

**CORONAVIRUS ADVISORY
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CITY COUNCIL

Norma Martinez-Rubin, Mayor
Vincent Salimi, Mayor Pro Tem
Devin Murphy, Council Member
Anthony Tave, Council Member
Maureen Toms, Council Member

**PINOLE CITY COUNCIL
MEETING AGENDA**

**TUESDAY
FEBRUARY 16, 2021
VIA ZOOM TELECONFERENCE**

5:00 P.M.

Please note the early start time.

**DUE TO THE STATE OF CALIFORNIA'S DECLARATION OF EMERGENCY – THIS
MEETING IS BEING HELD PURSUANT TO AUTHORIZATION FROM GOVERNOR
NEWSOM'S EXECUTIVE ORDERS – CITY COUNCIL AND COMMISSION MEETINGS ARE
NO LONGER OPEN TO IN-PERSON ATTENDANCE.**

SUBMIT PUBLIC COMMENTS TO CITY BEFORE OR DURING THE MEETING VIA EMAIL

comment@ci.pinole.ca.us

Comments received before the close of the public comment period for that item will be read into the record and limited to 3 minutes. Please include your full name, city of residence and agenda item you are commenting on. Any comments received after the close of the public comment period will be distributed to Council and relevant staff after the meeting and filed with the agenda packet.

WAYS TO WATCH THE MEETING

LIVE ON CHANNEL 26. They are retelecast the following Thursday at 6:00 p.m. The Community TV Channel 26 schedule is published on the city's website at www.ci.pinole.ca.us.

VIDEO-STREAMED LIVE ON THE CITY'S WEBSITE, www.ci.pinole.ca.us. and remain archived on the site for five (5) years.

If none of these options are available to you, or you need assistance with public comment, please contact the City Clerk, Heather Iopu at (510) 724-8928 or hiopu@ci.pinole.ca.us.

Americans With Disabilities Act: In compliance with the Americans With Disabilities Act of 1990, if you need special assistance to participate in a City Meeting or you need a copy of the agenda, or the agenda packet in an appropriate alternative format, please contact the City Clerk's Office at (510) 724-8928. Notification at least 48 hours prior to the meeting or time when services are needed will assist the City staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting or service.

Note: Staff reports are available for inspection on the City Website at www.ci.pinole.ca.us. You may also contact the City Clerk via e-mail at hiopu@ci.pinole.ca.us.

Ralph M. Brown Act. Gov. Code § 54950. In enacting this chapter, the Legislature finds and declares that the public commissions, boards and councils and the other public agencies in this State exist to aid in the conduct of the people's business. It is the intent of the law that their actions be taken openly and that their deliberations be conducted openly. The people of this State do not yield their sovereignty to the agencies, which serve them. The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is not good for them to know. The people insist on remaining informed so that they may retain control over the instruments they have created.

1. CALL TO ORDER & PLEDGE OF ALLEGIANCE IN HONOR OF THE US MILITARY TROOPS

2. ROLL CALL, CITY CLERK'S REPORT & STATEMENT OF CONFLICT

An official who has a conflict must, prior to consideration of the decision: (1) publicly identify in detail the financial interest that causes the conflict; (2) recuse himself /herself from discussing and voting on the matter; and (3) leave the room until after the decision has been made, Cal. Gov't Code § 87105.

3. CONVENE TO A CLOSED SESSION

Citizens may address the Council regarding a Closed Session item prior to the Council adjourning into the Closed Session, by first providing a speaker card to the City Clerk.

A. CONFERENCE WITH LABOR NEGOTIATORS

Gov. Code § 54957.6

Agency designated representatives: City Manager Murray, Assistant City Manager De La Rosa, City Attorney Casher, Gregory Ramirez (IEDA)

Employee organizations: AFSCME, Local 1, IAFF

4. RECONVENE IN OPEN SESSION TO ANNOUNCE RESULTS OF CLOSED SESSION

5. CITIZENS TO BE HEARD (Public Comments)

Citizens may speak under any item not listed on the Agenda. The time limit is 3 minutes and is subject to modification by the Mayor. Individuals may not share or offer time to another speaker. Pursuant to provisions of the Brown Act, no action may be taken on a matter unless it is listed on the agenda, or unless certain emergency or special circumstances exist. The City Council may direct staff to investigate and/or schedule certain matters for consideration at a future Council meeting.

6. RECOGNITIONS / PRESENTATIONS / COMMUNITY EVENTS

A. Proclamations

B. Presentations / Recognitions

7. CONSENT CALENDAR

All matters under the Consent Calendar are considered to be routine and noncontroversial. These items will be enacted by one motion and without discussion. If, however, any interested party or Council member(s) wishes to comment on an item, they may do so before action is taken on the Consent Calendar. Following comments, if a Council member wishes to discuss an item, it will be removed from the Consent Calendar and taken up in order after adoption of the Consent Calendar.

A. Approve the Minutes of the Meeting of November 3, 2020 meeting

B. Receive the January 30, 2020 – February 12, 2021 List of Warrants in the Amount of \$497,808.46 and the February 5, 2021 Payroll in the Amount of \$430,021.66

C. Resolution Confirming Continued Existence of Local Emergency [**Action: Adopt Resolution per Staff Recommendation (Casher)**]

D. Receive the Quarterly Investment Report for the Quarter Ending December 31, 2020 [**Action: Receive and File Report (Guillory)**]

- E. Regional Early Action Program (REAP) Grants **[Action: Adopt Resolution per Staff Recommendation (Miller)]**

8. PUBLIC HEARINGS

Citizens wishing to speak regarding a Public Hearing item should fill out a speaker card prior to the completion of the presentation, by first providing a speaker card to the City Clerk. An official who engaged in an ex parte communication that is the subject of a Public Hearing must disclose the communication on the record prior to the start of the Public Hearing.

NONE

9. OLD BUSINESS

- A. ESCI Fire Study Addendum Presentation **[Action: Receive and File Report (Murray/Wynkoop)]**

10. NEW BUSINESS

NONE

11. REPORTS & COMMUNICATIONS

- A. Mayor Report
 - 1. Announcements
- B. Mayoral & Council Appointments
 - 1. Planning Commission **[Action: Receive Interview Subcommittee Recommendations (Iopu)]**
- C. City Council Committee Reports & Communications
- D. Council Requests for Future Agenda Items
- E. City Manager Report / Department Staff
- F. City Attorney Report

12. ADJOURNMENT to the Regular City Council Meeting of March 2, 2021 In Remembrance of Amber Swartz.

I hereby certify under the laws of the State of California that the foregoing Agenda was posted on the bulletin board at the main entrance of Pinole City Hall, 2131 Pear Street Pinole, CA, and on the City's website, not less than 72 hours prior to the meeting date set forth on this agenda.

POSTED: February 11, 2021 at 5:00 P.M.

Heather Iopu, CMC
City Clerk

**CITY COUNCIL MEETING
MINUTES
November 3, 2020**

1. CALL TO ORDER & PLEDGE OF ALLEGIANCE IN HONOR OF THE US MILITARY TROOPS

The City Council Meeting was held via Zoom videoconference and broadcast from the Pinole Council Chambers, 2131 Pear Street, Pinole, California. Mayor Swearingen called the Regular Meeting of the City Council to order **6:04** p.m. and led the Pledge of Allegiance.

2. ROLL CALL, CITY CLERK'S REPORT & STATEMENT OF CONFLICT

A. COUNCILMEMBERS PRESENT

Roy Swearingen, Mayor
Norma Martinez-Rubin, Mayor Pro Tem
Peter Murray, Councilmember
Anthony Tave, Councilmember
Vincent Salimi, Councilmember

B. STAFF PRESENT

Andrew Murray, City Manager
Hector De La Rosa, Assistant City Manager
Heather Iopu, City Clerk
Eric Casher, City Attorney
Tamara Miller, Development Services Director/City Engineer
Neil Gang, Police Chief
Chris Wynkoop, Fire Chief

City Clerk Iopu announced the agenda was posted on October 29, 2020 at 5:00 p.m. All legally required notice was provided. A revised version of staff report for item 7A was provided to the City Council after Agenda was posted to the website.

Following an inquiry to the Council, Mayor Pro Tem Martinez-Rubin and Council member Salimi reported a potential conflict of interest and announced that they will not participate in the Closed Session Item 3A.

The Council reported there were no conflicts with any other items on the agenda.

The following speakers submitted written comments regarding item 3A that were read aloud and will be filed with the agenda packet for this meeting: **Angela Schneider, David Rupert, Jr., Irma Rupert, Michael LeFebvre, Scott Tufnell**

Staff responded to public questions and comments.

Mayor Swearingen convened to a Closed Session at 6:22 p.m.

3. CONVENE TO A CLOSED SESSION

Citizens may address the Council regarding a Closed Session item prior to the Council adjourning into the Closed Session, by first providing a speaker card to the City Clerk.

A. CONFERENCE WITH REAL PROPERTY NEGOTIATORS

Pursuant to Gov. Code § 54956.8

Property: 401-120-035 for 2100 San Pablo Avenue, The Faria House

Agency negotiator: City Manager Andrew Murray and Assistant City Manager Hector De La Rosa,

Negotiating parties: Pinole History Museum

Under negotiation: Terms

4. RECONVENE IN OPEN SESSION TO ANNOUNCE RESULTS OF CLOSED SESSION

Mayor Swearingen reconvened the open session at 8:28 p.m. and announced that the Council directed staff to bring an initial report regarding the Pinole History Museum item to a future open session Council meeting for discussion.

5. CITIZENS TO BE HEARD (Public Comments)

Citizens may speak under any item not listed on the Agenda. The time limit is 3 minutes, and is subject to modification by the Mayor. Pursuant to provisions of the Brown Act, no action may be taken on a matter unless it is listed on the agenda, or unless certain emergency or special circumstances exist. The City Council may direct staff to investigate and/or schedule certain matters for consideration at a future Council meeting.

The following speakers submitted written comments that were read aloud and will be filed with the agenda packet for this meeting: **Jeff Rubin, Rafael Menis**

6. RECOGNITIONS / PRESENTATIONS / COMMUNITY EVENTS

A. Proclamations

B. Presentations / Recognitions

7. CONSENT CALENDAR

All matters under the Consent Calendar are considered to be routine and noncontroversial. These items will be enacted by one motion and without discussion. If, however, any interested party or Council member(s) wishes to comment on an item, they may do so before action is taken on the Consent Calendar. Following comments, if a Council member wishes to discuss an item, it will be removed from the Consent Calendar and taken up in order after adoption of the Consent Calendar.

A. Approve the Minutes of the Meeting of September 1, 2020

B. Receive the October 17, 2020 – October 30, 2020 List of Warrants in the Amount of \$426,319.32 and the October 30, 2020 Payroll in the Amount of \$406,863.04

C. Fixing the Employer's Contribution at An Equal Amount For Employees And Annuitants Under The Public Employees' Medical And Hospital Care Act With Respect To AFSCME, Elected Officials, Management And Unrepresented/ Confidential Employees [Action: Adopt Resolutions per Staff Recommendation (De La Rosa)]

D. Adopt A Resolution Authorizing the City Manager to Execute Department of Transportation (Caltrans) Local Assistance Documents Associated with State

and Federal Grant Funded Projects [**Action: Adopt Resolution per Staff Recommendation (Miller)**]

- E. Amend the Budget to Appropriate Funding Of \$965,000 For the Purchase of Equipment for Public Works [**Action: Adopt Resolution per Staff Recommendation (Miller)**]
- F. Authorize the City Manager to Execute the Purchase of Two Dump Trucks in An Amount Of \$428,198.76 And Appropriate Funding [**Action: Adopt Resolution per Staff Recommendation (Miller)**]
- G. Resolution Confirming Continued Existence of Local Emergency [**Action: Adopt Resolution per Staff Recommendation (Casher)**]

ACTION: Motion by Council members Murray/Martinez-Rubin to Approve Consent Calendar Items 7A-7G.

Vote:	Passed	5-0
	Ayes:	Swearingen, Murray, Martinez-Rubin, Salimi, Tave
	Noes:	None
	Abstain:	None
	Absent:	None

8. PUBLIC HEARINGS

Citizens wishing to speak regarding a Public Hearing item should fill out a speaker card prior to the completion of the presentation, by first providing a speaker card to the City Clerk. An official who engaged in an ex parte communication that is the subject of a Public Hearing must disclose the communication on the record prior to the start of the Public Hearing.

NONE

9. OLD BUSINESS

NONE

10. NEW BUSINESS

- A. Recommendations from The Beautification Ad Hoc Committee [**Action: Discuss and Provide Direction (Miller)**]

Mayor Pro Tem Martinez-Rubin provided an introduction describing the scope and actions of the ad hoc committee.

Misha Kaur, Senior Planning Project Manager, gave a presentation highlighting the recommendations of the Beautification Ad Hoc Committee. She reviewed the Work Plan, Evaluation Criteria and the top ranked projects including Clean Up, Education and Awareness Campaign, Art Program and Tree Planting.

City Council members made comments and asked questions. Staff provided additional information to provide clarification to the steps involved with implementation of the workplan.

- B. Receive A Report On City Of Pinole Expenses That Can Be Reimbursed By The Cares Act Funding Allocated To The City [**Action: Receive and File Report (Rocha)**]

Finance Consultant Genie Rocha and City Manager Murray provided a report to the City Council regarding Reimbursable Cares Act Funding and how it is being allocated to the City's COVID-19 response.

City Council members asked questions. City staff provided additional information to the City Council for clarification.

11. REPORTS & COMMUNICATIONS

- A. Mayor Report
 - 1. Announcements
- B. Mayoral & Council Appointments
- C. City Council Committee Reports & Communications

Mayor Pro-Tem Martinez-Rubin thanked the community for adhering to safety measures in place to prevent the spread of the COVID-19 virus.

- D. Council Requests for Future Agenda Items

Council member Salimi requested a future agenda item to discuss the City's project labor agreement policy. Consensus given.

Council member Murray requested a future agenda item for the County to provide a report they are formulating on neighborhood mental health crisis response approaches. Consensus given.

Mayor Pro Tem Martinez-Rubin requested a future agenda item to discuss any plan or action that the City is taking to address Climate change. Consensus given.

- E. City Manager Report / Department Staff
- F. City Attorney Report

12. ADJOURNMENT to the Regular City Council Meeting of November 17, 2020 In Remembrance of Amber Swartz.

At 9:18 p.m. Mayor Swearingen adjourned the meeting to the Regular City Council Meeting of November 17, 2020 In Remembrance of Amber Swartz.

Submitted by:

Heather Iopu, CMC
City Clerk

Approved by City Council:



City of Pinole, CA

7B

WARRANT LISTING

By Vendor Name

Payment Dates 1/30/2021 - 2/12/2021

Payable Number	Payment Number	Payment Date	Account Number	Description (Payable)	Amount
Vendor: ALF03 - ALFA LAVAL					
280758563	95623	02/05/2021	500-641-42107	MAJOR SERVICE ALFA LAVAL CENTRIFUGE	13,421.11
Vendor ALF03 - ALFA LAVAL Total:					13,421.11
Vendor: AME52 - AMERICAN MESSAGING SERVICE, LLC					
W4102378VB	95624	02/05/2021	525-118-43101	FD SERVICE FEBRUARY 2021	45.26
Vendor AME52 - AMERICAN MESSAGING SERVICE, LLC Total:					45.26
Vendor: AME47 - AMERINATIONAL COMMUNITY SERVICES, INC.					
21-00003	95671	02/12/2021	285-464-42101	MONTHLY SERVICE/BANKRUPTCY FEES 12/31/20	98.65
21-00003	95671	02/12/2021	750-463-42101	MONTHLY SERVICE/BANKRUPTCY FEES 12/31/20	61.15
Vendor AME47 - AMERINATIONAL COMMUNITY SERVICES, INC. Total:					159.80
Vendor: ATT01 - AT&T					
000015864107	95625	02/05/2021	525-118-43101	MIS AT&T CALNET SERVICE 12/10/20-1/9/21	1,222.41
000015867564	95625	02/05/2021	525-118-43101	FD AT&T CALNET SERVICES 12/11/20-1/10/21	685.25
000015867570	95625	02/05/2021	525-118-43101	PUBLIC WORKS AT&T CALNET SERVICE 12/11/20-1/10/21	2,676.67
000015867571	95625	02/05/2021	525-118-43101	ADMINISTRATION AT&T CALNET SVC 12/11/20-1/10/21	1,703.43
000015867572	95625	02/05/2021	525-118-43101	RECREATION DEPT AT&T CALNET SVC 12/11/20-1/10/21	747.37
000015867573	95625	02/05/2021	525-118-43101	CDD AT&T CALNET SERVICE 12/11/20-1/10/21	211.43
000015867575	95625	02/05/2021	525-118-43101	EOC AT&T CALNET SERVICE 12/11/20-1/10/21	172.11
000015868098	95625	02/05/2021	525-118-43101	ACCOUNTS PAYABLE AT&T CALNET SVC 12/11/20-1/10/21	210.64
000015927400	95625	02/05/2021	525-118-43101	PD AT&T CALNET SERVICE 12/20/20-1/19/21	2,140.28
Vendor ATT01 - AT&T Total:					9,769.59
Vendor: 1320 - BADAWI & ASSOCIATES					
992	95626	02/05/2021	100-115-42101	2020 AUDIT SERVICES-FINANCE DEPT	4,087.50
Vendor 1320 - BADAWI & ASSOCIATES Total:					4,087.50
Vendor: BAX00 - BADGE FRAME, INC.					
428907	95672	02/12/2021	100-222-42514	OFFICER OF THE YEAR PERPETUAL PLAQUES	37.54
Vendor BAX00 - BADGE FRAME, INC. Total:					37.54
Vendor: BAS17 - BASIC					
20-528088	95673	02/12/2021	100-116-42101	ANNUAL FEES SECTIONS 125/132 PARKING ADMIN/PREMIUM	490.00
Vendor BAS17 - BASIC Total:					490.00
Vendor: BAY34 - BAY AREA NEWS GROUP- EAST BAY					
0001282255	95674	02/12/2021	212-461-42514	LEGAL CLASSIFIED ADS JANUARY 2021	419.40
Vendor BAY34 - BAY AREA NEWS GROUP- EAST BAY Total:					419.40

Payable Number	Payment Number	Payment Date	Account Number	Description (Payable)	Amount
Vendor: ESP01 - BELINDA ESPINOSA					
FEB 2021	95627	02/05/2021	100-117-41101	2021 RETIREE MSEDICARE REIMBURSEMENT-FEBRUARY	437.30
JAN 2021	95627	02/05/2021	100-117-41101	2021 RETIREE MEDICARE REIMBURSEMENT-JANUARY	437.30
Vendor ESP01 - BELINDA ESPINOSA Total:					874.60
Vendor: CAL20 - CALIFORNIA ASSOCIATION OF PROFESSIONAL FIREFIGHTERS					
FEB 2021	95628	02/05/2021	100-231-41008	FIREFIGHTERS LONG TERM DISABILITY FEB 2021	324.50
Vendor CAL20 - CALIFORNIA ASSOCIATION OF PROFESSIONAL FIREFIGHTERS Total:					324.50
Vendor: STA14 - CALIFORNIA DEPARTMENT OF TAX AND FEE ADMINISTRATION					
099-383421 2020	95629	02/05/2021	100-20014	2020 SALES AND USE TAX RETURN	608.48
099-383421 2020	95629	02/05/2021	209-20014	2020 SALES AND USE TAX RETURN	284.00
099-383421 2020	95629	02/05/2021	500-20014	2020 SALES AND USE TAX RETURN	125.52
Vendor STA14 - CALIFORNIA DEPARTMENT OF TAX AND FEE ADMINISTRATION Total:					1,018.00
Vendor: CAL01 - CALTEST ANALYTICAL LAB					
617661	95630	02/05/2021	500-641-44305	CENTRIFUGE SLUDGE TESTING	1,343.15
Vendor CAL01 - CALTEST ANALYTICAL LAB Total:					1,343.15
Vendor: CCP03 - CCP INDUSTRIES					
IN02694153	95631	02/05/2021	500-641-44410	NITRILE POWDER FREE EXAM GLOVES	223.84
IN02698255	95631	02/05/2021	100-343-44410	N95 PARTICULATE RESPIRATOR	407.44
IN02700261	95675	02/12/2021	100-343-44410	YELLOW-GREEN JACKETS AND PANTS	538.79
IN02702048	95675	02/12/2021	100-343-44410	YELLOW-BLACK SWEATSHIRTS/N95 MASKS	439.67
Vendor CCP03 - CCP INDUSTRIES Total:					1,609.74
Vendor: 2060 - CENTRAL CONCRETE SUPPLY CO., INC.					
17831532	95632	02/05/2021	100-343-42108	TOP SAND	340.47
Vendor 2060 - CENTRAL CONCRETE SUPPLY CO., INC. Total:					340.47
Vendor: CIT08 - CITY MECHANICAL, INC					
70463	95676	02/12/2021	100-231-42108	FIRE STATION #74 3700 PVR SVC CALL HEATING UNITS	2,717.63
70536	95676	02/12/2021	100-222-42108	PUBLIC SAFETY BLDG PM AGREEMENT SERVICE	1,092.40
70537	95676	02/12/2021	209-552-42108	SENIOR CENTER PM AGREEMENT SERVICE	740.12
70538	95676	02/12/2021	100-343-42108	CITY HALL PM AGREEMENT SERVICE	1,207.54
Vendor CIT08 - CITY MECHANICAL, INC Total:					5,757.69
Vendor: CIV01 - CIVIC CENTER TOWING- TRANSPORT- ROAD SERVICE					
529529	95633	02/05/2021	100-221-42107	PD TOWING SERVICE FORD EXPLORER 12/12/2020 10:38AM	80.00
Vendor CIV01 - CIVIC CENTER TOWING- TRANSPORT- ROAD SERVICE Total:					80.00
Vendor: 1234 - COASTLAND CIVIL ENGINEERING, INC.					
49892	95677	02/12/2021	106-345-47203	FERNANDEZ PARK RESTROOM BLDG REPLACEMENT OCT 2020	2,122.50
50006	95677	02/12/2021	106-345-47203	FERNANDEZ PARK RESTROOM BLDG REPLACEMENT NOV 2020	1,237.50
Vendor 1234 - COASTLAND CIVIL ENGINEERING, INC. Total:					3,360.00
Vendor: COM20 - COMCAST					
011421CH	95634	02/05/2021	100-117-43105	CITY HALL CABLE SEVRVICE 1/19-2/18/21	29.83
011421FD	95634	02/05/2021	100-231-43105	FD CABLE SERVICE 1/19-2/18/21	54.35

