Code Title 5, Division 9, Chapter 5).

PPP 10-6 Prior to the issuance of the first building permit, a Construction Site Security Plan, per the Irvine Uniform Security Code, Section 5-9-521, shall be approved by the Chief of Police. Said plan shall be incorporated into the plan set approved for building permits (Standard Condition 3.20).

PPP 10-7 Prior to approval of the first certificate of occupancy, the project applicant shall demonstrate to the City's Police Department that an Opticom traffic light control system has been installed at all signalized intersections servicing or adjacent to the Proposed Project Site (Condition of Approval).

PPP 10-8 The project applicant shall implement the concepts of Crime Prevention Through Environmental Design in the design and layout of individual development projects within the Proposed Project Site to reduce criminal opportunity and calls for police service. Implementation of these concepts shall be verified by the City's Police Department during the development review process (Condition of Approval).



### Additional Plans, Programs, and Policies

- IUSD 7-8 Where feasible, ensure that pedestrian and vehicular traffic are physically separated throughout the campus, including walkways, parking areas, driveways, and access roads.
- IUSD 7-9 Minimize unauthorized pedestrian and vehicular entry points onto the campus through the appropriate use of fencing, gates, bollards, and effective signage.
- IUSD 7-10 Design pedestrian walkways to maximize alignment with crosswalks on adjacent public streets to limit jaywalking and other unsafe crossing of streets.
- IUSD 7-11 Ensure that public address announcements can be heard by all students and staff in all indoor and outdoor areas including outdoor assembly areas and athletic areas.
- IUSD 7-12 Install infrastructure to provide for future video surveillance cameras.
- IUSD 7-13 Ensure that office and classroom doors can be quickly locked from the inside, and that, where feasible, employees have visibility outside of doors either through windows or door viewers.
- IUSD 7-14 Ensure that students and staff can evacuate classrooms and offices in emergencies through a secondary door whenever possible.
- IUSD 7-15 Ensure that all outdoor lighting meets pedestrian code requirements.
- IUSD 7-16 Consider having all parking spaces in student and staff lots unmarked with names or titles of students or employees. Spaces can be marked with “Student” or “Staff” as appropriate.

The following impact analysis addresses impacts that the Initial Study for the Proposed Project disclosed could be potentially significant, as compared to the 2011 Approved Project. The potential impacts are identified in brackets after the impact statement.

**IMPACT 5.7-2: THE PROPOSED PROJECT WOULD INCREASE THE NEED FOR POLICE PROTECTION PERSONNEL AS COMPARED TO THE 2011 APPROVED PROJECT, BUT WOULD NOT REQUIRE ADDITIONAL FACILITIES TO RESULT IN A SUBSTANTIAL ADVERSE PHYSICAL IMPACT. [IMPACT PP-1]**

### **Impact Analysis:**

#### 2011 Approved Project

The new high school would be served by IPD and District staff that handle public safety incidents on and around the school campus and provide security. The campus would incorporate crime prevention design features as described above in Additional Plans, Programs, and Policies (IUSD 7-8 through IUSD 7-16) such as nighttime security lighting, building security system, and secured parking lots.

Additional police service facilities are typically generated by growth-inducing development project such as residential and commercial uses. As stated in the Certified EIR, the increased demands generated by

## 5. Environmental Analysis

---

### PUBLIC SERVICES

the 2011 Approved Project would be managed through the existing review and approval process and compliance with applicable plans and regulations. The new high school would serve existing and future residents in the area shown in Figure 4-1, *Preliminary High School No. 5 Attendance Area*. Police support would operate out of the Police Administration Building located at 1 Civic Center Plaza, Irvine, and no additional police service facilities would be required.

The Project Site is in the Portola geographic service area where two SROs serve two existing high schools. IPD has indicated that the proposed new high school would require an additional SRO position to be assigned along with the support of patrol, traffic, and parking officers to handle calls for service and issues resulting from the increase in traffic (IPD 2013).

The Certified EIR indicated that the additional police personnel and associated equipment would be provided through the continued implementation of the City's Strategic Business Plan and annual budget review process. Police department needs are assessed and budget allocations are revised accordingly to ensure that adequate levels of service are maintained throughout the City. The Project Site is already approved for development and the increased staffing needs for patrol, traffic, and parking officers would not be substantially greater or different from the 2011 Approved Project. It is anticipated that the District would maintain adequate security on its campus using appropriate District staff and resources including during large-crowd-gathering stadium events. The project-related traffic would occur at other areas if no school was to be constructed at the Project Site and the impacted students were to be distributed to other district high schools, requiring longer travel distance for attendance and creating potential overcrowding situation at other existing high schools. The Proposed Project would generally serve the residential development approved under the 2011 Approved Project and other developments and would not induce growth in the area to substantially increase IPD's expected response times. Therefore, while slight changes in the nature of service demands would occur compared to the 2011 Approved Project, it would not significantly impact IPD's average response time or per capita service goal to result in adverse effects on police protection and services.

#### *Mitigation Program and Net Impact*

No mitigation measures are introduced here in this DSEIR as net impacts on police services would be less than significant.

#### 2012 Modified Project

Under the 2012 Modified Project, the project site is designated as a 2,600-student high school. The Proposed Project would be compatible with the uses proposed under the 2012 Modified Project and no adverse impacts are anticipated. The overall impact of the Proposed Project would be the same as the analysis for the 2011 Approved Project, and no significant impacts are anticipated.

#### *Mitigation Program and Net Impact*

No mitigation measures are introduced here in this DSEIR as net impacts on police services would be less than significant.

## 5. Environmental Analysis

---

### PUBLIC SERVICES

#### 5.7.2.6 Cumulative Impacts

The geographic area for cumulative analysis of police protection services for the Proposed Project is the service area for IPD. Cumulative demand on police protection services would occur if a project results in population growth and service providers evaluate levels of service and based on General Plan growth projections. The Project Site and its surrounding are projected to be developed in accordance with the 2011 Approved Project, and the Proposed Project would not encourage growth or change growth patterns of the project area. Therefore, no significant cumulative impacts related to police protection and services are anticipated.

#### 5.7.2.7 Level of Significance Before Mitigation

Upon implementation of regulatory requirements and PPPs, Impact 5.7-2 would be less than significant for the Proposed Project.

#### 5.7.2.8 Applicable Mitigation Measures from the Certified EIR and the 2012 SSEIR

No mitigation measures were outlined in the Certified EIR or the 2012 SSEIR related to police services.

#### 5.7.2.9 Additional Mitigation Measures for the Proposed Project

No additional mitigation measures are required.

#### 5.7.2.10 Level of Significance After Mitigation

The Proposed Project would not result in significant adverse impact and no mitigation measures are necessary. Therefore, no significant impacts relating to police protection would occur.

## *5. Environmental Analysis*

---

### **PUBLIC SERVICES**

*This page intentionally left blank.*