Payable Number	Payment Number	Payment Date	Account Number	Description (Payable)	Amount
011621PD	95634	02/05/2021	100-221-42514	PD CABLE SERVICES 1/21-2/20/21	170.03
Vendor COM20 - COMCAST Total:					254.21
Vendor: CON56 - CONCENTRA MEDICAL CENTERS					
70102028	95635	02/05/2021	100-116-42101	DOT PHYSICAL RECERTIFICATION	79.50
Vendor CON56 - CONCENTRA MEDICAL CENTERS Total:					79.50
Vendor: CON93 - CONCORD UNIFORMS LLC					
17731	95636	02/05/2021	722-20431	PD UNIFORMS	219.40
Vendor CON93 - CONCORD UNIFORMS LLC Total:					219.40
Vendor: CON42 - CONTRA COSTA COUNTY CLERK					
2010-0150638-00 RELEASE	95637	02/05/2021	100-112-42514	FEE FOR RECORDING LIEN RELEASE	20.00
Vendor CON42 - CONTRA COSTA COUNTY CLERK Total:					20.00
Vendor: CCC13 - CONTRA COSTA COUNTY PUBLIC WORKS DEPARTMENT					
703654	95678	02/12/2021	200-342-42101	TRAFFIC SIGNAL MAINTENANCE DECEMBER 2020	16,166.08
703654	95678	02/12/2021	310-347-42101	TRAFFIC SIGNAL MAINTENANCE DECEMBER 2020	1,896.96
703654	95678	02/12/2021	310-348-42101	TRAFFIC SIGNAL MAINTENANCE DECEMBER 2020	158.08
Vendor CCC13 - CONTRA COSTA COUNTY PUBLIC WORKS DEPARTMENT Total:					18,221.12
Vendor: CON26 - CONTRA COSTA HEALTH SERVICES					
IN0246183	95638	02/05/2021	209-552-42514	SENIOR CENTER HEALTH PERMITS KITCHEN/RESTAURANT	1,711.00
Vendor CON26 - CONTRA COSTA HEALTH SERVICES Total:					1,711.00
Vendor: COR12 - CORELOGIC SOLUTIONS LLC					
82060186	95639	02/05/2021	525-118-42510	REALQUEST GEOGRAPHIC PACKAGE DECEMBER 2020	662.41
Vendor COR12 - CORELOGIC SOLUTIONS LLC Total:					662.41
Vendor: 2077 - DAVID TABLIT					
012721 REIMBURSEMENT	95679	02/12/2021	100-116-42101	REIMBURSEMENT FOR LIVE-SCAN SERVICE	25.00
Vendor 2077 - DAVID TABLIT Total:					25.00
Vendor: DEP01 - DEPARTMENT OF JUSTICE/ACCOUNTING OFFICE					
487202	95640	02/05/2021	100-221-42101	FINGERPRINTS-CHILD ABUSE INDEX SERVICES DEC 2020	66.00
Vendor DEP01 - DEPARTMENT OF JUSTICE/ACCOUNTING OFFICE Total:					66.00
Vendor: 1443 - DIESEL DIRECT WEST, INC.					
83877777	95641	02/05/2021	100-10601	CORP YARD UNLEADED GAS	1,100.78
83886286	95641	02/05/2021	100-10601	CORP YARD UNLEADED GAS	1,407.52
83893895	95680	02/12/2021	100-10601	CORP YARD UNLEADED GASOLINE 1/25/21 DELIVERY	683.55
83893926	95680	02/12/2021	500-10601	WPCP ULSD CLEAR 1/25/21 DELIVERY	3,152.04
83903048	95680	02/12/2021	100-10601	CORP YARD UNLEADED GASOLINE 2/2/21 DELIVERY	1,842.49
Vendor 1443 - DIESEL DIRECT WEST, INC. Total:					8,186.38
Vendor: EBM01 - EBMUD					
20575-012221	95681	02/12/2021	100-345-43102	2690 BOX CANYON RD-IRRIGATION USE ONLY	155.36
31773-012221	95681	02/12/2021	100-343-43102	2887 SIMAS AVE-IRRIGATION USE ONLY	155.36
32841-012221	95681	02/12/2021	100-345-43102	3790 PINOLE VALLEY RD-IRRIGATION USE ONLY	288.54

Return to Agenda

Payment Dates: 1/30/2021 - 2/12/2021

Payable Number	Payment Number	Payment Date	Account Number	Description (Payable)	Amount
56324-012821	95681	02/12/2021	100-345-43102	3790 PINOLE VALLEY ROAD IRRIGATION USE ONLY	378.24
Vendor EBM01 - EBMUD Total:					977.50
Vendor: 1807 - ECO-PRO					
020121 REFUND	95682	02/12/2021	100-000-31510	REFUND OVERPAYMENT BUSINESS LICENSE 21-09203	74.00
Vendor 1807 - ECO-PRO Total:					74.00
Vendor: FED01 - FEDEX					
7-217-40610	95683	02/12/2021	100-112-42514	FEDEX SERVICE 12/15/20	5.85
7-246-09191	95683	02/12/2021	100-112-42514	FEDEX SERVICE 1/8/21	5.88
7-253-95901	95683	02/12/2021	100-112-42514	FEDEX SERVICE 1/20/21	5.88
Vendor FED01 - FEDEX Total:					17.61
Vendor: 2074 - FOOTHILL FIRE PROTECTION, INC.					
020421 REFUND	95684	02/12/2021	100-000-31510	REFUND OVERPAYMENT BUSINESS LICENSE 21-06889	4.00
Vendor 2074 - FOOTHILL FIRE PROTECTION, INC. Total:					4.00
Vendor: FOR02 - FORENSIC SERVICES DIVISION					
PIPD-420	95642	02/05/2021	100-222-42101	PD BLOOD WITHDRAWALS OCT- DEC 2020	982.80
Vendor FOR02 - FORENSIC SERVICES DIVISION Total:					982.80
Vendor: 1979 - GALAXY PRESS					
34031	95685	02/12/2021	100-110-42201	BUSINESS CARDS/LETTERHEAD/NOTECARD S/ENVELOPES	902.23
34041	95685	02/12/2021	100-115-42201	BUSINESS CARDS	87.24
34041	95685	02/12/2021	500-641-42201	BUSINESS CARDS	87.24
Vendor 1979 - GALAXY PRESS Total:					1,076.71
Vendor: GLO08 - GLOBALSTAR					
10645259	95643	02/05/2021	525-118-43101	ORBIT 150 WIRELAESS PLAN 1/16-2/15/21	112.63
Vendor GLO08 - GLOBALSTAR Total:					112.63
Vendor: GRA03 - GRAINGER					
9769393134	95644	02/05/2021	500-642-42108	TETHER FLOAT WIRE LEADS	176.47
Vendor GRA03 - GRAINGER Total:					176.47
Vendor: 1112 - GRAY-BOWEN-SCOTT					
9880	95686	02/12/2021	325-342-47205	PM SERVICES: DESIGN PHASE OF SPA BRIDGE REPLACMNT	4,143.98
Vendor 1112 - GRAY-BOWEN-SCOTT Total:					4,143.98
Vendor: HDL01 - HDL COREN AND CONE					
SIN004479	95687	02/12/2021	100-115-42101	CONTRACT SERVICES-PROPERTY TAX OCT-DEC 2020	2,125.00
SIN005633	95687	02/12/2021	100-115-42101	Q2/2020 CONTRACT SERVICES- TRANSACTIONS/SALES TAX	1,560.37
SIN005633	95687	02/12/2021	105-115-42101	Q2/2020 CONTRACT SERVICES- TRANSACTIONS/SALES TAX	150.00
SIN005633	95687	02/12/2021	106-115-42101	Q2/2020 CONTRACT SERVICES- TRANSACTIONS/SALES TAX	150.00
Vendor HDL01 - HDL COREN AND CONE Total:					3,985.37
Vendor: HOM01 - HOME DEPOT CREDIT SERVICE					
012121 STATEMENT	95645	02/05/2021	100-222-42108	AGENCY WIDE HOME DEPOT PURCHASES	11.26
012121 STATEMENT	95645	02/05/2021	100-343-42108	AGENCY WIDE HOME DEPOT PURCHASES	256.84
012121 STATEMENT	95645	02/05/2021	100-345-42108	AGENCY WIDE HOME DEPOT PURCHASES	93.32
012121 STATEMENT	95645	02/05/2021	200-342-42108	AGENCY WIDE HOME DEPOT PURCHASES	139.64
012121 STATEMENT	95645	02/05/2021	200-342-42514	AGENCY WIDE HOME DEPOT PURCHASES	2.94

Payable Number	Payment Number	Payment Date	Account Number	Description (Payable)	Amount
012121 STATEMENT	95645	02/05/2021	500-641-42107	AGENCY WIDE HOME DEPOT PURCHASES	233.08
Vendor HOM01 - HOME DEPOT CREDIT SERVICE Total:					737.08
Vendor: 1575 - HUNT & SONS, INC					
727859	95688	02/12/2021	500-641-42107	CHEV MULTIFAK EP	477.78
Vendor 1575 - HUNT & SONS, INC Total:					477.78
Vendor: JWE01 - J. W. ENTERPRISES - NORTH					
228779	95689	02/12/2021	100-117-42511	PORTABLE TOILET RENTAL 1/14-2/10/21	137.70
Vendor JWE01 - J. W. ENTERPRISES - NORTH Total:					137.70
Vendor: JAN92 - JAN-PRO OF THE GREATER BAY AREA					
4566	95690	02/12/2021	209-554-42108	YOUTH CENTER MONTHLY JANITORIAL SERVICES FEB 2020	156.68
4567	95690	02/12/2021	209-552-42108	SENIOR CENTER JANITORIAL SERVICES FEB 2020	145.32
4568	95690	02/12/2021	209-552-43810	SENIOR CENTER KITCHEN JANITORIAL SERVICES FEB 2020	135.00
4569	95690	02/12/2021	209-553-42108	TINY TOTS MONTHLY JANITORIAL SERVICES FEB 2021	192.00
Vendor JAN92 - JAN-PRO OF THE GREATER BAY AREA Total:					629.00
Vendor: LOP14 - JAVIER LOPEZ					
012721 REIMBURSEMENT	95646	02/05/2021	100-231-42101	REIMBURSEMENT DMV PHYSICAL FOR ENGINEER	115.00
Vendor LOP14 - JAVIER LOPEZ Total:					115.00
Vendor: KEL09 - KELLER CANYON LANDFILL					
4212-000029816	95647	02/05/2021	500-641-44302	WPCP SLUDGE REMOVAL 1/2-1/15/21	6,287.32
4212-000029857	95691	02/12/2021	500-641-44302	WPCP SLUDGE REMOVAL 1/18-1/31/21	6,351.63
Vendor KEL09 - KELLER CANYON LANDFILL Total:					12,638.95
Vendor: KEN09 - KENNEDY AND ASSOCIATES, INC.					
21-012	95692	02/12/2021	207-344-42101	MANAGEMENT COMMITTEE COVID IMPACTS/C.5	368.89
Vendor KEN09 - KENNEDY AND ASSOCIATES, INC. Total:					368.89
Vendor: 2079 - L.A. MOBILE COMPUTING					
786	95693	02/12/2021	525-118-47102	PD LAPTOPS/ VEHICLE ACCESSORIES	7,887.23
787	95693	02/12/2021	525-118-47102	PD VEHICLE ACCESSORIES FOR LAPTOPS	916.24
Vendor 2079 - L.A. MOBILE COMPUTING Total:					8,803.47
Vendor: 1450 - LIKIBER INC. -RUBENSTEIN SUPPLY COMPANY					
S146174.001	95694	02/12/2021	100-345-42108	GALV NIPPLE	46.65
S146312.001	95694	02/12/2021	100-345-42108	GALV UNION/WATER METER KEYS	308.84
S176426.001	95694	02/12/2021	500-641-42107	GALV TEE/GALC NIPPLE	27.67
S2146980.001	95694	02/12/2021	100-345-42108	GALV NIPPLE/JOURNEYMAN SAW/MIGHTY MITE SAW	60.90
S2147017.001	95694	02/12/2021	100-345-42108	GALV 90	17.42
S2149465.001	95694	02/12/2021	100-343-42108	PASCO 2139 HOSE BIBB VACUUM BREAKER	21.54
S2192004.001	95694	02/12/2021	500-641-42107	MISSION RUBBER MR56-66	19.95
Vendor 1450 - LIKIBER INC. -RUBENSTEIN SUPPLY COMPANY Total:					502.97
Vendor: 1545 - MARITZA SANCHEZ					
020821 PETTY CASH	95695	02/12/2021	100-221-42514	PD PETTY CASH REIMBURSEMENT	286.98
Vendor 1545 - MARITZA SANCHEZ Total:					286.98
Vendor: ROB21 - MARY ROBERTS					
FEB 2021	95648	02/05/2021	100-117-41101	2021 RETIREE MEDICARE REIMBURSEMENT-FEBRUARY	220.20

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JAN 2021	95648	02/05/2021	100-117-41101	2021 RETIREE MEDICARE REIMBURSEMENT-JANUARY	220.20
Vendor ROB21 - MARY ROBERTS Total:					440.40
Vendor: MCM05 - MCMASTER-CARR SUPPLY CO.					
51849608	95696	02/12/2021	500-641-42107	OIL DISPENSER/WRENCHES/GREASE /SCREWS	185.82
Vendor MCM05 - MCMASTER-CARR SUPPLY CO. Total:					185.82
Vendor: MET08 - METROPOLITAN TRANSPORTATION COMMISSION					
AR024870 P-TAP 22	95649	02/05/2021	325-342-47205	PAVEMENT MGMT TECH ASSISTANCE PROGRAM	3,200.00
Vendor MET08 - METROPOLITAN TRANSPORTATION COMMISSION Total:					3,200.00
Vendor: MEY01 - MEYERS,NAVE,RIBACK,SILVER					
2020090342	95650	02/05/2021	100-114-42102	CITY ATTORNEY SERVICES	24,753.60
2020090343	95650	02/05/2021	100-114-42102	CITY COUNCIL MEETINGS	2,600.00
2020090344	95650	02/05/2021	100-114-42102	PUBLIC RECORDS ACT REQUESTS	4,054.21
2020090345	95650	02/05/2021	100-114-42102	RISK MANAGEMENT	630.00
2020090346	95650	02/05/2021	100-114-42102	PINOLE SHORES II-CR	4,495.50
2020090347	95650	02/05/2021	100-114-42102	COVID-19	7,323.00
2020090348	95650	02/05/2021	100-114-42102	GENERAL SERVICES-FINANCE DEPT	5,100.00
2020090349	95650	02/05/2021	100-114-42102	FINANCE-ANNUAL AUDIT LETTERS	366.00
2020090350	95650	02/05/2021	100-114-42102	GENERAL SERVICES-PUBLIC WORKS	1,290.00
2020090351	95650	02/05/2021	100-114-42102	GENERAL SERVICES-CITY CLERK	720.00
2020090352	95650	02/05/2021	100-114-42102	GENERAL SERVICES-CITY ATTORNEY MISC	1,426.50
2020090353	95650	02/05/2021	100-114-42102	GENERAL MATTERS-WPCP (WASTEWATER FUND)	283.50
2020090354	95650	02/05/2021	100-114-42102	GENERAL SERVICES-PD	1,671.50
2020090355	95650	02/05/2021	100-114-42102	GENERAL SERVICES-LABOR & EMPLOYMENT	9,271.50
2020090356	95650	02/05/2021	100-114-42102	GENERAL SERVICES-CODE ENFORCEMENT	507.00
2020090357	95650	02/05/2021	100-114-42102	GENERAL SERVICES-COMMUNITY DEVELOPMENT	5,028.00
2020090358	95650	02/05/2021	100-114-42102	GENERAL SERVICES-FD	540.00
2020090359	95650	02/05/2021	100-114-42102	GENERAL SERVICES-RECREATIONAL	450.00
2020090360	95650	02/05/2021	100-114-42102	SUCCESSAGENCY-ADMIN MATTERS	2,814.00
2020090361	95650	02/05/2021	100-114-42102	HOUSING SUCCESSOR-RDA AFFORDABLE HOUSING	368.50
2020110418	95650	02/05/2021	100-114-42102	CITY ATTORNEY SERVICES	15,657.00
2020110419	95650	02/05/2021	100-114-42102	CITY COUNCIL MEETINGS	1,638.00
2020110420	95650	02/05/2021	100-114-42102	GENERAL SERVICES-PUBLIC WORKS	1,650.00
2020110421	95650	02/05/2021	100-114-42102	GENERAL SERVICES-PD	390.00
2020110423	95650	02/05/2021	100-114-42102	GENERAL SERVICES-CODE ENFORCEMENT	936.00
2020110424	95650	02/05/2021	100-114-42102	PUBLIC RECORDS ACT	2,004.00
2020110425	95650	02/05/2021	100-114-42102	RISK MANAGEMENT	390.00
2020110426	95650	02/05/2021	100-114-42102	GENERAL SERVICES-FINANCE DEPT	990.00
2020110427	95650	02/05/2021	100-114-42102	SALE OF PINOLE SENIOR VILLAGE-CR	429.00
2020110428	95650	02/05/2021	100-114-42102	CLAIM AGAINST PG&E FOR DELAYS TO PROJECT CONSTRUCT	762.00
2020110429	95650	02/05/2021	100-114-42102	PINOLE SHORES II-CR	972.00

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2020110430	95650	02/05/2021	100-114-42102	GENERAL SERVICES- COMMUNITY DEVELOPMENT	11,265.00
2020110431	95650	02/05/2021	100-114-42102	GENERAL SERVICES-FD	120.00
2020110432	95650	02/05/2021	100-114-42102	GENERAL SERVICES- RECREATIONAL	210.00
2020110433	95650	02/05/2021	100-114-42102	CHARTER CITY MEASURE	262.50
2020110434	95650	02/05/2021	100-114-42102	COVID-19	894.00
2020110435	95650	02/05/2021	100-114-42102	MVP CONSTRUCTION DISPUTE	11,998.00
2020110436	95650	02/05/2021	100-114-42102	GENERAL SERVICES-CITY CLERK	720.00
2020110437	95650	02/05/2021	100-114-42102	PINOLE/HERCULES WASTE WATER UPGRADE PROJECT	243.00
2020110438	95650	02/05/2021	100-114-42102	SUCCESSOR AGENCY-ADMIN MATTERS	569.50
Vendor MEY01 - MEYERS,NAVE,RIBACK,SILVER Total:					125,792.81
Vendor: 1311 - M-GROUP					
2001834	95697	02/12/2021	212-461-42101	ON CALL PLANNING SERVICES APRIL 2020	3,105.00
2002063	95697	02/12/2021	212-461-42101	ON CALL PLANNING SERVICES JULY 2020	9,085.00
2002150	95697	02/12/2021	212-461-42101	ON CALL PLANNING SERVICES SEPTEMBER 2020	9,717.50
2002231	95697	02/12/2021	212-461-42101	ON CALL PLANNING SERVICES NOVEMBER 2020	10,350.00
2002259	95697	02/12/2021	212-461-42101	ON CALL PLANNING SERVICES DECEMBER 2020	6,928.75
Vendor 1311 - M-GROUP Total:					39,186.25
Vendor: 1115 - MICHELLE FITZER					
FEB 2021	95653	02/05/2021	100-117-41101	2021 RETIREE MEDICAL REIMBURSEMENT-FEBRUARY	220.20
JAN 2021	95653	02/05/2021	100-117-41101	2021 RETIREE MEDICARE REIMBURSEMENT-JANUARY	220.20
Vendor 1115 - MICHELLE FITZER Total:					440.40
Vendor: MUN10 - MUNICIPAL EMERGENCY SERVICES INC.					
IN1539279	95654	02/05/2021	100-231-42107	SURVIVOR AND LED BATTERY	473.44
Vendor MUN10 - MUNICIPAL EMERGENCY SERVICES INC. Total:					473.44
Vendor: MUN07 - MUNICIPAL POOLING AUTH.					
INV001469	95698	02/12/2021	100-110-41005	EAP PROGRAM OCT-DEC 2020	58.35
INV001469	95698	02/12/2021	100-111-41005	EAP PROGRAM OCT-DEC 2020	46.68
INV001469	95698	02/12/2021	100-112-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	100-113-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	100-115-41005	EAP PROGRAM OCT-DEC 2020	23.34
INV001469	95698	02/12/2021	100-116-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	100-221-41005	EAP PROGRAM OCT-DEC 2020	198.39
INV001469	95698	02/12/2021	100-222-41005	EAP PROGRAM OCT-DEC 2020	35.01
INV001469	95698	02/12/2021	100-223-41005	EAP PROGRAM OCT-DEC 2020	151.71
INV001469	95698	02/12/2021	100-231-41005	EAP PROGRAM OCT-DEC 2020	128.37
INV001469	95698	02/12/2021	100-341-41005	EAP PROGRAM OCT-DEC 2020	35.01
INV001469	95698	02/12/2021	100-343-41005	EAP PROGRAM OCT-DEC 2020	81.69
INV001469	95698	02/12/2021	100-465-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	105-221-41005	EAP PROGRAM OCT-DEC 2020	70.02
INV001469	95698	02/12/2021	105-231-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	106-222-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	106-231-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	204-227-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	209-551-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	209-552-41005	EAP PROGRAM OCT-DEC 2020	23.34
INV001469	95698	02/12/2021	209-553-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	209-554-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	212-461-41005	EAP PROGRAM OCT-DEC 2020	11.67
INV001469	95698	02/12/2021	212-462-41005	EAP PROGRAM OCT-DEC 2020	23.34

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INV001469	95698	02/12/2021	500-641-41005	EAP PROGRAM OCT-DEC 2020	105.03
INV001469	95698	02/12/2021	500-642-41005	EAP PROGRAM OCT-DEC 2020	35.01
INV001469	95698	02/12/2021	505-119-41005	EAP PROGRAM OCT-DEC 2020	23.34
Vendor MUN07 - MUNICIPAL POOLING AUTH. Total:					1,178.67
Vendor: 2024 - MV CHENG & ASSOCIATES, INC.					
1/31/2021	95699	02/12/2021	100-115-42101	FINANCE DIRECTOR CONSULTING SERVICES JAN 2021	810.00
Vendor 2024 - MV CHENG & ASSOCIATES, INC. Total:					810.00
Vendor: MYE01 - MYERS STEVENS & TOOHEY CO					
1354393	95655	02/05/2021	100-221-41008	POLICE DEPT LONG TERM DISABILITY	504.90
1354393	95655	02/05/2021	100-223-41008	POLICE DEPT LONG TERM DISABILITY	258.00
1354393	95655	02/05/2021	105-221-41008	POLICE DEPT LONG TERM DISABILITY	178.20
1354393	95655	02/05/2021	204-227-41008	POLICE DEPT LONG TERM DISABILITY	29.70
Vendor MYE01 - MYERS STEVENS & TOOHEY CO Total:					970.80
Vendor: 1388 - ODIN SYSTEMS, INC.					
1645	95656	02/05/2021	100-222-42101	1080P H.265 OUTDOOR BOX CAMERA W/IR LED	1,813.55
1646	95656	02/05/2021	100-222-42101	CITY HALL PARKING LOT CAMERA/RADIO UNIT	5,008.68
1647	95656	02/05/2021	100-222-42101	1 YEAR SUPPORT FOR XPROTECT	4,555.73
Vendor 1388 - ODIN SYSTEMS, INC. Total:					11,377.96
Vendor: OFF09 - OFFICE OF THE SHERIFF CCC					
20-2971	95700	02/12/2021	100-222-42101	ACRYLIC PLAQUES-WCDF ENGRAVING/SIGN SHOP	329.14
Vendor OFF09 - OFFICE OF THE SHERIFF CCC Total:					329.14
Vendor: OTI01 - OTIS ELEVATOR COMPANY					
100400245971	95657	02/05/2021	100-343-42108	CITY HALL MAINT SERVICE FEB 2021	116.86
SK22906001	95701	02/12/2021	100-222-42108	OPTIGUARD INFRARED PASSENGER PROTECTION SYSTEM	5,844.00
Vendor OTI01 - OTIS ELEVATOR COMPANY Total:					5,960.86
Vendor: PAC55 - PACIFIC SITE MANAGEMENT					
60100	95702	02/12/2021	100-222-42108	MONTHLY LANDSCAPE MAINTENANCE	122.50
60100	95702	02/12/2021	100-231-42108	MONTHLY LANDSCAPE MAINTENANCE	327.50
60100	95702	02/12/2021	100-343-42108	MONTHLY LANDSCAPE MAINTENANCE	174.40
60100	95702	02/12/2021	100-345-42108	MONTHLY LANDSCAPE MAINTENANCE	5,619.33
60100	95702	02/12/2021	200-342-42108	MONTHLY LANDSCAPE MAINTENANCE	326.00
60100	95702	02/12/2021	201-343-42108	MONTHLY LANDSCAPE MAINTENANCE	532.60
60100	95702	02/12/2021	209-552-42108	MONTHLY LANDSCAPE MAINTENANCE	198.00
60100	95702	02/12/2021	209-553-42108	MONTHLY LANDSCAPE MAINTENANCE	206.00
60100	95702	02/12/2021	209-557-42108	MONTHLY LANDSCAPE MAINTENANCE	206.00
60100	95702	02/12/2021	310-347-42108	MONTHLY LANDSCAPE MAINTENANCE	60.00

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60100	95702	02/12/2021	310-348-42108	MONTHLY LANDSCAPE MAINTENANCE	65.00
Vendor PAC55 - PACIFIC SITE MANAGEMENT Total:					7,837.33
Vendor: PGE01 - PG&E					
011520-3850	95703	02/12/2021	100-345-43103	601 TENNENT AVE CARETAKER'S SHED	233.12
011521-0217	95703	02/12/2021	100-345-43103	TENNENT & PARK ST CLUB HOUSE	17.07
011521-0923	95703	02/12/2021	100-110-43103	2131 PEAR ST	59.78
011521-0923	95703	02/12/2021	100-111-43103	2131 PEAR ST	78.65
011521-0923	95703	02/12/2021	100-112-43103	2131 PEAR ST	86.52
011521-0923	95703	02/12/2021	100-115-43103	2131 PEAR ST	215.51
011521-0923	95703	02/12/2021	100-116-43103	2131 PEAR ST	62.92
011521-0923	95703	02/12/2021	100-117-43103	2131 PEAR ST	700.03
011521-0923	95703	02/12/2021	100-343-43103	2131 PEAR ST	1,304.10
011521-0923	95703	02/12/2021	200-342-43103	2131 PEAR ST	228.10
011521-0923	95703	02/12/2021	212-461-43103	2131 PEAR ST	94.39
011521-0923	95703	02/12/2021	212-462-43103	2131 PEAR ST	237.54
011521-0923	95703	02/12/2021	285-464-43103	2131 PEAR ST	78.65
011521-2506	95703	02/12/2021	215-341-43103	701 Pinon/2489 San Pablo- Electric CHGS	35.08
011521-2969	95703	02/12/2021	201-343-43103	600 TENNENT AVE BLACKIES STORAGE	21.06
011521-3537	95703	02/12/2021	100-343-43103	659 TENNENT AVE PARKING LOT LIGHTS	88.45
011521-3914	95703	02/12/2021	100-345-43103	FERNANDEZ PARK BALLPARK LIGHTING	442.94
011521-4065	95703	02/12/2021	209-559-43103	2937 PINOLE VALLEY RD TENNIS CT LIGHTS	472.81
011521-4612	95703	02/12/2021	201-343-43103	2100 SAN PABLO AVE FARIA HOUSE	36.78
011521-5137	95703	02/12/2021	209-557-43103	2450 SIMAS AVE SWIM CTR	72.20
011521-5274	95703	02/12/2021	201-343-43103	2361 SAN PABLO AVE OLD BANK BUILDING	50.77
011521-6969	95703	02/12/2021	201-343-43103	2361 SAN PABLO AVE PARKING LOT LIGHTS	146.29
011521-7964	95703	02/12/2021	310-348-43103	2680 PINOLE VALLEY RD MEDIAN IRRIGATION SHOPPING C	11.36
011521-9985	95703	02/12/2021	201-343-43103	NEAR 795 FERNANDEZ PARKING LOT LIGHTS	162.18
011921-0081	95703	02/12/2021	200-342-43103	2501 SAN PABLO AVE TRAFFIC CONTROLLER	79.05
011921-0209	95703	02/12/2021	200-342-43103	S/E CORNER SAN PABLO AVE & TENNENT TRAFFIC SIGNAL	87.80
011921-0466	95703	02/12/2021	209-554-43103	635 TENNENT AVE YOUTH CTR/CATV	82.48
011921-0466	95703	02/12/2021	505-119-43103	635 TENNENT AVE YOUTH CTR/CATV	123.73
011921-2615	95703	02/12/2021	100-345-43103	S/E CORNER OF ROGERS & NOB HILL SPRINKLER SYSTEM	10.51
011921-2793	95703	02/12/2021	200-342-43103	1451 FITZGERALD DR TRAFFIC SIGNAL	76.71
011921-3311	95703	02/12/2021	200-342-43103	PINOLE VALLEY RD & HENRY TRAFFIC CONTROLLER	110.67
011921-4193	95703	02/12/2021	200-342-43103	HWY 80 PINOLE VALLEY RD TRAFFIC CONTROLLER	58.03
011921-4951	95703	02/12/2021	201-343-43103	2279 1/2 PARK ST	11.35
011921-5127	95703	02/12/2021	500-642-43103	893 1/2 SAN PABLO AVE PUMP STATION	123.28
011921-5374	95703	02/12/2021	200-342-43103	1220 PINOLE VALLEY RD TRAFFIC SIGNAL	91.71

Payable Number	Payment Number	Payment Date	Account Number	Description (Payable)	Amount
011921-5387	95703	02/12/2021	100-345-43103	588 MARLESTA RD LOUIS FRANCIS PARK	50.77
011921-7114	95703	02/12/2021	200-342-43103	2429 SAN PABLO AVE	82.71
011921-8086	95703	02/12/2021	200-342-43103	N/S BORDER CITY OF PINOLE	118.84
011921-9824	95703	02/12/2021	310-347-43103	1303 PINOLE VALLEY RD TRAFFIC CONTROL SVC	106.71
012021-1121	95703	02/12/2021	200-342-43103	DEL MONTE & SAN PABLO TRAFFIC CONTROL LIGHT	69.74
012021-1233	95703	02/12/2021	200-342-43103	SAN PABLO AVE TRAFFIC SIGNAL	89.19
012021-2620	95703	02/12/2021	200-342-43103	N/W CORNER APPIAN WAY & FITZGERALD DR TRAFFIC SIG	103.88
012021-8687	95703	02/12/2021	200-342-43103	FITZGERALD DR IFO LONG JOHN SILVERS TRAFFIC SIGNAL	91.21
012221-2222	95703	02/12/2021	100-345-43103	STREET AND HIGHWAY LIGHTING	49.39
012221-2222	95703	02/12/2021	310-347-43103	STREET AND HIGHWAY LIGHTING	280.00
012221-2222	95703	02/12/2021	310-348-43103	STREET AND HIGHWAY LIGHTING	15,735.60
012621-8511	95703	02/12/2021	100-345-43103	W/S PINOLE SHORES DR-SPRINKLER CONTROLLER	12.45
012621-9929	95703	02/12/2021	201-343-43103	790 PINOLE SHORES DR-NEW METAL BUILDING	67.61
012721-4256	95703	02/12/2021	500-641-43103	11 TENNANT AVE	48,489.11
012721-4430	95703	02/12/2021	100-345-43103	S/O MARLESTA 1ST POLE-SPRINKLER CONTROLLER	10.89
012721-7547	95703	02/12/2021	100-222-43103	880 Tennent Ave-Public Safety Facility	2,640.86
012721-7547	95703	02/12/2021	100-223-43103	880 Tennent Ave-Public Safety Facility	528.17
012721-7547	95703	02/12/2021	100-231-43103	880 Tennent Ave-Public Safety Facility	2,112.68
012721-9961	95703	02/12/2021	209-552-43103	2500 CHARLES ST-SENIOR CENTER	1,091.26
012821-6521	95703	02/12/2021	200-342-43103	IFO 971 SAN PABLO AVE-TRAFFIC SIGNAL CONTROL	100.52
012821-6897	95703	02/12/2021	200-342-43103	PINOLE VALLEY RD & ESTATES AVE-TRAFFIC LIGHT CTRL	61.23
020121-1093	95703	02/12/2021	500-642-43103	W END/HAZEL AVE SEWAGE PLANT	614.34
Vendor PGE01 - PG&E Total:					78,298.78
Vendor: JAR01 - PINOLE GOODYEAR					
028436	95658	02/05/2021	100-343-42107	PUBLIC WORKS 2006 SILVERADO 1195327 TIRES/OIL CHG	505.35
Vendor JAR01 - PINOLE GOODYEAR Total:					505.35
Vendor: 2067 - PIPE AND PLANT SOLUTIONS, INC.					
20497-1	95706	02/12/2021	500-642-42101	CCTV & MANHOLE INSPECTION OF SANITARY SEWER PIPES	35,914.00
Vendor 2067 - PIPE AND PLANT SOLUTIONS, INC. Total:					35,914.00
Vendor: PIT06 - PITNEY BOWES					
011821 STATEMENT	95659	02/05/2021	100-117-42203	ADMIN FINANCE CHARGE ON POSTAGE ACCOUNT	41.32
Vendor PIT06 - PITNEY BOWES Total:					41.32
Vendor: PRO18 - PROTECTION 1 / ADT					
013121 STATEMENT	95707	02/12/2021	209-553-42108	TINY TOTS ALARM SERVICE 2/24-3/23/21	78.45
Vendor PRO18 - PROTECTION 1 / ADT Total:					78.45

Payable Number	Payment Number	Payment Date	Account Number	Description (Payable)	Amount
Vendor: R&S01 - R & S ERECTION OF RICHMOND, INC.					
100303C	95708	02/12/2021	100-231-42108	INSTALL TORSION SPRING 3700 PVR	876.17
Vendor R&S01 - R & S ERECTION OF RICHMOND, INC. Total:					876.17
Vendor: 2025 - RAY MORGAN COMPANY, LLC.					
3197098	95660	02/05/2021	525-118-42107	COPIER CONTRACT BASE/USAGE CHGS 12/15/20-1/14/21	393.86
Vendor 2025 - RAY MORGAN COMPANY, LLC. Total:					393.86
Vendor: 2042 - RECORDS SYSTEMS ASSOCIATES, INC.					
21-01	95661	02/05/2021	100-112-42101	EDMS/ERMS SOFTWARE CONFIGURATION	4,830.40
Vendor 2042 - RECORDS SYSTEMS ASSOCIATES, INC. Total:					4,830.40
Vendor: ROS08 - RSG, INC.					
I006935	95709	02/12/2021	285-464-42101	AFFORDABLE HOUSING RFP/DEVELOPER SELECTION JAN2021	270.00
I006956	95709	02/12/2021	750-463-42101	REAL ESTATE OPEN LISTING BROKER SVCS JANUARY 2021	11,678.75
I006958	95709	02/12/2021	285-464-42101	COMPLIANCE MONITORING YEAR 4 JANUARY 2021	2,890.00
Vendor ROS08 - RSG, INC. Total:					14,838.75
Vendor: 1679 - SAFE BUILT, LLC					
PIN-201031	95710	02/12/2021	100-231-42101	PLAN CHECK SERVICES OCTOBER 2020	1,350.00
PIN-201031	95710	02/12/2021	212-462-42101	PLAN CHECK SERVICES OCTOBER 2020	5,365.45
PIN-201231	95710	02/12/2021	100-231-42101	PLAN CHECK SERVICES- DECEMBER 2020	1,080.00
PIN-201231	95710	02/12/2021	212-462-42101	PLAN CHECK SERVICES- DECEMBER 2020	1,675.20
PIN-20831	95710	02/12/2021	100-231-42101	PLAN CHECK SERVICES AUGUST 2020	930.00
PIN-20831	95710	02/12/2021	212-462-42101	PLAN CHECK SERVICES AUGUST 2020	2,846.29
Vendor 1679 - SAFE BUILT, LLC Total:					13,246.94
Vendor: 1802 - SCHAAF & WHEELER, CONSULTING CIVIL ENGINEERS					
33266	95662	02/05/2021	106-344-47206	ENGINEERING SVCS HAZEL ST DRAIN DESIGN AUG 2020	2,310.00
Vendor 1802 - SCHAAF & WHEELER, CONSULTING CIVIL ENGINEERS Total:					2,310.00
Vendor: 1982 - SHAPE INCORPORATED					
127947	95711	02/12/2021	500-641-42107	NETZSCH ROTOR/STATOR	5,516.03
Vendor 1982 - SHAPE INCORPORATED Total:					5,516.03
Vendor: 1714 - SHERRI D. LEWIS					
PC07PINOLE-FY20/21	95712	02/12/2021	212-461-42514	PLANNING COMMISSION MEETING NOTES 1/25/21	262.50
Vendor 1714 - SHERRI D. LEWIS Total:					262.50
Vendor: SON08 - SONSRAY MACHINERY, LLC.					
P13681-12	95713	02/12/2021	100-345-42107	CUTTING EDGE	-282.50
W05441-12	95713	02/12/2021	100-345-42107	SERVICE INVOICE HYDRAULIC/TRANSMISSION LEAKS	2,877.75
Vendor SON08 - SONSRAY MACHINERY, LLC. Total:					2,595.25
Vendor: SQU00 - SQUARE DEAL GARAGE					
33874	95714	02/12/2021	100-343-42107	PUBLIC WORKS OIL CHANGE 2016 FORD F250 LIC 1493340	52.32
Vendor SQU00 - SQUARE DEAL GARAGE Total:					52.32
Vendor: STA42 - STAPLES BUSINESS CREDIT					
1632893477	95715	02/12/2021	100-115-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	80.06

Payable Number	Payment Number	Payment Date	Account Number	Description (Payable)	Amount
1632893477	95715	02/12/2021	100-115-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	196.64
1632893477	95715	02/12/2021	100-115-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	11.24
1632893477	95715	02/12/2021	100-116-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	67.72
1632893477	95715	02/12/2021	100-117-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	241.24
1632893477	95715	02/12/2021	100-117-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	89.87
1632893477	95715	02/12/2021	100-117-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	7.65
1632893477	95715	02/12/2021	100-117-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	64.69
1632893477	95715	02/12/2021	100-222-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	262.13
1632893477	95715	02/12/2021	100-341-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	196.64
1632893477	95715	02/12/2021	209-553-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	97.40
1632893477	95715	02/12/2021	212-462-42201	1/25/21 STATEMENT CITYWIDE OFFICE SUPPLIES	110.29
Vendor STA42 - STAPLES BUSINESS CREDIT Total:					1,425.57
Vendor: KRI01 - TERRI KRIEGER					
FEB2021	95716	02/12/2021	100-117-41101	FEBRUARY 2021 RETIREE MEDICARE REIMBURSEMENT	220.20
JAN2021	95716	02/12/2021	100-117-41101	JANUARY 2021 RETIREE MEDICARE REIMBURSEMENT	220.20
Vendor KRI01 - TERRI KRIEGER Total:					440.40
Vendor: 2076 - THE TREASURE HUNT					
020421 REFUND	95717	02/12/2021	100-000-31510	OVERPAYMENT OF BUSINESS LICENSE 21-07043	162.00
Vendor 2076 - THE TREASURE HUNT Total:					162.00
Vendor: 1764 - THE VITAMIN SHOPPE					
020421 REFUND	95718	02/12/2021	100-000-31510	REFUND OVERPAYMENT FOR BUSINESS LICENSE 21-08239	11.00
Vendor 1764 - THE VITAMIN SHOPPE Total:					11.00
Vendor: 2075 - THUNDERBOLT COMMUNICATIONS					
020421 REFUND	95719	02/12/2021	100-000-31510	REFUND OVERPAYMENT BUSINESS LICENSE 21-07691	290.00
Vendor 2075 - THUNDERBOLT COMMUNICATIONS Total:					290.00
Vendor: 1496 - THUNDERHEAD PROPERTY, LLC.					
020421 REFUND	95720	02/12/2021	100-000-31510	REFUND OVERPAYMENT BUSINESS LICENSE R21-06260	145.00
Vendor 1496 - THUNDERHEAD PROPERTY, LLC. Total:					145.00
Vendor: TRA20 - TRANSUNION RISK AND ALTERNATIVE DATA					
263397-202101-1	95663	02/05/2021	525-118-42510	PD PERSON SEARCHES JANUARY 2021	109.10
Vendor TRA20 - TRANSUNION RISK AND ALTERNATIVE DATA Total:					109.10
Vendor: 1196 - TYLER BUSINESS FORMS					
54966	95664	02/05/2021	100-115-42201	W-2 & 1099 FORMS	1,043.39
Vendor 1196 - TYLER BUSINESS FORMS Total:					1,043.39
Vendor: UNI38 - UNIVAR USA INC					
48824261	95665	02/05/2021	500-641-44303	SOD HYPO 12.5% LIQUICHLOR K2 BULK NSF LIQ	3,612.59
48897640	95665	02/05/2021	500-641-44303	SOD HYPO 12.5% LIQUICHLOR K2 BULK NSF LIQ	3,536.66
Vendor UNI38 - UNIVAR USA INC Total:					7,149.25
Vendor: UNI07 - UNIVERSAL BUILDING SVCS.					
257653-2	95721	02/12/2021	100-231-42108	FD LYSOL LAUNDRY SANITIZER	55.97

Payable Number	Payment Number	Payment Date	Account Number	Description (Payable)	Amount
259741	95666	02/05/2021	100-222-42108	PD CUSTODIAL SUPPLIES	193.42
Vendor UNI07 - UNIVERSAL BUILDING SVCS. Total:					249.39
Vendor: USB06 - US BANK					
12221 STATEMENT	95722	02/12/2021	100-20018	CITY CREDIT CARD BILLING	8,258.16
434636049	95667	02/05/2021	525-118-42107	CANON COPIERS PAYMENT	2,491.49
Vendor USB06 - US BANK Total:					10,749.65
Vendor: VER02 - VERIZON WIRELESS					
9871322439	95668	02/05/2021	525-118-43101	WIRELESS PHONES/MONITORS 12/16/20-1/15/21	4,609.80
Vendor VER02 - VERIZON WIRELESS Total:					4,609.80
Vendor: VIS01 - VISION SERVICE PLAN					
811202014	95723	02/12/2021	100-110-41003	VISION PREMIUMS JAN 2021	74.44
811202014	95723	02/12/2021	100-111-41003	VISION PREMIUMS JAN 2021	74.44
811202014	95723	02/12/2021	100-112-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	100-113-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	100-115-41003	VISION PREMIUMS JAN 2021	37.22
811202014	95723	02/12/2021	100-116-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	100-221-41003	VISION PREMIUMS JAN 2021	372.20
811202014	95723	02/12/2021	100-222-41003	VISION PREMIUMS JAN 2021	55.83
811202014	95723	02/12/2021	100-223-41003	VISION PREMIUMS JAN 2021	241.93
811202014	95723	02/12/2021	100-231-41003	VISION PREMIUMS JAN 2021	204.71
811202014	95723	02/12/2021	100-341-41003	VISION PREMIUMS JAN 2021	55.83
811202014	95723	02/12/2021	100-343-41003	VISION PREMIUMS JAN 2021	130.27
811202014	95723	02/12/2021	100-465-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	105-221-41003	VISION PREMIUMS JAN 2021	111.66
811202014	95723	02/12/2021	105-231-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	106-222-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	106-231-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	204-227-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	209-551-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	209-552-41003	VISION PREMIUMS JAN 2021	37.22
811202014	95723	02/12/2021	209-554-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	212-461-41003	VISION PREMIUMS JAN 2021	18.61
811202014	95723	02/12/2021	212-462-41003	VISION PREMIUMS JAN 2021	37.22
811202014	95723	02/12/2021	500-641-41003	VISION PREMIUMS JAN 2021	148.88
811202014	95723	02/12/2021	500-642-41003	VISION PREMIUMS JAN 2021	55.83
811202014	95723	02/12/2021	505-119-41003	VISION PREMIUMS JAN 2021	37.22
811202014	95723	02/12/2021	998-20106	VISION PREMIUMS JAN 2021	37.22
811202014	95723	02/12/2021	998-20106	VISION PREMIUMS JAN 2021	74.44
811460450	95669	02/05/2021	100-110-41003	VISION PLAN COVERAGE BILLING FEB 2021	74.44
811460450	95669	02/05/2021	100-111-41003	VISION PLAN COVERAGE BILLING FEB 2021	74.44
811460450	95669	02/05/2021	100-112-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	100-113-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	100-115-41003	VISION PLAN COVERAGE BILLING FEB 2021	74.44
811460450	95669	02/05/2021	100-116-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	100-221-41003	VISION PLAN COVERAGE BILLING FEB 2021	353.59
811460450	95669	02/05/2021	100-222-41003	VISION PLAN COVERAGE BILLING FEB 2021	55.83
811460450	95669	02/05/2021	100-223-41003	VISION PLAN COVERAGE BILLING FEB 2021	241.93
811460450	95669	02/05/2021	100-231-41003	VISION PLAN COVERAGE BILLING FEB 2021	167.49
811460450	95669	02/05/2021	100-341-41003	VISION PLAN COVERAGE BILLING FEB 2021	55.83

Payable Number	Payment Number	Payment Date	Account Number	Description (Payable)	Amount
811460450	95669	02/05/2021	100-343-41003	VISION PLAN COVERAGE BILLING FEB 2021	130.27
811460450	95669	02/05/2021	100-465-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	105-221-41003	VISION PLAN COVERAGE BILLING FEB 2021	111.66
811460450	95669	02/05/2021	105-231-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	106-222-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	106-231-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	204-227-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	209-551-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	209-552-41003	VISION PLAN COVERAGE BILLING FEB 2021	37.22
811460450	95669	02/05/2021	209-554-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	212-461-41003	VISION PLAN COVERAGE BILLING FEB 2021	18.61
811460450	95669	02/05/2021	212-462-41003	VISION PLAN COVERAGE BILLING FEB 2021	37.22
811460450	95669	02/05/2021	500-641-41003	VISION PLAN COVERAGE BILLING FEB 2021	148.88
811460450	95669	02/05/2021	500-642-41003	VISION PLAN COVERAGE BILLING FEB 2021	55.83
811460450	95669	02/05/2021	505-119-41003	VISION PLAN COVERAGE BILLING FEB 2021	37.22
811460450	95669	02/05/2021	998-20106	VISION PLAN COVERAGE BILLING FEB 2021	55.83
Vendor VIS01 - VISION SERVICE PLAN Total:					3,908.10
Vendor: 1520 - WEX BANK					
70029445	95724	02/12/2021	100-221-44301	PD CHEVRON FUEL PURCHASES	45.00
Vendor 1520 - WEX BANK Total:					45.00
Vendor: XER01 - XEROX CORPORATION					
012417301	95670	02/05/2021	525-118-42107	CITY HALL 1ST FLOOR XEROX AGREEMENT DECEMBER 2020	288.02
012417302	95670	02/05/2021	525-118-42107	SENIOR CENTER XEROX AGREEMENT DECEMBER 2020	213.68
012417303	95670	02/05/2021	525-118-42107	YOUTH CENTER XEROX AGREEMENT DECEMBER 2020	192.85
Vendor XER01 - XEROX CORPORATION Total:					694.55
Grand Total:					497,808.46

Report Summary

Fund Summary

Fund	Payment Amount
100 - General Fund	215,701.53
105 - Measure S -2006	670.43
106 - MEASURE S-2014	5,917.78
200 - Gas Tax Fund	18,084.05
201 - Restricted Real Estate Maintenance Fund	1,028.64
204 - Police Grants	78.59
207 - NPDES Storm Water Fund	368.89
209 - Recreation Fund	6,075.95
212 - Building & Planning	50,343.98
215 - Measure C and J Fund	35.08
285 - Housing Land Held for Resale	3,337.30
310 - Lighting & Landscape Districts	18,313.71
325 - City Street Improvements	7,343.98
500 - Sewer Enterprise Fund	130,468.09
505 - Cable Access TV	221.51
525 - Information Systems	27,692.16
722 - Community Assistance Program	219.40
750 - Recognized Obligation Retirement Fund	11,739.90
998 - Payroll Clearing	167.49
Grand Total:	497,808.46

Account Summary

Account Number	Account Name	Payment Amount
100-000-31510	Other Tax/Business License	686.00
100-10601	Gas Tanks/Corp Yard	5,034.34
100-110-41003	Emp Benefits/Vision Care	148.88
100-110-41005	Emp Benefits/Employee A...	58.35
100-110-42201	Office Expense	902.23
100-110-43103	Utilities/Electricity & Pow...	59.78
100-111-41003	Emp Benefits/Vision Care	148.88
100-111-41005	Emp Benefits/Employee A...	46.68
100-111-43103	Utilities/Electricity & Pow...	78.65
100-112-41003	Emp Benefits/Vision Care	37.22
100-112-41005	Emp Benefits/Employee A...	11.67
100-112-42101	Prof Svcs/Professional Ser...	4,830.40
100-112-42514	Admin Exp/Special Depart	37.61
100-112-43103	Utilities/Electricity & Pow...	86.52
100-113-41003	Emp Benefits/Vision Care	37.22
100-113-41005	Emp Benefits/Employee A...	11.67
100-114-42102	Prof Svcs/Attorney Servic...	125,792.81
100-115-41003	Emp Benefits/Vision Care	111.66
100-115-41005	Emp Benefits/Employee A...	23.34
100-115-42101	Prof Svcs/Professional Ser...	8,582.87
100-115-42201	Office Expense	1,418.57
100-115-43103	Utilities/Electricity & Pow...	215.51
100-116-41003	Emp Benefits/Vision Care	37.22
100-116-41005	Emp Benefits/Employee A...	11.67
100-116-42101	Prof Svcs/Professional Ser...	594.50
100-116-42201	Office Expense	67.72
100-116-43103	Utilities/Electricity & Pow...	62.92
100-117-41101	Retiree Benefits/Medical-...	2,195.80
100-117-42201	Office Expense	403.45
100-117-42203	Office Exp/Shipping & Mai...	41.32
100-117-42511	Admin Exp/Equipment Re...	137.70
100-117-43103	Utilities/Electricity & Pow...	700.03
100-117-43105	Utilities/Cable	29.83
100-20014	Accounts Payable/Sales T...	608.48

Account Summary

Account Number	Account Name	Payment Amount
100-20018	Accounts Payable/CalCard	8,258.16
100-221-41003	Emp Benefits/Vision Care	725.79
100-221-41005	Emp Benefits/Employee A...	198.39
100-221-41008	Emp Benefits/Long Term ...	504.90
100-221-42101	Prof Svcs/Professional Ser...	66.00
100-221-42107	Prof Svcs/Equipment Mai...	80.00
100-221-42514	Admin Exp/Special Depart	457.01
100-221-44301	Other Materials Supp/Fuel	45.00
100-222-41003	Emp Benefits/Vision Care	111.66
100-222-41005	Emp Benefits/Employee A...	35.01
100-222-42101	Prof Svcs/Professional Ser...	12,689.90
100-222-42108	Prof Svcs/Building-Structu...	7,263.58
100-222-42201	Office Expense	262.13
100-222-42514	Admin Exp/Special Depart	37.54
100-222-43103	Utilities/Electricity & Pow...	2,640.86
100-223-41003	Emp Benefits/Vision Care	483.86
100-223-41005	Emp Benefits/Employee A...	151.71
100-223-41008	Emp Benefits/Long Term ...	258.00
100-223-43103	Utilities/Electricity & Pow...	528.17
100-231-41003	Emp Benefits/Vision Care	372.20
100-231-41005	Emp Benefits/Employee A...	128.37
100-231-41008	Emp Benefits/Long Term ...	324.50
100-231-42101	Prof Svcs/Professional Ser...	3,475.00
100-231-42107	Prof Svcs/Equipment Mai...	473.44
100-231-42108	Prof Svcs/Building-Structu...	3,977.27
100-231-43103	Utilities/Electricity & Pow...	2,112.68
100-231-43105	Utilities/Cable	54.35
100-341-41003	Emp Benefits/Vision Care	111.66
100-341-41005	Emp Benefits/Employee A...	35.01
100-341-42201	Office Expense	196.64
100-343-41003	Emp Benefits/Vision Care	260.54
100-343-41005	Emp Benefits/Employee A...	81.69
100-343-42107	Prof Svcs/Equipment Mai...	557.67
100-343-42108	Prof Svcs/Building-Structu...	2,117.65
100-343-43102	Utilities/Water	155.36
100-343-43103	Utilities/Electricity & Pow...	1,392.55
100-343-44410	Safety Clothing	1,385.90
100-345-42107	Prof Svcs/Equipment Mai...	2,595.25
100-345-42108	Prof Svcs/Building-Structu...	6,146.46
100-345-43102	Utilities/Water	822.14
100-345-43103	Utilities/Electricity & Pow...	827.14
100-465-41003	Emp Benefits/Vision Care	37.22
100-465-41005	Emp Benefits/Employee A...	11.67
105-115-42101	Prof Svcs/Professional Ser...	150.00
105-221-41003	Emp Benefits/Vision Care	223.32
105-221-41005	Emp Benefits/Employee A...	70.02
105-221-41008	Emp Benefits/Long Term ...	178.20
105-231-41003	Emp Benefits/Vision Care	37.22
105-231-41005	Emp Benefits/Employee A...	11.67
106-115-42101	Prof Svcs/Professional Ser...	150.00
106-222-41003	Emp Benefits/Vision Care	37.22
106-222-41005	Emp Benefits/Employee A...	11.67
106-231-41003	Emp Benefits/Vision Care	37.22
106-231-41005	Emp Benefits/Employee A...	11.67
106-344-47206	Improvements/Storm Dra...	2,310.00
106-345-47203	Improvements/Parks	3,360.00
200-342-42101	Prof Svcs/Professional Ser...	16,166.08
200-342-42108	Prof Svcs/Building-Structu...	465.64

Account Summary

Account Number	Account Name	Payment Amount
200-342-42514	Admin Exp/Special Depart	2.94
200-342-43103	Utilities/Electricity & Pow...	1,449.39
201-343-42108	Prof Svcs/Building-Structu...	532.60
201-343-43103	Utilities/Electricity & Pow...	496.04
204-227-41003	Emp Benefits/Vision Care	37.22
204-227-41005	Emp Benefits/Employee A...	11.67
204-227-41008	Emp Benefits/Long Term ...	29.70
207-344-42101	Prof Svcs/Professional Ser...	368.89
209-20014	Accounts Payable/Sales T...	284.00
209-551-41003	Emp Benefits/Vision Care	37.22
209-551-41005	Emp Benefits/Employee A...	11.67
209-552-41003	Emp Benefits/Vision Care	74.44
209-552-41005	Emp Benefits/Employee A...	23.34
209-552-42108	Prof Svcs/Building-Structu...	1,083.44
209-552-42514	Admin Exp/Special Depart	1,711.00
209-552-43103	Utilities/Electricity & Pow...	1,091.26
209-552-43810	Program Cost/Center Mai...	135.00
209-553-41005	Emp Benefits/Employee A...	11.67
209-553-42108	Prof Svcs/Building-Structu...	476.45
209-553-42201	Office Expense	97.40
209-554-41003	Emp Benefits/Vision Care	37.22
209-554-41005	Emp Benefits/Employee A...	11.67
209-554-42108	Prof Svcs/Building-Structu...	156.68
209-554-43103	Utilities/Electricity & Pow...	82.48
209-557-42108	Prof Svcs/Building-Structu...	206.00
209-557-43103	Utilities/Electricity & Pow...	72.20
209-559-43103	Utilities/Electricity & Pow...	472.81
212-461-41003	Emp Benefits/Vision Care	37.22
212-461-41005	Emp Benefits/Employee A...	11.67
212-461-42101	Prof Svcs/Professional Ser...	39,186.25
212-461-42514	Admin Exp/Special Depart	681.90
212-461-43103	Utilities/Electricity & Pow...	94.39
212-462-41003	Emp Benefits/Vision Care	74.44
212-462-41005	Emp Benefits/Employee A...	23.34
212-462-42101	Prof Svcs/Professional Ser...	9,886.94
212-462-42201	Office Expense	110.29
212-462-43103	Utilities/Electricity & Pow...	237.54
215-341-43103	Utilities/Electricity & Pow...	35.08
285-464-42101	Prof Svcs/Professional Ser...	3,258.65
285-464-43103	Utilities/Electricity & Pow...	78.65
310-347-42101	Prof Svcs/Professional Ser...	1,896.96
310-347-42108	Prof Svcs/Building-Structu...	60.00
310-347-43103	Utilities/Electricity & Pow...	386.71
310-348-42101	Prof Svcs/Professional Ser...	158.08
310-348-42108	Prof Svcs/Building-Structu...	65.00
310-348-43103	Utilities/Electricity & Pow...	15,746.96
325-342-47205	Improvements/Streets	7,343.98
500-10601	Gas Tanks/Corp Yard	3,152.04
500-20014	Accounts Payable/Sales T...	125.52
500-641-41003	Emp Benefits/Vision Care	297.76
500-641-41005	Emp Benefits/Employee A...	105.03
500-641-42107	Prof Svcs/Equipment Mai...	19,881.44
500-641-42201	Office Expense	87.24
500-641-43103	Utilities/Electricity & Pow...	48,489.11
500-641-44302	Other Materials Supp/Slu...	12,638.95
500-641-44303	Other Materials Supp/Ch...	7,149.25
500-641-44305	Other Materials Supp/Lab...	1,343.15
500-641-44410	Safety Clothing	223.84

Account Summary

Account Number	Account Name	Payment Amount
500-642-41003	Emp Benefits/Vision Care	111.66
500-642-41005	Emp Benefits/Employee A...	35.01
500-642-42101	Prof Svcs/Professional Ser...	35,914.00
500-642-42108	Prof Svcs/Building-Structu...	176.47
500-642-43103	Utilities/Electricity & Pow...	737.62
505-119-41003	Emp Benefits/Vision Care	74.44
505-119-41005	Emp Benefits/Employee A...	23.34
505-119-43103	Utilities/Electricity & Pow...	123.73
525-118-42107	Prof Svcs/Equipment Mai...	3,579.90
525-118-42510	Admin Exp/Software Purch	771.51
525-118-43101	Utilities/Telephone	14,537.28
525-118-47102	FF&E/Computer Equipme...	8,803.47
722-20431	Deferred Rev/CAP Donati...	219.40
750-463-42101	Prof Svcs/Professional Ser...	11,739.90
998-20106	Sal & Ben Payable/Vision ...	167.49
	Grand Total:	497,808.46

Project Account Summary

Project Account Key	Payment Amount
None	497,808.46
Grand Total:	497,808.46

Approved By:  Date: 2-11-2021



CITY COUNCIL REPORT

7C

DATE: FEBRUARY 16, 2021

TO: HONORABLE MAYOR AND COUNCIL MEMBERS

FROM: ERIC CASHER, CITY ATTORNEY

BY: ALEX MOG, ASSISTANT CITY ATTORNEY

SUBJECT: RESOLUTION CONFIRMING CONTINUED EXISTENCE OF LOCAL EMERGENCY

RECOMMENDATION

Staff recommends that the City Council adopt a resolution confirming the continued existence of a local emergency.

BACKGROUND & DISCUSSION

On March 18, 2020, the City Manager, acting as Director of Emergency Services, proclaimed a local emergency pursuant to California Government Code Section 8630 and Pinole Municipal Code Chapter 2.32. The emergency declaration was based on public health and safety concerns for persons and property within the City as a consequence of the global spread of novel coronavirus 2019 ("COVID-19"), including confirmed cases in Contra Costa County, as well as, the Contra Costa County Department of Health's shelter in place order dated March 16, 2020. The City Council subsequently adopted a resolution affirming the City Manager's emergency declaration.

The California Emergency Services Act requires the City Council to review the need for continuing the local emergency at least once every 60 days. Although the local emergency does not end until terminated by the City Council, the Pinole Municipal Code requires the City Council to review the need for continuing the local emergency every 14 days. The City Council has confirmed the continued existence of the local emergency multiple times since the emergency was first declared, most recently on February 2, 2021.

The trends regarding the spread of COVID-19 have been positive in recent weeks, and virus is spreading slower than at any point since the middle of November. There have now been over 60,000 cases of COVID-19 within the County and approximately 560 deaths. While this is an increase of approximately 10% in two weeks, that is significantly slower growth than was seen during December and January. In Pinole, the rate of new cases over the last 14 days is approximately 315 new cases per 100,000 people. That rate is approximately 50% lower than the rate

that existed two weeks ago. This is consistent with the trend for Contra Costa County and the overall region.

There has also been progress on the administration of the COVID-19 vaccine, with the rate of inoculation increasing. The County estimates that approximately 15% of residents over the age of 16 have now received the first dose of the vaccine. However, it will likely be months before most of the population has receives a vaccine.

Additional statistical information regarding COVID-19 within the County is available on the County's website at <https://www.coronavirus.cchealth.org/overview>. Additional health information regarding COVID-19, including vaccines, is available from the County's COVID-19 website at <https://www.coronavirus.cchealth.org/>. Information specific to the City of Pinole is available on the City's website at https://www.ci.pinole.ca.us/city_government/coronavirus_covid_19.

In response to improving ICU capacity, the Governor recently lifted his Regional Shelter In Place Order. However, Contra Costa County remains within the "widespread" tier in the State's four tier blueprint for a safer economy due to the significant prevalence of COVID-19. The "widespread" tier, also known as the purple tier, is the strictest tier. This means that the State considers COVID-19 to be a serious risk to public safety. Many activities remain prohibited or subject to strict restrictions.

Public health and safety concerns for persons and property within the City as a consequence of the global spread of novel coronavirus 2019 continue to exist.

If the proposed resolution is adopted, the City Council will confirm the continued existence of the local emergency. In accordance with state law and the Municipal Code, the City Council will review the emergency declaration periodically until the conditions warrant a termination of the emergency declaration.

FISCAL IMPACT

There is no direct fiscal impact from the adoption of the resolution ratifying a local emergency. However, the City will consider all options available to seek reimbursement for indirect expenses and fiscal impacts through the appropriate authorities.

ATTACHMENTS

- A. Resolution Confirming Continued Existence of Local Emergency

CITY OF PINOLE**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PINOLE
CONFIRMING THE CONTINUED EXISTENCE OF A LOCAL EMERGENCY DUE
TO COVID-19**

WHEREAS, Government Code Section 8630 and Pinole Municipal Code Section 2.32.060 authorize the Director of Emergency Service to proclaim a local emergency when conditions of disaster or extreme peril to the safety of persons and property within the territorial limits of a city exist if the City Council is not in session and provides that the City Council shall ratify the proclamation within seven days thereafter; and

WHEREAS, in accordance with Government Code Section 8630 and Pinole Code Section 2.32.060, the Director of Emergency Services proclaimed the existence of a local emergency caused by the Novel Coronavirus (COVID-19), a respiratory disease first identified in China that may result in serious illness or death that is easily transmissible from person to person, on March 18; and

WHEREAS, on March 24, the City Council ratified and confirmed the proclamation of the existence of a local emergency issued by the Director of Emergency Services; and

WHEREAS, pursuant to Government Code Section 8630 and Pinole Municipal Code Section 2.32.060, the City Council must periodically review the need for continuing the local emergency; and

WHEREAS, the conditions that prompted the original declaration of a local emergency continue to exist; and

WHEREAS, the recitals contained in Resolution No. 2020-13, adopted by the City Council on March 24, are incorporated into this Resolution as if stated herein; and

WHEREAS, while the rate of new cases of COVID-19 is decreasing throughout California, including within Contra Costa County, the rate remains high; and

WHEREAS, there have now been over 59,000 cases of COVID-19 and approximately 560 deaths within the County, an increase of approximately 10% in the last 2 weeks; and

WHEREAS, the rate of new cases in Pinole over the last 14 days is approximately 315 per 100,000 people, which is approximately 50% lower than the rate that existed two weeks ago, but still significantly higher than over the fall or summer; and

WHEREAS, although the Governor recently lifted his Regional Shelter In Place Order, Contra Costa County remains within the “widespread” tier in the State’s four tier blueprint for a safer economy due to the significant prevalence of COVID-19; and

WHEREAS, although administration of the COVID-19 vaccine has begun, supplies are limited and it will be months before most of the population has receives a vaccine; and

WHEREAS, the public health and safety concerns for persons and property within the City as a consequence of the global spread of COVID-19 continue to exist; and

WHEREAS, in order to prevent the spread of COVID-19, the City and its residents must continue to take serious precautions; and

WHEREAS, the health, safety, and welfare of Pinole residents, businesses, visitors, and staff is of utmost importance to the City and additional future measures may be needed to protect the community; and

WHEREAS, the City may require additional assistance in the future, and a formal declaration of emergency allows the City to access resources in a timely manner in a timely fashion; and

WHEREAS, the City Council finds that conditions of extreme peril to the safety of persons and property within the territorial limits of the City related to COVID-19 pandemic continue in existence; and

WHEREAS, the City Council finds that extraordinary measures are required to protect the public health, safety, and of persons and property within the City that are or are likely to be beyond the control or capability of the services, personnel, equipment, and facilities of the City; and

WHEREAS, the City Council have continued existence of a local emergency periodically since it was first declared on March 18, 2020; and

WHEREAS, the City Council desires to confirm the continued existence of a local emergency within Pinole due to COVID-19.

NOW, THEREFORE, BE IT RESOLVED that the Council of the City of Pinole hereby declares as follows:

1. The local emergency declared by Resolution No. 2020-13 due to the COVID-19 Pandemic continues to exist within the City of Pinole.
2. During the existence of the declared local emergency, the powers, functions, and duties of the City Manager, acting as Director of Emergency Services, and the emergency organization of this City shall be those prescribed by State law and by ordinances and resolutions of the City of Pinole.
3. The declaration of local emergency shall remain in effect until such time that the Council determines that the emergency conditions have been abated.

PASSED AND ADOPTED at a regular meeting of the Pinole City Council held on the 16th day of February, 2021, by the following vote:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

ABSTAIN: COUNCILMEMBERS:

I hereby certify that the foregoing resolution was introduced, passed, and adopted on the 16th day of February, 2021.

Heather Iopu, CMC
City Clerk



CITY COUNCIL REPORT

7D

DATE: FEBRUARY 16, 2021

TO: MAYOR AND COUNCIL MEMBERS

**FROM: MARKISHA GUILLORY, FINANCE DIRECTOR
ROY SWEARINGEN, CITY TREASURER**

**SUBJECT: RECEIVE THE QUARTERLY INVESTMENT REPORT FOR THE
QUARTER ENDING DECEMBER 31, 2020**

RECOMMENDATION

Receive the Quarterly Investment Report for the quarter ending December 31, 2020.

BACKGROUND

The City of Pinole Investment Policy requires that a Quarterly Investment Report be submitted to the City Council. The attached Investment Report for the quarter ended December 31, 2020 conforms to the City's Investment Policy as well as all applicable State and federal requirements, particularly California Government Code Section 53646.

The funds that the City invests, and which are reported in the Quarterly Investment Report, are comprised of cash and investment balances across all City funds. For example, the City's General Fund (Fund 100) has cash and investments of \$3,056,405 which is part of the total General Fund fund balance. (In addition to cash and investments, fund balance also includes receivables.) The Sewer Funds (Fund 500 and 503) have cash and investments of \$17,275,228. The cash and investment balances across all City funds are "pooled" for investment purposes, with the exception of the General Reserve, which is discussed further below. Interest earned on investments is allocated to the various funds based on the cash balances of those funds.

The City also maintains a Pension Section 115 Trust, adopted by the City Council on June 19, 2018, established for the purpose of setting aside resources to offset anticipated significant increases in future City pension costs. The cash and investments in the Trust are designated as restricted fund balance in the City's General Fund. These funds are invested according to the policy objectives and guidelines of the City's Pension Investment Policy, which is separate from the City's general Investment Policy under which pooled cash is invested.

REVIEW AND ANALYSIS

All investments held at December 31, 2020 conform to the City's Investment Policy and all applicable State and federal requirements.

Investment Instruments

The City Treasurer and Finance Director select the instruments in which to invest the City's funds in order to best meet the objectives laid out in the City's Investment Policy. The balances held in different investment instruments at December 31, 2020 are noted in Attachment A and summarized in the table below. The bulk of the City's investment funds are invested in the State of California's Local Agency Investment Fund (LAIF), because of the safety and liquidity of the investment pool. LAIF and other pooled funds (CalTrust) make up 65.22% of the City's investment portfolio. Money Market and mutual funds comprise 19.71% and are maintained for cashflow purposes. Long-term investments (those with maturities greater than one year, such as Certificates of Deposit, Medium-Term Corporate Notes, and Federal Agency Securities) make up 15.07% of the City's portfolio. These long-term investments yield greater interest earnings for funds that are not needed for short-term cash flow purposes.

Funds in the City's General Reserve are maintained in an account that is separate from the rest of the pooled funds. This enables the Finance Director to implement a directed investment plan for the General Reserve funds. The City's practice has been to invest these funds in instruments with longer duration, thereby yielding greater investment earnings.

Investments	Market Value	% of Portfolio
Investment Pool - LAIF	25,866,402	57.71%
Investment Pool - CalTrust	3,367,705	7.51%
Money Market Savings	8,105,188	18.08%
Mutual Funds	731,717	1.63%
Certificates of Deposit	3,952,979	8.82%
Medium-Term Corporate Notes	2,299,585	5.13%
Federal Agency Securities	500,695	1.12%
Investment Total	\$ 44,824,272	100.00%

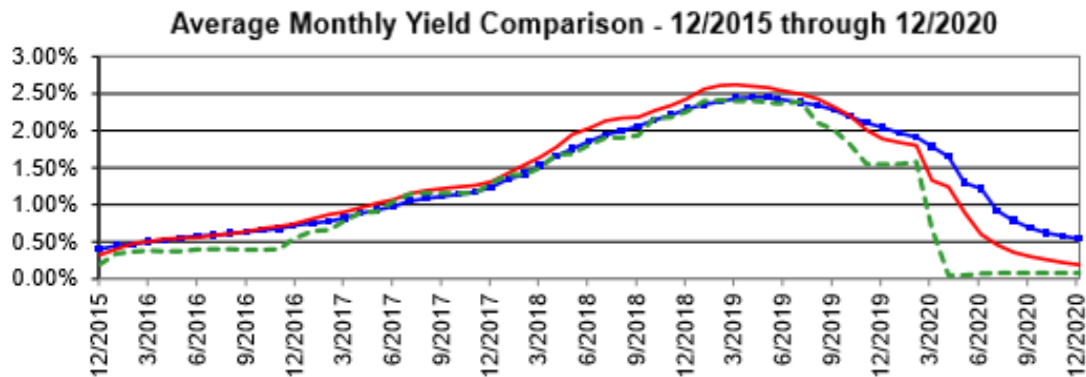
Investment Yield and Duration

The aggregate yield of the City's investment portfolio for the quarter ended December 31, 2020 was 1.019%, summarized in the table below. LAIF yields have decreased over the past year and are lower than long-term investment yields in most cases. Money market savings accounts earned 0.030% interest. Long-term investments yielded 1.588% on average. Earnings on investments held until maturity typically fluctuate with market conditions and are considered "unrealized" prior to maturity. The City expects to yield a gain on all investments at maturity.

Investments	December 31, 2020 Yield	December 31, 2019 Yield
Investment Pool - LAIF	0.540	2.040
Investment Pool - CalTrust	0.220	1.765
Money Market Savings	0.030	0.063

Mutual Funds	0.995	1.595
Certificates of Deposit	1.553	2.023
Medium-Term Corporate Notes	2.530	2.543
Federal Agency Securities	0.680	1.520
Average Yield	1.019	1.600

The Federal Reserve has kept interest rates relatively unchanged since March 2020. The Federal Funds yield has historically been similar to LAIF's yield (Pooled Money Investment Account (PMIA)) (see chart below). Currently the Federal Funds yield is below LAIF.



Cash Flows

The funds held in investments, as well as the very small amount of funds that the City maintains in traditional bank savings accounts with Mechanics Bank and which are not reported in the Quarterly Investment Report, provide the working capital for the City's operations. There are sufficient funds as of December 31, 2020 to cover anticipated expenditures through the next six months.

Investment Strategy

The City utilizes a passive investment management approach by buying and holding securities until maturity. A "laddered maturity" investment strategy is applied to the long-term portion of our investment portfolio. A laddered portfolio is structured with securities that have different maturity dates. As securities are called or mature, proceeds are reinvested in a new security with another long term at the end of the ladder. Laddering helps to minimize interest-rate risk, increase liquidity, and diversify credit risk.

Staff continues to monitor rates of return on City funds invested and make modifications to best achieve the objectives laid out in the Investment Policy.

Pension Section 115 Trust

The Pension Section 115 Trust comprises a diversified portfolio of investments consistent with the Trust's objectives and liquidity requirements. The portfolio summary for the quarter ending December 31, 2020 is included as an attachment (B) to this report.

FISCAL IMPACT

There is no fiscal impact from receiving the Quarterly Investment Report.

ATTACHMENTS

- A. Investment Report - Quarter Ending December 31, 2020
- B. Pension Section 115 Trust Investment Report – Quarter Ending December 31, 2020

**CITY OF PINOLE
INVESTMENT REPORT DECEMBER 2020
PORTFOLIO SUMMARY**

Investments	Par Value	Market Value	Book Value	% of Portfolio	Days to Maturity	Yield	Weighted Average Maturity
Investment Pool - LAIF	25,866,402	25,866,402	25,866,402	57.71%	1	0.540	1
Investment Pool - CalTrust	3,367,705	3,367,705	3,367,705	7.51%	1	0.220	0
Money Market Savings	8,105,188	8,105,188	8,105,188	18.08%	1	0.030	0
Mutual Funds	731,717	731,717	731,717	1.63%	1	0.995	0
Certificates of Deposit	3,843,000	3,952,979	3,952,979	8.82%	880	1.553	5
Medium-Term Corporate Notes	2,250,000	2,299,585	2,299,585	5.13%	385	2.530	6
Federal Agency Securities	500,000	500,695	500,695	1.12%	1,622	0.680	18
Subtotal Investments	\$ 44,664,013	\$ 44,824,272	44,824,272	100.00%	482	1.019	5

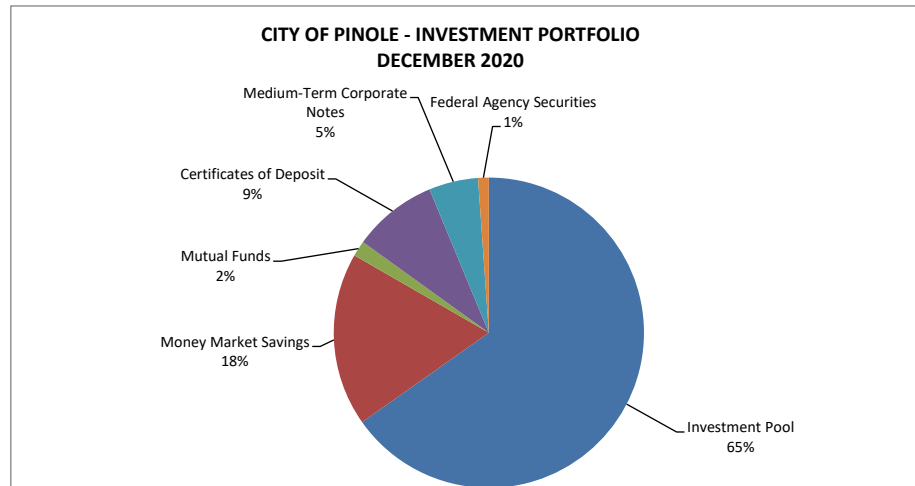
Average Years:	1.3
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Cash							
Mechanics Bank - Vendor Checking *	1,361,401	1,361,401	1,361,401		1		
Bank of the West - Payroll Checking *	543,996	543,996	543,996		1		
Bank of the West - Checking (Credit Card Clearing) *	258,495	258,495	258,495		1		
Subtotal Cash	2,163,892	2,163,892	2,163,892		1		

Total Cash and Investments	\$ 46,827,905	\$ 46,988,164	\$ 46,988,164
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*Not included in yield calculations

The above investments are consistent with the City's Investment Policy and allowable under current legislation of the State of California. Investments were selected using safety, liquidity and yield as the criteria. The source of the market values for the investments are provided by US Bank in accordance with the California Government Code requirement. The City has sufficient cash flow to cover anticipated expenditures through the next six months.



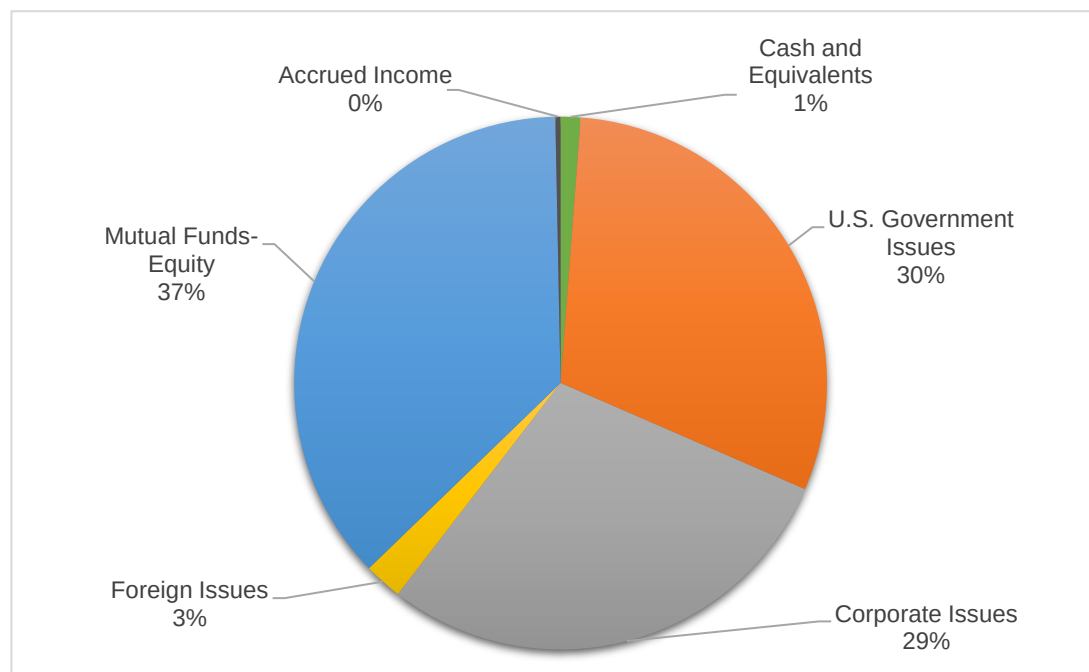
CITY OF PINOLE
INVESTMENT REPORT DECEMBER 2020
PORTFOLIO DETAILS

Type / Account Number	CUSIP	Issuer	Investment Description	Manager	GL Acct #	Par Value	Market Value	Book Value	Rate	Yield	Days to Maturity	S&P Rating	Maturity Date	Weighted Average Maturity
Investment Pool														
		Local Agency Investment Fund (LAIF)	Pooled Treasury - State of California	LAIF	999-10201	25,866,402	25,866,402	25,866,402	0.540	0.540	1	N/A		1
		CalTrust - Short Term Fund (City)	Pooled Treasury - Joint Power Financing Authority	CalTrust	999-10202	24,524	24,524	24,524	0.300	0.300	1	N/A		0
		CalTrust - Medium Term Fund (City)	Pooled Treasury - Joint Power Financing Authority	CalTrust	999-10203	3,343,181	3,343,181	3,343,181	0.140	0.140	1	N/A		0
			Subtotal and Average			29,234,108	29,234,108	29,234,108		0.327	1			0
Money Market Savings														
		Mechanics Bank	Money Market Savings (City)	City	999-10102	6,166,456	6,166,456	6,166,456	0.050	0.050	1	N/A		0
		Bank of the West	Money Market Savings - Police Evidence Trust	City	999-10104	107,761	107,761	107,761	0.010	0.010	1	N/A		0
84501100	999491905	Wells Fargo Bank	Money Market - WPCP Escrow	Wells Fargo	503-10302	1,830,972	1,830,972	1,830,972	0.030	0.030	1	N/A		0
			Subtotal and Average			8,105,188	8,105,188	8,105,188	0.030	0.030	1			0
Mutual Funds														
19-516680		U.S. Bank	Accrued Income - City Reserve	US Bank	150-10110	24,610	24,610	24,610	1.980	1.980	1	N/A		0
19-516680	31846V203	1st American Government Obligation Fund	Mutual Fund Shares - Class "D" - City Reserve	US Bank	150-10110	707,107	707,107	707,107	0.010	0.010	1	N/A		0
			Subtotal and Average			731,717	731,717	731,717	0.995	0.995	1			0
Certificates of Deposit														
19-516680	02007GLR2	Ally Bank	Certificates of Deposit - City Reserves	US Bank	150-10110	247,000	254,168	254,168	1.800	1.750	620	N/A	9/12/2022	4
19-516680	064520BG3	Bank of Princeton	Certificates of Deposit - City Reserves	US Bank	150-10110	250,000	252,020	252,020	0.500	0.500	1,460	N/A	12/30/2024	8
19-516680	05580ATL8	Bmw Bank North America	Certificates of Deposit - City Reserves	US Bank	150-10110	247,000	255,203	255,203	1.800	1.740	712	N/A	12/13/2022	4
19-516680	140420A59	Capital One Bank	Certificates of Deposit - City Reserves	US Bank	150-10110	248,000	250,078	250,078	1.600	1.590	215	N/A	8/3/2021	1
19-516680	29976DQ86	Everbank Jacksonville FL	Certificates of Deposit - City Reserves	US Bank	150-10110	125,000	126,130	126,130	1.500	1.490	224	N/A	8/12/2021	1
19-516680	38149MAY9	Goldman Sachs BK USA New York	Certificates of Deposit - City Reserves	US Bank	150-10110	246,000	260,706	260,706	2.600	2.450	886	N/A	6/5/2023	5
19-516680	58404DFE6	Medallion Bk Salt Lake City	Certificates of Deposit - City Reserves	US Bank	150-10110	249,000	255,890	255,890	1.700	1.650	627	N/A	9/19/2022	4
19-516680	59013KCZ7	Merrick Bank	Certificates of Deposit - City Reserves	US Bank	150-10110	249,000	259,142	259,142	1.650	1.580	1,002	N/A	9/29/2023	6
19-516680	61690UGW4	Morgan Stanley Bank Na	Certificates of Deposit - City Reserves	US Bank	150-10110	246,000	260,721	260,721	2.600	2.450	887	N/A	6/6/2023	5
19-516680	61760AF46	Morgan Stanley Private Bk Natlassn	Certificates of Deposit - City Reserves	US Bank	150-10110	246,000	260,721	260,721	2.600	2.450	887	N/A	6/6/2023	5
19-516680	70212VAB4	Partners Bk helena Ark	Certificates of Deposit - City Reserves	US Bank	150-10110	247,000	249,354	249,354	0.600	0.590	1,642	N/A	6/30/2025	9
19-516680	84223QAN7	Southern Bankcorp Bank	Certificates of Deposit - City Reserves	US Bank	150-10110	250,000	252,120	252,120	0.500	0.500	1,394	N/A	10/25/2024	8
19-516680	856285QG9	State Bk Indiana New York N Y	Certificates of Deposit - City Reserves	US Bank	150-10110	250,000	253,353	253,353	1.000	0.990	1,638	N/A	6/26/2025	9
19-516680	85916VDN2	Sterling Bank of Poplar Bluff	Certificates of Deposit - City Reserves	US Bank	150-10110	247,000	256,944	256,944	1.650	1.590	991	N/A	9/18/2023	6
19-516680	9497485W3	Wells Fargo Bank	Certificates of Deposit - City Reserves	US Bank	150-10110	249,000	250,803	250,803	1.750	1.740	168	N/A	6/17/2021	1
19-516680	949495AF2	Wells Fargo Bank Natl Bk West	Certificates of Deposit - City Reserves	US Bank	150-10110	247,000	255,628	255,628	1.850	1.790	729	N/A	12/30/2022	4
			Subtotal and Average			3,843,000	3,952,979	3,952,979	1.606	1.553	880			5
Medium-Term Corporate Notes														
19-516680	037833BS8	Apple Inc.	2.25% Corporate MTN 02/23/2021 - City Reserves	US Bank	150-10110	500,000	500,595	500,595	2.250	2.250	54	AA+	2/23/2021	1
19-516680	478160BT0	Johnson Johnson	2.05% Corporate MTN 3/1/23 - City Reserves	US Bank	150-10110	750,000	776,925	776,925	2.050	1.980	790	AAA	3/1/2023	14
19-516680	594918BW3	Microsoft Corp	2.40 % Corporate MTN 02/06/22- City Reserves	US Bank	150-10110	500,000	510,195	510,195	2.400	2.350	402	AAA	2/6/2022	5
19-516680	94988J5T0	Wells Fargo Bank Na	3.625 % Corporate MTN 10/22/21- City Reserves	US Bank	150-10110	500,000	511,870	511,870	3.625	3.540	295	A+	10/22/2021	3
			Subtotal and Average			2,250,000	2,299,585	2,299,585	2.581	2.530	385			6
Federal Agency Securities														
19-516680	3133ELH80	Federal Farm Credit Bks	.680% Agency Bond 6/10/25	US Bank	150-10110	500,000	500,695	500,695	0.680	0.680	1,622	AA+	6/10/2025	18
			Subtotal and Average			500,000	500,695	500,695	0.680	0.680	1,622			18
Investment Portfolio Total and Average						\$ 44,664,013	\$ 44,824,272	\$ 44,824,272	1.179	1.019	482			5

Average Years :	1.3
-----------------	-----

CITY OF PINOLE
INVESTMENT REPORT DECEMBER 2020
PENSION SECTION 115 TRUST PORTFOLIO SUMMARY

Investments	Market Value	Book Value	% of Market
Cash and Equivalents	232,658	232,658	1.20%
U.S. Government Issues	5,835,502	5,642,213	30.32%
Corporate Issues	5,568,402	5,254,679	28.93%
Foreign Issues	445,866	406,641	2.32%
Mutual Funds-Equity	7,106,487	6,018,006	36.92%
Total Assets	19,188,915	17,554,197	99.69%
Accrued Income	59,998	59,998	0.31%
Grand Total	\$ 19,248,914	\$ 17,614,196	100%





CITY COUNCIL REPORT

7E

DATE: FEBRUARY 16, 2021

TO: MAYOR AND COUNCIL MEMBERS

FROM: DAVID HANHAM, PLANNING MANAGER

SUBJECT: REGIONAL EARLY ACTION PROGRAM (REAP) GRANTS

RECOMMENDATION

City staff recommends that the City Council adopt a resolution authorizing an application for, and receipt of, Regional Early Action Program (REAP) Grant funds.

BACKGROUND

The State's 2019-20 budget allocated \$250 million so that regions, cities, and counties could undertake planning activities that accelerate housing production. The Department of Housing and Community Development (HCD) used a portion of this funding to establish the REAP Grants and awarded funds for the Bay Area to the Association of Bay Area Governments (ABAG). ABAG is providing \$12 million for competitive and non-competitive REAP Grants to the 109 cities and counties in the 9-county Bay Area. REAP provides one-time grant funding to cities and counties to update their Housing Elements and other housing supportive initiatives as well as implement processes that will facilitate the acceleration of housing production and help local governments prepare for the 6th RHNA cycle. The REAP Grant provides funding for activities much like the SB2 Planning Grants and the LEAP Grants.

ANALYSIS

The City is required to adopt an updated Housing Element of the General Plan by January 2023, and staff is currently planning for that process. An environmental document will be prepared along with the Housing Element, and that environmental document will allow for less project-by-project CEQA review for projects that include housing. Staff anticipates that the cost of the Housing Element and its environmental document will exceed \$80,000. By applying for REAP funds, it will allow the City to augment the \$65,000 the City has received from the LEAP Grant and minimize the amount of funds required from City resources.

The purpose of the Housing Element is to ensure that a quality, safe, and affordable supply of housing is available for current and future residents of Pinole. In pursuing this goal, the Element focuses on achieving a balance between maintaining the existing character of Pinole and providing housing for low- and moderate-income households and those with special needs. Public participation is a significant part of the process for preparing the Housing Element

The Housing Element is a part of the Pinole General Plan. It is the only Element that must be updated every eight years and is subject to review and certification by the State of California through HCD. The preceding Pinole Housing Element (fifth cycle update) was adopted in 2015 and covered the period through January 31, 2023. This updated Element (sixth cycle update), in accordance with the schedule set by the State, will cover a period beginning on January 31, 2023 and ending on January 31, 2031. Housing production targets, however, are measured on a slightly different timeframe of 2022 through 2030, reflecting the planning period of the Regional Housing Needs Allocation (RHNA).

Once the City has received the REAP grant, staff will prepare an RFP to request consultant services to assist with preparation of the Housing Element and environmental document. Staff would work on the scope of services and negotiate with the chosen consultant to achieve a project that will be no more than \$100,000.

FISCAL IMPACT

The REAP grant will have a net positive fiscal impact for the City. Based on the competitive and non-competitive portion of the grant, the City could receive up to \$120,000. Any REAP grant funds received by the City will decrease the amount of funds from City resources to cover the cost of updating the Housing Element and the related environmental document.

ATTACHMENTS

- A. Resolution

RESOLUTION NO. _____

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PINOLE
AUTHORIZING AN APPLICATION FOR, AND RECEIPT OF, REGIONAL EARLY ACTION
PROGRAM GRANT FUNDS**

WHEREAS, the Department of Housing and Community Development (Department) created the Regional Early Action Program (REAP) Grants with funds allocated by the 2019-20 Budget Act; and

WHEREAS, HCD award funds to the Association of Bay Area Governments (ABAG), and ABAG has allocated \$12,000,000 of those funds for REAP Grants for the cities and counties in the 9-county Bay Area; and

WHEREAS, REAP provides one-time grant funding to cities and counties to update their Housing Elements and other housing supportive initiatives as well as implement processes that will facilitate the acceleration of housing production and help local governments prepare for the 6th RHNA cycle; and

WHEREAS, the City Council of the City of Pinole desires to submit a project application for the REAP grant application package (Application) on the forms provided by the Department, for approval of grant funding for projects that assist in the preparation and adoption of planning documents and process improvements that accelerate housing production and facilitate compliance to implement the sixth cycle of the regional housing need assessment.

NOW, THEREFORE, BE IT RESOLVED, that the Pinole City Council of the City of Pinole (Applicant) resolves as follows:

SECTION 1 The City Manager is hereby authorized and directed to apply for and submit the Application to the Department; and

SECTION 2 In connection with the REAP grant, if the application is approved by the Department, the City Manager of the City of Pinole is authorized to enter into, execute, and deliver on behalf of the Applicant, a State of California Agreement (Standard Agreement) for the amount of the REAP Grant awarded to the City, and any and all documents required or deemed necessary or appropriate to evidence and secure the REAP grant, the Applicant's obligations related thereto, and all amendments thereto; and

SECTION 3 The Applicant shall be subject to the terms and conditions as specified in the NOFA, and the Standard Agreement provided by the Department after approval. The Application and any and all accompanying documents are incorporated in full as part of the Standard Agreement. Any and all activities funded, information provided, and timeliness represented in the Application will be enforceable through the

fully executed Standard Agreement. Pursuant to the NOFA and in conjunction with the terms of the Standard Agreement, the Applicant hereby agrees to use the funds for eligible uses and allowable expenditures in the manner presented and specifically identified in the approved Application.

PASSED AND ADOPTED at a regular meeting of the City Council of the City of Pinole held on the **16th** day of **February 2021** by the following vote:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

ABSTAIN: COUNCILMEMBERS:

I, hereby certify that the foregoing resolution was regularly introduced, passed, and adopted on the **16th day of February 2021**

Heather Iopu, CMC
City Clerk



CITY COUNCIL REPORT

9A

DATE: FEBRUARY 16, 2021

TO: MAYOR AND COUNCIL MEMBERS

FROM: ANDREW MURRAY, CITY MANAGER
CHRIS WYNKOOP, FIRE CHIEF

SUBJECT: ESCI FIRE STUDY ADDENDUM PRESENTATION

RECOMMENDATION

City staff recommends that the City Council receive the updated Regional Fire Service Delivery Study ("Fire Study") by Emergency Services Consulting International (ESCI). (ESCI refers to the updated study as the Regional Fire Service Delivery Study Addendum.)

INTRODUCTION

The updated report and presentation is a follow-up to the original Fire Study report presented by ESCI to City Council in October of 2019 (see Attachment A). Upon Council's request for additional information, to be included as an addendum to the original report as detailed below, ESCI will now present their findings on these addendum items (see Attachment B).

BACKGROUND

In response to ongoing interest in exploring different fire service models, ESCI was retained by the City of Pinole in April of 2019 (see Attachment C) to evaluate the following opportunities: regional cooperation, to include consideration of consolidation or contract for fire and rescue services; cost estimate to re-open and operate Station 74; and applicable cost to residents through a parcel tax.

During the presentation of the initial study to Council on October 8, 2019 (see Attachment D), the Council requested an addendum with additional research (see Attachment E). The analysis within this revised report document reflects the work completed under the original contract *and* the additional research requested by the Council. The additional updates/research items are as follows: updated financial calculations utilizing the most current budget to actuals (as of the date of the report); development of additional parcel tax options; development of a reserve firefighter program; and analysis of placing a single-role advanced life support ambulance in the City in lieu of staffing an additional all-risk response unit.

REVIEW AND ANALYSIS

After reviewing the updated Fire Study and hearing ESCI's presentation of such at the City Council meeting of February 16, 2021, City staff will return to Council on March 2, 2021 to provide its recommendations for steps to fortify the City's fire service model.

FISCAL IMPACT

There is no fiscal impact from receiving ESCI's presentation of the updated Fire Study.

ATTACHMENTS

- A. Original (November 2019) Pinole Regional Fire Service Study (without addendum)
- B. Updated (March 2020) Pinole Regional Fire Service Study (with addendum)
- C. Original ESCI Contract
- D. Council presentation from original report on October 8, 2019
- E. Amendment to ESCI Contract



Pinole Fire Department
Pinole, California

REGIONAL FIRE SERVICE DELIVERY STUDY

November 2019

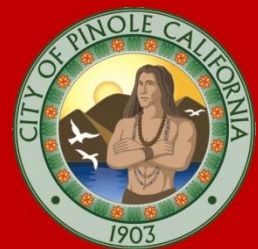


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ACKNOWLEDGMENTS

Emergency Services Consulting International (ESCI) would like to acknowledge that without the assistance and support of the City of Pinole Fire Department executive and administrative staff, Labor leadership, City Manager, City officials, and others, we could not have completed this project.

Roy Swearingen

Mayor

Norma Martinez-Rubin

Mayor Pro Tem

Pete Murray

Council Member

Vincent Salimi

Council Member

Anthony I. Tave

Council Member

EXECUTIVE SUMMARY

In April 2019, Emergency Services Consulting International (ESCI) was retained by the City of Pinole to evaluate the following opportunities; 1) Regional cooperation, to include consideration of consolidation or contract for Fire and Rescue Services; 2) Cost estimate to re-open and operate Station 74; and 3) applicable cost to residents through a parcel tax. During a presentation of the initial draft of the study to Pinole City Council on October 8, 2019, the City Council requested an addendum with additional research. The analysis within this document reflects work completed consistent with the original contract. The further research City Council requested will be included within the document titled *Pinole Regional Fire Study Addendum* to be presented at a later date.

The analysis completed during the original study revealed a number of important findings. These include:

- Due to the lack of sufficient command and administrative staff, the department struggles to maintain compliance with performance goals, industry standards, and workload.
- Data collection and records management analysis was challenging due to inconsistencies.
- The department needs additional staffing to fulfill all fire prevention related functions satisfactorily.
- PFD does not have a designated individual committed to the training function for the department. The responsibility for conducting all needs assessments relative to training, as well as program design, coordination, and records keeping.
- The department does not have adequate training props, although funding has been included in the FY 19/20 budget to purchase some.
- The minimum staffing level for PFD does not provide for the two-in/two-out structure firefighting per OSHA mandates.
- PFD is fully dependent on automatic and mutual aid for any call requiring more than one unit.
- In the event of concurrent incidents requiring more than the one staffed Pinole Engine, service to the residents of Pinole for the additional incidents must be provided by other agencies.
- In 2018, none of the reported fire incidents achieved the stated performance objective of 21 firefighters on-scene, nor did the travel time for all apparatus on-scene approach 8 minutes.
- Projected General Fund revenues are not sufficient to provide for Fire Department General Fund expenditures on an annual basis and will require a continued drawdown of General Fund reserve balances.
- Station 73's crew quarters need remodeling and updating, which may include ADA accommodation.
- PFD apparatus specifications have not been standardized with the Battalion 7 apparatus.
- Absent automatic and mutual aid from surrounding agencies, standalone PFD is not capable of handling an incident, such as a trash fire, car fire, or medical incident requiring more than one apparatus, much less a more complex incident.

- At 110 calls per 1,000 population, PFD has a higher median number of calls per 1,000 population than the region but slightly lower than the urban high range.
- Much of the developed residential area in the eastern part of the city is beyond 1.5 miles of Station 73.
- Due to Station 74 being closed, a portion of the developed residential area in the southeast part of the city is beyond the 4-minute travel time footprint.
- Funding does not appear to be available to cash purchase the required Type I apparatus for Station 74, should that station be reopened.

The analysis conducted during the evaluation phase of this process identified several opportunities to improve service (improvement goals). ESCI offers the following improvement goals for consideration. These goals and specific recommendations for each are described in more detail at the end of this report in the *Conclusions* section.

Short-Term Recommendations

Recommendation A: Adopt response performance goals that are achievable.

A community's desired level of service is a uniquely individual decision. No two communities are exactly alike. Performance goals must be tailored to match community expectations, community conditions, and the ability to pay for the resources necessary to attain the desired level of service.

Recommendation B: The City should consider moving forward with the necessary steps to improve service via reopening Station 74, and staffing and administrative support, as funding becomes available.

Recommendation C: Consider initiating the process of securing additional funding.

ESCI recommends that the City consider moving forward with the process of pursuing an additional funding source such as a parcel tax.

Recommendation D: Standardize apparatus specifications.

Consideration should be given to the standardization of apparatus specifications throughout Battalion 7. Standardization of specifications will enhance operational efficiency and could result in cost savings via group purchasing.

Recommendation E: Review all current fire department alarm assignments.

Consideration should be given to reviewing the department's alarm assignments and determine the number of resources required for an effective response force based on risk.

Recommendation F: Improve the collection and analysis of incident data.

Much can be revealed by collecting and evaluating incident data accurately and regularly. Challenges to quick response can be identified and solutions proposed.

Mid- to Long-Term Recommendations

Recommendation G: Initiate recruitment of additional staff.

As soon as funding is available, ESCI recommends that the City recruit the positions identified in Option C: "Expansion of Pinole Fire Department System."

Recommendation H: Remodel Station 73

Fire Station 73's crew quarters require remodeling to accommodate the relocation of the shared shift Battalion Chief and additional administrative staff.

Recommendation I: Capital Equipment and Facilities Fund

Establish a Capital Equipment and Facilities Replacement Fund. A portion of the proposed parcel tax could be used to fund this recommendation.

Section I: EVALUATION OF CURRENT CONDITIONS

CURRENT CONDITIONS

Organizational Overview

ESCI combined data provided by the participating fire agencies with information collected in the course of our fieldwork and used to develop an overview of the organizations. The purpose of the following organizational overview is two-fold. First, it verifies the accuracy of the baseline information and ESCI's understanding of each agency's composition—the foundation from which the study is developed. Second, the overview serves as a reference for the reader, who may not be familiar with the details of each agency's operations.

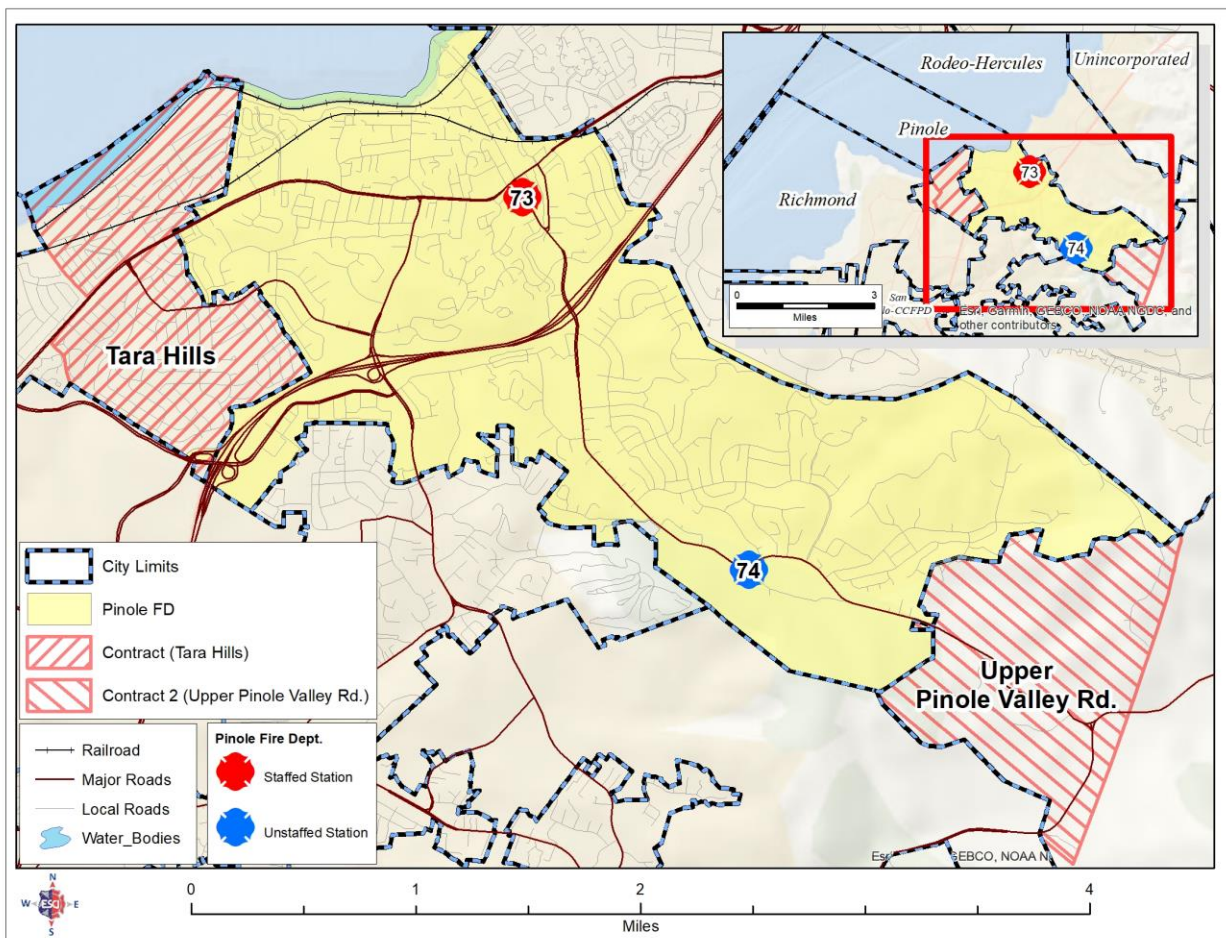
City of Pinole Fire Department

Governance & Lines of Authority

The City of Pinole was incorporated in 1903 and commenced providing fire protection the same year. Policy direction for the Pinole Fire Department (PFD) is provided by five elected City Council members (Council). The Council is provided the necessary power and authority to govern the provision of fire protection and emergency services. The Council appoints a City Manager who is responsible for implementing Council policy and overseeing the operation of the Organization. The City Manager appoints the Fire Chief to oversee the Fire Department operations.

The Pinole Fire Department (PFD) service area is comprised of the City of Pinole and two informally contracted areas of Contra Costa County, as depicted in the following figure. The Rodeo-Hercules service area is to the north and the southern boundary alternates between the City of Richmond and unincorporated Contra Costa County.

Figure 1: Study Service Area



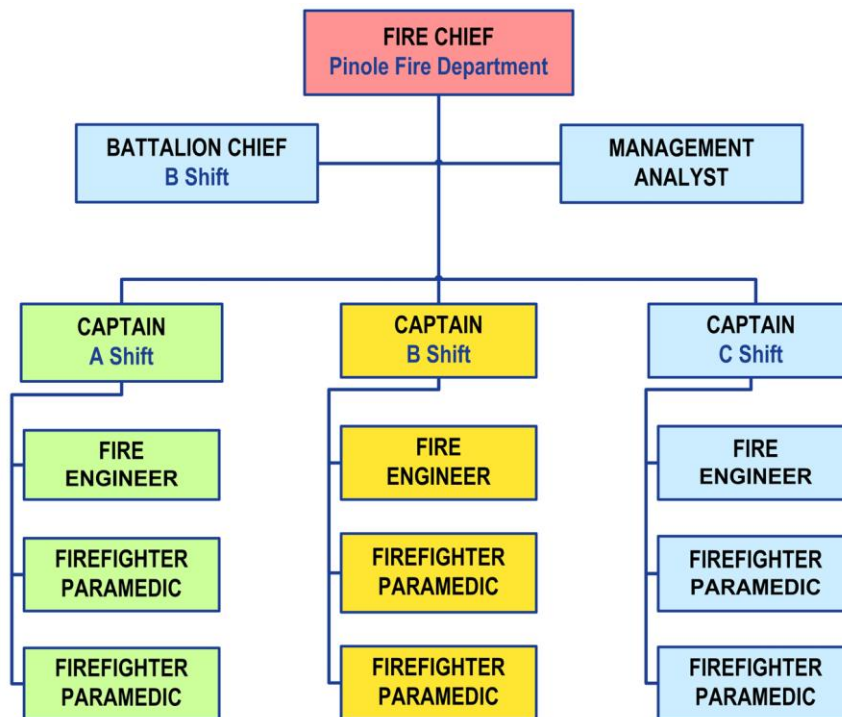
Design

The organizational design of PFD mimics a paramilitary organization, which is a common design among first responders and emergency services agencies. PFD is an all career agency, meaning all staff are full-time regular employees of the City of Pinole.

Organizational Structure

To operate effectively, a fire department needs an organizational chart that clearly defines its structure. The chart institutionalizes the agency's hierarchy, identifies roles, and, most importantly, clarifies reporting authority. It also helps to ensure that communication flows appropriately and limits opportunities to circumvent the reporting structure.

PFD has a well-defined organizational chart that achieves this purpose and operates under a traditional top-down approach. Lines of authority are clear and depicted; however, the department is minimally staffed. The following figure illustrates the organizational chart for PFD.

Figure 2: Pinole Fire Department Organizational Chart (2019)***Governance & Decision-Making***

From a governance and decision-making standpoint, the organization appears to have a clear direction and ability to operate. Lines of authority and the ability to carry out decisions appear to flow appropriately. The administrative staff understands the process to accomplish its mission. The chain of command is identified and clear on responsibilities. The span of control is adequate related to operations; however, as noted later in this report, the organization is lacking key positions necessary for an all-risk fire department.

Service Area & Infrastructure

The size and composition of a fire department's service area affect the type and number of personnel, fire stations, and vehicles that are needed to provide services efficiently. Sometimes complex decisions need to be made regarding deployment strategies to properly position resources based on land area, geography, risk, and similar factors. The following offers a summary of PFD's service area and service infrastructure resources:

Figure 3: Service Area & Apparatus Resources

Agency Description	PFD Observations
Agency type (district, municipality, etc.)	City
Land Area in square miles	5.2/2.4 contract areas ¹
Headquarters location (physical address)	880 Tennent Ave
Number of fire stations	2 (one currently closed)
Engine	1
Engine, reserve	1
Wildland Engine Type 3	1
Wildland Engine Type 6	1
Ladder truck	0
Ladder, reserve	0
Duty BC Command Response Vehicle	1

From 2005 to 2011, PFD was able to deploy personnel and apparatus from two strategically located facilities. During the economic downturn, the second PFD station (74) was browned out and eventually closed. This closure has resulted in an increase in response times to the area in the eastern portion of the City.

Decisions on deployment define the Department's response capability. These decisions need to weigh multiple considerations, including risk exposure, response times, access challenges, deployment, community expectations, personnel safety, and fire department capacity. Furthermore, these decisions not only need to balance the financial considerations but also need to be strategic and in the purview of the elected officials and City Manager, in consultation with the Fire Chief. Ultimately, these individuals are responsible to the public to provide the level of service that the citizens desire and for which they are willing to pay.

¹ The City of Pinole encompasses approximately 11.6 square miles. Of that, 5.2 square miles are land, with the remaining 6.4 sq. miles comprised of the bay.

Staffing Analysis

An organization's greatest asset lies in its people, yet its people also typically comprise its greatest financial cost. Thus, organizations must pay special attention to managing human resources in a way that achieves maximum productivity while ensuring a high level of employee job satisfaction. Consistent management practices combined with a safe working environment, equitable treatment, the opportunity for input, and awards and recognition all comprise key components impacting job satisfaction.

The size and structure of an organization's staffing remain dependent upon the organization's specific needs. These needs must directly correlate with the needs of the community and the available revenue stream. A structure that works for one entity may not necessarily work for another agency. This section provides an overview of the PFD's staffing configuration and management practices.

One can divide Department staffing into two distinctly different groups: the first is what the citizens typically recognize and is commonly known as the operations unit, generally classified as the emergency response personnel; the second group, commonly known as the administrative section, typically works behind the scenes to provide the support that the operation's personnel need to deliver effective emergency response.

In addition to providing fire suppression services, PFD is tasked with providing emergency medical response, fire investigation, fire prevention, life safety education, community risk reduction, disaster/emergency operations planning, and hazardous materials response.

Personnel Responsibilities & Activity Levels

The leadership of PFD has established work responsibilities beyond the emergency response requirements. For example, these additional duties include fleet management, respiratory protection compliance, and training. Due to the lack of sufficient management staff, the department struggles to maintain compliance with performance goals, industry standards, and workload.

Administrative & Support Staffing

One of the primary responsibilities of a response team's administration is to ensure that the operations segment of the organization has the ability and means to respond to and mitigate emergencies safely and efficiently. An effective administration and support services system proves critical to the success of a response agency.

Typical responsibilities of the administration and support staff include planning, organizing, directing, coordinating, and evaluating the various programs within the Department. This list of functions is not exhaustive, and other functions may be added. It is also important to understand that these functions do not occur linearly and can more often coincide. This requires the Fire Chief and the one shift Battalion Chief to focus on many different areas at the same time.

The following figure reviews the administration and the organizational support structure of PFD:

Figure 4: PFD Administrative and Support Staffing

Position	Number
Fire Chief	1
Management Analyst	1
Battalion Chief (Shift)	1
TOTAL	3

Like any other part of a municipal fire department, administration and support need appropriate resources to function properly. By analyzing the administrative and support positions within an organization, we can create a common understanding of the relative resources committed to this function compared to industry best practices and similar organizations. The appropriate balance of administration and support compared to operational resources and service levels is a crucial factor in ensuring the department can accomplish its mission.

Administration

The positions of the Fire Chief, one shift Battalion Chief, and one Management Analyst currently establish the administrative function of the department. Some of the typical responsibilities of the Fire Chief include planning, organizing, directing, and budgeting for all aspects of the department's operations. The current number of positions assigned to this activity is insufficient to meet supervisory expectations; in addition, the daily operational needs can detract from the ability to focus on administrative requirements.

PFD currently operates with a limited number of administrative support staff. The position assigned to administration is one Management Analyst. This one Management Analyst provides critical support to all of the department's administrative functions. In addition, during extreme emergencies, administrative staff are typically called upon to staff numerous duties in support of operations and logistics. One cannot overstate the value of administrative support as these staff members free up fire management staff to concentrate on other areas of operation. The level of administrative support appears to be inadequate for PFD.

Emergency Management

The responsibility for the City's emergency management planning and preparedness is assigned to the Fire Chief and the Police Chief. This shared responsibility is expected to provide for overall management and delivery of emergency management activities for the City of Pinole. Given the current duties of the Fire Chief, there is little time available to devote to this responsibility.

Fire Prevention

Typical fire prevention functions include building plan reviews, building inspections, weed abatement, community outreach, and vegetation management. The department currently outsources some of these functions through contracts; additional staffing would be required to satisfactorily fulfill these functions internally. Currently, the Fire Inspector duties are carried out via a contracted position. This includes the review and approval of building plans and providing building and construction inspections.

Fire Prevention Programs

An aggressive risk management program, through proactive fire and life safety services, is a fire department's best opportunity to minimize the losses and human trauma associated with fires and other community risks.

The National Fire Protection Association recommends a multifaceted, coordinated risk reduction process at the community level to address local risks. This requires engaging all segments of the community, identifying the highest priority risks, and then developing and implementing strategies designed to mitigate the risks.²

A fire department needs to review and understand the importance of fire prevention and public education, appreciating its role in the planning process of a community with diversified zoning, including residential, commercial, and industrial properties. The fundamental components of an effective fire prevention program are listed in the following figure, accompanied by the elements needed to address each component.

Figure 5: Fire Prevention Program Components

Program Components	Elements Needed
Fire Code Enforcement	- Proposed construction and plans review - New construction inspections - Existing structure/occupancy inspections - Internal protection systems design review - Storage and handling of hazardous materials
Public Fire & Life Safety Education	- Public education - Specialized education - Juvenile fire setter intervention - Prevention information dissemination
Fire Cause Investigation	- Fire cause and origin determination - Fire death investigation - Arson investigation and prosecution

² NFPA Standard 1730: *Organizing and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations*, 2019 Edition.

Fire & Life-Safety Code Enforcement

The most effective way to combat fires is to prevent them. A strong fire prevention program, based on locally identified risks and relevant codes and ordinances, reduces the loss of property, life, and the often-crippling impact on a community's economy. The following figure summarizes the new construction and fire protection system plan review programs, and ancillary programs typically found in fire prevention programs.

Figure 6: New Construction Inspections & Involvement

Program Elements	Pinole Fire Department
FD consulted on proposed new construction?	Yes, by utilizing contractors
FD consulted on proposed occupancy changes/tenant improvements?	Yes, via contractor
Perform fire & life-safety plan reviews?	Yes, by utilizing contractors
Charges for inspections or reviews?	Yes
Special risk inspections?	Yes, via contractor
Storage tank inspections?	No, this is a function of the Contra Costa CUPA
Key-box entry program in place?	Yes
Hydrant flow records maintained?	No ³

The following sections provide detail on the qualifications and resources dedicated to fire and life safety code enforcement provided by the Pinole Fire Department.

Pinole Fire Prevention

The Fire Chief has the primary responsibility of ensuring fire prevention activities are conducted to state and local regulations. This is supported by one contract Inspector and the on-duty engine company personnel when they are available. Current services offered include:

- Inspect new or repaired fire protection systems requiring a fire construction permit;
- Inspect existing occupancies required to have an operational permit and those required by the California Health and Safety Code to be inspected on an annual basis;
- Respond to complaints regarding fire and life safety code violations; and
- Investigate major fires and work with law enforcement to make arrests of persons responsible for unlawful actions related to fire.

³ The water and hydrant system are maintained by East Bay Municipal Utilities District (EBMUD). At the time of this report, the hydrant maintenance schedule and flow records could not be acquired from EBMUD.

Community Risk Reduction Program

Lately, U.S. fire departments have begun to recognize the value of Community Risk Reduction (CRR) programs that go beyond traditional fire prevention activities. Some have gone so far as to re-name their “fire prevention” divisions to “Community Risk Reduction Divisions.”

Regardless of the name, fire departments should be able to accurately identify the various potential community risks before developing prevention programs. This is not meant to imply diminishing the focus and importance of addressing the fire problem in a community, rather it affords an opportunity to identify and mitigate additional community risks through targeted prevention activities.

The first step in developing an effective CRR plan is identifying risks unique to a specific community by conducting a community risk assessment. A key component of the assessment process is the collection and analysis of incident data. However, firefighters, officers, and inspectors can also provide substantial anecdotal information on the various risks found within their respective response-areas.

Figure 7: Six Steps of CRR Planning



Fire & Life-Safety Public Education Program

Providing fire and life safety education to the public to minimize the number of emergencies while training the community to take appropriate actions when an emergency occurs is essential to a fire and life safety program. Life and fire safety education provides the best chance for minimizing the effects of fire, injury, and illness to the community.

Public education and outreach are conducted in various ways in each department. The following is a summary of the programs commonly offered by area fire departments.

Figure 8: Life Safety & Public Education Services

Life Safety & Public Education	Description	Pinole Fire Department
PIO/Public Educator	This position often works with the community to identify and eliminate fire and life safety risks.	Not a filled position, delegated as needed if available.
911 Education Program	This program works to reduce the amount of unnecessary 911 calls and provide education to the public on available services.	Website
Exit Drills In The Home (EDITH)	This program is typically offered to elementary school-age children through annual school visits.	Engine company upon request
Smoke Alarm Installation	Often, residents are encouraged to notify their fire departments when they need assistance replacing alarm or alarm batteries.	Engine company upon request.
Carbon Monoxide Alarm Installation	Carbon monoxide alarm installation assistance.	Not available
Bike Helmet Program	Provides information on bicycle helmet use to school-aged children.	Not available
Elder Safety/Fall prevention	Provides information and inspections to seniors to reduce accidents and falls.	Not available
Home Safety Inspections	A home safety program that aims to reduce fire and safety hazards in the household.	Upon request; crews not formally trained.
CPR/First Aid Classes	Classes that offer training in CPR and first aid to citizen groups, city employees, and individuals.	Not available
BP Checks	Often offered at the fire station for any resident on a walk-in basis.	Not available
Car Seat Safety Inspections	Classes, inspection, or training to ensure citizens are properly installing car seats into vehicles.	Not available
Fire Extinguisher Classes	Hands-on training to business employees and citizens on the proper selection and use of fire extinguishers.	Not available
K, 12 Fire Prevention curriculum delivery in schools	Fire Prevention classes designed for school-aged children to reduce burns and fires in the home.	Not available; demos upon request.
Wildfire Defensible Space Education	Education offered to neighborhood associations or individuals on the proper wildfire mitigation efforts around residential and commercial structures.	Website
Water Safety Program	Pool safety, swimming classes, and information on how to safely rescue an individual in the water.	Not available
Safety Fairs	Fairs offered to large groups of individuals with the intention of offering numerous public safety classes at one location.	Not available

Fire Prevention Discussion

In today's fire service, public fire and injury prevention education is much more important than in the past. This is likely the result of evolving community expectations, coupled with the realization by fire departments that community engagement and safety education outreach can build tremendous community support.

Consideration should be given to conducting a formal Community Risk Assessment. The U.S. Fire Administration identified a five-step assessment process for improving public safety education:⁴

1. Conduct a Community Analysis.
2. Develop Community Partnerships.
3. Create an Implementation Strategy.
4. Implement the Strategy.
5. Evaluate the Results.

Fire Cause & Origin Investigation

Accurately determining the cause of a fire is an essential element of a fire prevention program. When fires are intentionally set, identification and/or prosecution of the responsible offender is critical in preventing additional fires, injuries and fatalities, and catastrophic economic impact. Further, identifying the cause and potential trends enables the department to provide specific public information and fire prevention education to prevent reoccurrence.

Pinole receives fire investigation services through mutual aid from Contra Costa County Fire Protection District.

The results of professional and thorough fire investigations can be extremely powerful in:

- Prosecuting arsonists.
- Identifying product safety issues.
- Educating the public about the outcomes of unsafe behaviors and conditions.
- Assisting insurance companies and property owners with insurance claims.
- Providing solid evidence in criminal and civil court proceedings.
- Identifying necessary life safety code changes.

⁴ <https://www.usfa.fema.gov/downloads/pdf/publications/fa-219.pdf>

Training

PFD does not have a designated individual committed to the training function for the department. The responsibility for conducting all needs assessments relative to training, as well as program design, coordination, and evaluation falls to the Fire Chief. The result of this arrangement is that the training of all personnel is delivered inconsistently due to the other duties assigned to the Fire Chief.

While the design and staffing of a fire department are dependent upon the specific needs of the community, the reality is that most of the needed training is common among California fire departments. In addition to maximizing resources through sharing training resources and opportunities, fire departments that train together tend to work better together during mutual aid incidents. This also lends itself to making the firefighters more well-rounded, as they are exposed to other lines of thinking. Finally, a coordinated regionalized, collaborative approach to training delivery, in addition to the benefits noted, can substantially reduce costs, and increase the efficiency of educational efforts. To capitalize on local and regional training opportunities, the department needs an individual whose primary duties include this important function.

Training officers are often assigned to act as the department Safety Officer, reviewing standard operating procedures, adherence to proper personal protective equipment, inspecting facilities for safety hazards, and examining work practices to ensure they meet OSHA and Cal OSHA requirements. Safety Officers review accidents and design training classes to reduce accidents in the workplace.

Training Overview

Providing safe and effective fire protection, EMS, and other emergency services requires a well-trained workforce. Initial, ongoing, and high-quality training and education are critical for fire department effectiveness and the safety of its personnel. A comprehensive training program is necessary to achieve this goal; this is true in all-career or combination fire departments that provide a broad range of services throughout the community. Pinole Fire Department allocated \$25,000 in the fiscal year 2019/2020 budget to provide for this training.

To ensure maximum effectiveness and safety in complex environments, firefighters and officers must acquire and maintain initial training, ongoing training, and EMS Continuing Education (CE). Failure to provide necessary training endangers firefighters and citizens and exposes fire departments to liability. In addition, a well-trained workforce substantially contributes to better emergency incident outcomes and community services.

Newly hired firefighters must participate in a structured recruit training and testing process. The *California State Fire Training* utilizes NFPA 1001: *Standard for Fire Fighter Professional Qualifications* (2013), NFPA 1051: *Standard for Wildland Fire Fighter Professional Qualifications* (2016), and NFPA 472: *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents* to provide the qualifications for State Fire Training's Fire Fighter I certification. These standards identify the minimum training requirements that serve as the basis for entry-level firefighters. The NFPA recommends other standards that address initial and ongoing training for firefighters and officers in a variety of specific topics. In addition, new recruits must complete or have previously completed basic emergency medical training.

Following initial training, firefighters (i.e., all emergency services personnel) must actively participate in ongoing training that includes testing as well as ensuring practical skills and knowledge are maintained. In its *Fire & Emergency Service Self-Assessment Manual (9th edition)*, the Commission on Fire Accreditation International (CFAI) addresses “Training and Competency,” and lists numerous performance indicators under the headings of training and education program requirements, performance, and resources.

To accomplish this, fire departments must have access to qualified instructors and training resources—either within the organization, externally with regional partners, or both.

Training programs must go beyond simply fulfilling mandatory hours. Emergency services training administrators and instructors must ensure that firefighters, EMS personnel, and officers are not only competent but also self-confident in the variety of skills necessary to perform effectively in high-stress situations. Industry standards outline specific areas that are considered integral to effective training programs. The program should include the following:

- Training administration
- Recordkeeping (records management systems)
- Training facilities and resources
- General training competencies
- Training methodologies

Training Administration

Typically, even smaller fire departments have a dedicated individual assigned to the training division who oversees the training program, sets program goals and objectives, develops training manuals, produces annual reports, and ensures state and local mandatory training is completed. Pinole Fire does not have a dedicated Training Officer.

Contra Costa County Training Officers Association

Under the auspices of the *Contra Costa Fire Chiefs Association*, training officers from the fire departments meet regularly to develop and share resources, as well as promote fire training locally. Pinole participates regularly in the Training Officers’ Association.

Training Facilities & Resources

Pinole does not possess a fire training facility and has limited access to shared resources due to daily staffing arrangements and the need to be available to respond to incidents. The following figure contains common considerations for fire service training and indicates if these training services are available within the PFD service area.

Figure 9: Training Facilities & Resources Findings

Description	Pinole Fire Department
Adequate training ground space/equipment	No
Live fire props	No
Fire & driving grounds	No
Training facility maintenance adequate	Not applicable
Classroom facilities adequate	Shared classroom facilities are available
Video & computer simulations available	No
Instructional materials available	Yes

Training Facilities in Contra Costa County

The Rodeo Hercules Fire Protection District training center is equipped with a wide variety of equipment, props, and other facilities. This facility is available for use by PFD; however, utilizing it requires moving the on-duty fire crew out of the City of Pinole and placing them out-of-service or causing a delay in response.

General Training Records

Fire departments must maintain records to demonstrate competencies and completion of annual mandated (local, state, and federal) training. These records are important to internal processes such as promotions and qualifications for special operations. Externally, training records are often used in defense of litigation, for investigations, and to prove competencies in the Master Mutual Aid System.

Figure 10: Training Records Maintenance

Description	Pinole Fire Department
Individual training files maintained	No ⁵
Records & files computerized	Limited
Daily training records kept	Yes, via hard copy journal
Annual training hours tracked	No
Company training records kept	No
Responsibility for records	Fire Chief
Training equipment inventoried	Props are limited & in need of refurbishment ⁶

General Training Competencies

For training to be fully effective, it should be based on established standards. The next figure lists the general training competencies regularly delivered to the members of the Pinole Fire Department.

Figure 11: General Training Competencies

Description	Pinole Fire Department
Incident command system	No, "Blue Card" is being implemented.
Accountability procedures in place	No, Lexipol policy & procedure system has been purchased and will soon be implemented.
Policy & procedures for training	No, Lexipol policy & procedures purchased and soon to be implemented.
Safety procedures in place	No, Lexipol policy & procedures purchased and soon to be implemented.
Recruit academy	Two recruits will start at the Berkeley Fire Dept Academy in October 2019. Two went through in October 2017.
Special rescue	No
Hazmat certification	No
Wildland firefighter	Yes
Vehicle extrication	Yes
Defensive driving	Yes
Use, safety, & care of small tools	Yes
Use & care of power equipment	Yes
Radio communications & dispatch	Yes
EMS skills & protocols	Yes

⁵ PFD is in the process of configuring Target Solutions to maintain training records and reports.

⁶ In fiscal year 2019/2020, \$2,500 has been allocated for this purpose. This amount is generally enough to maintain one training prop, but as PFD expands its training capabilities, additional funding should be added to the budget for prop maintenance.

EMS Training & Continuing Medical Education

Pinole Fire Department relies on in-house (PFD developed) and other regional sources for training for basic and advanced life support continuing medical education. Pinole personnel are preparing to use Target Solutions to deliver ongoing continuing education for paramedics and emergency medical technicians at a fixed annual cost. The use of online training reduces the need to hire instructors and pay employees overtime as they attend mandated training as well as ensuring annual training mandate records are well kept.

Training Methodologies

Certain resources are necessary to arm the instructor with the tools necessary to deliver adequate educational content to provide effective training to fire and EMS personnel. In addition to such tools, effective methodologies must be employed if training delivery is to be enough to meet the needs.

The following figure lists the various training methodologies and training operations utilized by PFD.

Figure 12: Training Methodologies & Operations

Description	Pinole Fire Department
Manipulative skills	Manipulative training drills for individual and company are conducted weekly.
Task performances/frequency	Manipulative training drills for individual and company are conducted weekly.
Annual training hour requirements	24 hours of EMS "Continuous Education" is accomplished annually.
Use of lesson plans	Each firefighter employee has a task book containing lesson plans. Fire Engineer and Captain task books are being developed.
Produced in-house or commercially	Training plans are produced by PFD members.
Night drills	Annual structure fire drills are held at night.
Multi-agency drills	Annual multi-agency structure fire, wildland, & EMS are held.
Disaster drills conducted	No
Pre-fire planning included in training	Yes
Safety incorporated in training	On large drills, a safety plan is developed as part of a training Incident Action Plan.
Post-incident analysis conducted	On large drills and incidents, an incident or training analysis is completed.

Training Discussion

Ongoing training reduces injuries and other risks associated with firefighting. Mandatory training is required by OSHA, Cal OSHA, and the State of California that must be undertaken and completed on an annual basis by firefighters. In addition, the Insurance Services Office (ISO) reviews training hours to ensure the adequate training of fire service responders.

Emergency Response Staffing

It takes an adequate and properly trained staff of emergency responders to put the appropriate emergency apparatus and equipment to its best use in mitigating incidents. Insufficient staffing at an operational scene decreases the effectiveness of the response and increases the risk of injury to all individuals involved.

One can break down critical tasks performed at a fire into two key components—life safety and fire flow. Life safety tasks are based on the number of building occupants and their location, status, and ability to take self-preservation action. Life safety-related tasks involve search, rescue, and evacuation of victims. The fire-flow component involves delivering enough water to extinguish the fire and to create an environment within the building that allows firefighters' entry.

The number and types of tasks needing simultaneous action will dictate the minimum number of firefighters required to combat different types of fires. In the absence of adequate personnel to perform concurrent action, the Command Officer must prioritize the tasks and complete some in chronological order, rather than concurrently. These tasks include:

- Command
- Scene safety
- Search and rescue
- Fire attack
- Water supply
- Pump operation
- Ventilation
- Back-up/rapid intervention

The first 10 minutes are the most crucial period in the suppression of a fire. The timing of these 10 minutes does not start when the firefighters arrive at the scene but begin when the fire initially starts. How effectively and efficiently firefighters perform during this period has a significant impact on the overall outcome of the event. This general concept is applicable to fire, rescue, and medical situations. Critical tasks must be conducted promptly to control a fire or to treat a patient. PFD is responsible for ensuring those responding companies can perform all the described tasks in a prompt, efficient, and safe manner.

Setting the staffing levels is a determination made at the community level based on risk, capability, and citizen expectations and is guided by national recommendations such as those found in the National Fire Protection Association Standard 1710.

When a fire escalates beyond what the initial assignment can handle, or if the fire has unusual characteristics such as a wind-driven fire or has been accelerated with a highly flammable compound, additional personnel are needed. Other types of scenarios may not include fires but rather mass casualty incidents, explosions, etc., that may need additional staffing. It proves difficult or impossible to staff for these worst-case incidents; they require a robust mutual aid or automatic aid plan for assistance.

The staffing level that PFD is expected to provide is a decision based on a risk assessment and community expectations. A funding level must be established that matches the fire department's deployment capability to mitigate the risk to a level that meets the community's expectations. This funding level is developed through the political process of citizens meeting with local legislators and expressing approval of the level of service being received or indicating improvements that need to be made and the level of additional financial support they are willing to bear to obtain satisfaction with the services. This additional financial support is usually in the form of assessing property or other taxes to generate the necessary revenue. No mandated requirement fits all possible situations, although NFPA 1710 guides the number of personnel and apparatus required for typical scenarios. Incidents may escalate beyond the capability of the initial assignment of units and staff, resulting in additional apparatus and personnel required. It may prove difficult or financially impossible to staff for those worst-case incidents. In those instances, a robust mutual or automatic aid system is required.

On a typical day in Pinole, as in most jurisdictions, the full staffing required by response needs are not available due to budget constraints.⁷ Currently, Pinole has determined that the minimum acceptable department staffing is three operations personnel and a shared Battalion Chief on each shift. This staffing level is generally only adequate for basic calls for service such as low acuity medical aids, small incipient fires, or motor-vehicle accidents with minor injuries. This staffing arrangement results in reliance on other jurisdictions assistance through automatic and mutual aid agreements for calls requiring two or more units, as identified in critical tasking Figure 32.

Battalion 7 designates the geographical area in western Contra Costa County comprised of the Contra Costa County Fire Protection District (CCFPD), City of Pinole Fire Department (PFD), and the Rodeo-Hercules Fire Protection District (RHFPD). Per an agreement with CCFPD, RHFPD, and PFD, each agency provides and shares shift Battalion Chiefs. These chief officers are assigned to Duty Chief coverage for each shift for the area described as "Battalion 7."

While this agreement provides for operational duties at the shift Battalion Chief level, it does not enhance critical administrative support needs for PFD.

The following figure depicts PFD's emergency staffing—with all authorized positions filled for the combined three shifts that PFD employs.

⁷ As an example, a residential structure fire generally requires multiple fire engine crews to accomplish the tasks required to extinguish the fire, located victims, and provide any necessary medical interventions. Another example occurs when two or more calls for service occur within a short time frame. In Pinole, only one fire engine is staffed per day. The capability to respond to complex calls requiring additional personnel or to respond to multiple incidents occurring simultaneously is fully dependent on automatic and mutual aid. See Figure 32 for additional details.

Figure 13: PFD Emergency Response Staffing

Position	Total Authorized Positions	Daily Staffing
Battalion Chief (shared)	1	0 to 1 ⁸
Fire Captain	3	1
Engineer	3	1
Firefighter	6	1
Totals:	13	3 or 4

PFD is authorized at 14 emergency response personnel for EMS, rescue, and fire suppression activities, including the Battalion Chief and Fire Chief. At the end of FY 2018, three of the authorized 12 firefighters in the Fire Operations Division were vacant. This means 25 percent of the response force positions, primarily in the firefighter rank, are vacant.

The resident population of the PFD service area inclusive of contact areas is estimated to be approximately 24,624 (this includes the City of Pinole population of 19,498 and two nearby unincorporated areas located within the service area). PFD provides its community with .69 career firefighters per 1,000 population. This compares to a national average of .99 firefighters per 1,000 population for cities of comparable size in Western states or almost a third less than the average.⁹

The suppression personnel are assigned to one of three shifts, each working 48-hours on/96-hours off and working a total of 2,912 hours each year.

PFD operates from one station, staffed with full-time personnel. The following figure shows the staffing configuration at full utilization of authorized personnel. ESCI notes that the minimum staffing level for PFD absent automatic aid does provide for the two-in/two-out structure firefighting per OSHA mandates.¹⁰

Figure 14: Station Units & Staffing Levels

Station	Apparatus	Minimum On-Duty Staffing
Station 73	Engine 73	3
	Reserve Engine 73A	0
	Type III Engine E273	Cross Staffed
	Wildland Type VI E473	Cross Staffed
	Utility Vehicle U73	As needed
Station 74	Battalion Chief (B shift)	1
Totals:		4

⁸ Chief Officer coverage is not provided for all three shifts by PFD.

⁹ NFPA Research—Career Firefighters per 1,000 population for All Career Fire Departments, 2013–2015. Retrieved from: <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Emergency-responders/osCareerFF1000Population.ashx?la=en>

¹⁰ Two-in/two-out refers to section (g)(4) of OSHA's Respiratory Protection Standard, 29 CFR 1910.134.

CURRENT FINANCIAL ANALYSIS

Economic Conditions

The state and local economies have followed the trend of modest growth that the national economy has experienced since the economic downturn of 2008/2009. Though current national and international policies have created concerns that have harmed certain sections of the stock market and the economy, the consensus is that the current growth trends are expected to continue at least through the end of 2019.

California's economy has outpaced that of the United States since the third quarter of 2012. Retail sales in the state have increased by 20 percent between 2013 and 2017. While the California unemployment rate continues to be higher than that of the U.S. in general, the gap has been reduced to .4 percent.

California's personal income grew 4.7 percent in 2018 versus a 4.5 percent U.S. personal income growth for the same period. A similar gap was experienced in 2017 with personal income growth at 4.6 percent and 4.4 percent for California and the U.S., respectively.

Contra Costa County is one of the original 27 counties established in California in 1850 and is home to more than a million residents. The county is located in the northern portion of the East Bay region of the San Francisco Bay Area. The county is included in the San Francisco-Oakland-Hayward Metropolitan Statistical Area. The county has a total area of 804 square miles with 716 square miles of land and 88 square miles of water area. There are 19 cities, including Pinole, and numerous established communities in the county.

Due to Contra Costa County's extensive waterfront along the bays in the San Francisco area, significant heavy industry development has occurred, including oil refineries and chemical plants. Agriculture contributes to employment opportunities in the county.

Information from the 2018 Census Bureau indicates that Pinole boasts the second-highest median earnings per worker of \$57,784 of all places in the area. The "area" against which the comparisons were made includes the communities of Montalvin Manor, Bayview-Contra Costa County, West Contra Costa, El Sobrante-Contra Costa County, Tara Hills, San Jose-San Francisco-Oakland, and Hercules.¹¹ This compares with the median earnings of \$46,022 throughout the U.S. Household median income of \$84,255, also places it as the second-highest in the area, and compares favorably against the U.S median household income of \$57,652. Pinole's unemployment rate was 3.7 percent. A significant number of Pinole's residents work outside the city, elsewhere in the Bay Area. This would indicate Pinole serves more like a "bedroom community" than a commerce center.

The area continues to grow but at a very modest rate, gaining 40 new residents in 2018. Significant growth is not expected as Pinole is primarily built-out and bordered by other municipalities, creating little to no opportunity for expansion.

¹¹ TownCharts, <http://www.townchardts.com/California/Economy/Pinole-city-CA-Economy> Data.

Historical Revenue & Expense

The City of Pinole is primarily a residential community located in West Contra Costa County, approximately 30 miles northeast of San Francisco and 20 miles north of Oakland. The city covers a land area of roughly five square miles and is home to approximately 19,200 residents.

The City operates under a Council/Manager form of government. The Council is comprised of a Mayor and four Council members serving four-year terms. The Council is elected in staggered two-year periods with three members standing for election in one cycle and the remaining two positions following in the next cycle two years subsequent. The Mayor is selected by the Council on a rotating annual basis. The Council appoints the City Manager, City Attorney, and City Clerk. As is the case with most municipal governments, the Council is responsible for policymaking decisions and legislative responsibilities, which include, among other items, adopting ordinances, appointing committees, and adopting the budget. The City Manager is responsible for implementing the policies, overseeing the day-to-day operations of the City, and appointing department directors.

Pinole provides all public services including fire, police, road and street maintenance, community development, recreation programs, parks, wastewater, and fiscal services through a staff of 100 full-time and 39 part-time positions.

The local economy has continued to improve following the economic downturn. Sales tax revenues continue to increase, property values have improved, and the local unemployment rate decreased from 4.9 percent in 2017 to 3.1 percent in 2018. A new shopping center has been developed with a portion opening in 2018 and the balance to open in the second half of 2019. Three significant retailers closed their doors during FY 2018. A 15,000 square foot CVS Pharmacy was completed in early 2019.

The City of Pinole employs an accounting and budgeting system that is like most municipal forms of government. This system utilizes multiple "funds," more easily described as separate operating companies, to track expenditures made by and revenues attributable to the operation of each fund. The General Fund typically reflects the operations of the performance of the core services provided by the City, such as law enforcement, fire protection, human resources, legal, debt service, finance, and the administrative side of the City's operations. Within the General Fund, separate budgets for each of the departments are prepared. The City operates on a fiscal year beginning July 1 and ending on June 30.

Additional funds may be created to manage specific projects, programs, special or specific income streams, or to account for allocation of revenue from an assessment of taxes. Pinole employs the use of multiple funds to manage specialized activities such as Housing Programs, Community Development, Wastewater, road maintenance, debt service, and capital projects. Additional funds track police and fire department pension activities. These multiple funds require a detailed review to determine the total activity of any department that has activity in more than one fund to gain a complete picture of the revenues and costs pertaining to the department.

A significant amount of financial information and supporting data was provided to ESCI by the staff of the City of Pinole. ESCI has analyzed the historical actual revenues and expenses from FY 13/14 through FY 17/18 for the City to develop relevant financial trends, strengths, and weaknesses which, in conjunction with the annual budget information for FY 18/19, will assist in the completion of the financial forecasts presented later in this report.

Revenue

A critical component of the success and operation of any business, private or public, is a consistent and reliable funding stream. In the instance of public agencies, this funding is usually provided by the assessment and collection of various forms of taxation such as ad valorem (real estate) taxes, sales taxes, special assessments, and fees for services. Recognizing the limits of public funding, public safety agencies are limited in the level of service they may provide to their communities by the types and levels of revenues that the authority having jurisdiction is willing, or limited by the legislative process, to assess. California's legislative process created Proposition 13 in 1978, restricting the growth of tax revenues to municipal and other government agencies. Public agencies also may charge fees for services under contractual arrangements or interagency agreements to other agencies or areas outside of their political boundaries.

General Fund revenues are classified as recurring or non-recurring. Recurring revenues are those expected to continue annually, such as property taxes, sales taxes, and contracts for service. Non-recurring revenues are those sources that are expected to not continue, such as sales of assets, grant revenues, loan proceeds, and insurance proceeds. Loan proceeds may be received in one fiscal year but not be utilized until a future fiscal year, which may significantly distort the cash flows in both years. The City has sold surplus properties during four of the past five years, supplementing its cash flow for those years, but this source should not be expected on an annual basis.

The City of Pinole is allowed by statute to assess and collect a variety of taxes. The City assesses a property tax as well as a general sales tax. Revenues included in the General Fund to provide for various operations, including fire and police activities, are provided through two Measure "S" sales tax initiatives. The 2006 Measure created a 0.5 percent sales tax, which has been allocated by budget appropriations to fund fire and police department operations. The Measure S 2014 added a .5 percent sales tax to fund City operations, a portion of which has also been allocated to public safety activities. Neither of the Measure S initiatives has an expiration date.

Additionally, a utility use tax (UUT) initiative was originally enacted in 1998 and went into effect on December 1 of that year. The UUT assesses an 8 percent tax on telephone, electric, and gas services. Voters in Pinole have approved extensions of the UUT in 2004 and 2012. In 2018, the tax was extended without a sunset date, so it will now remain in effect until repealed by voters. The tax presently raises approximately \$2,000,000 for the General Fund, equivalent to approximately 14 percent of the General Fund Budget.

Recurring Revenues

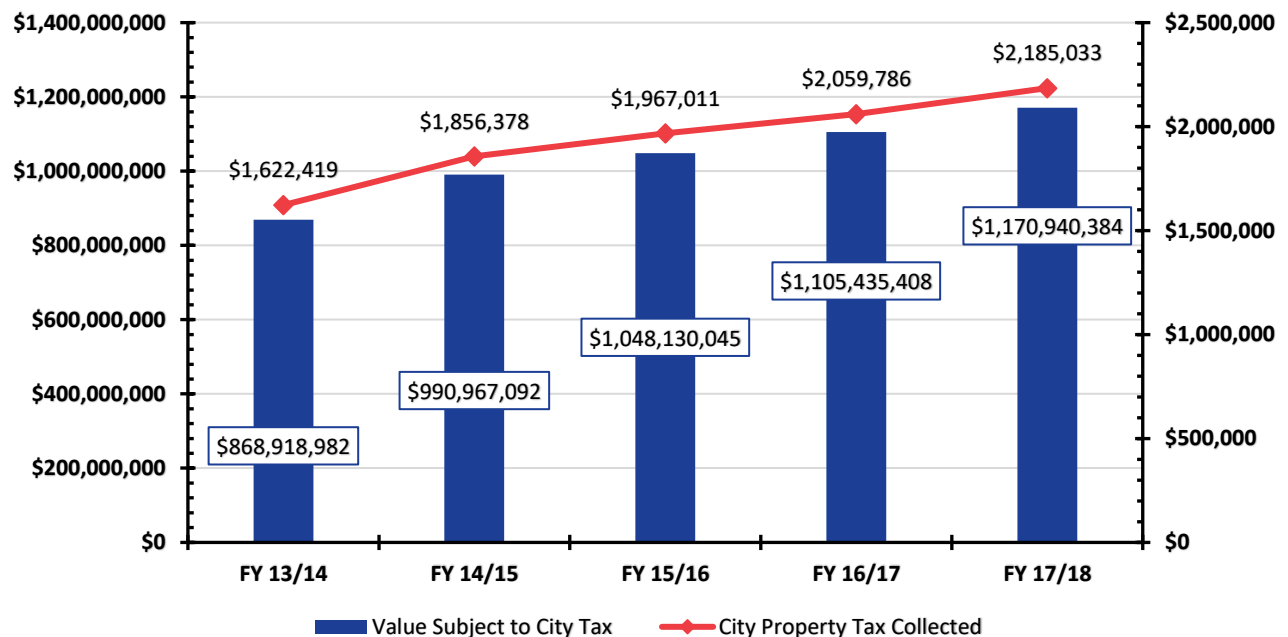
Property tax revenue is based on the assessed value of the property within the boundaries of the jurisdiction applied against the tax rate. The following figure shows the growth of the property valuation and the related property tax revenue.

Figure 15: Property Tax Value & Property Tax Revenues for City of Pinole (FY 13/14–FY 17/18 Actual)

Description	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Value Subject To City Tax	868,918,982	990,967,092	1,048,130,045	1,105,435,408	1,170,940,384
Effective Tax Rate	0.19%	0.19%	0.19%	0.19%	0.19%
City Property Tax Collected	1,622,419	1,856,378	1,967,011	2,059,786	2,185,033

The following figure provides a graphical presentation of the relationship between the property valuations and the tax assessed against those values.

Figure 16: Taxable Value & Property Tax Revenue (FY 13/14–FY 17/18)



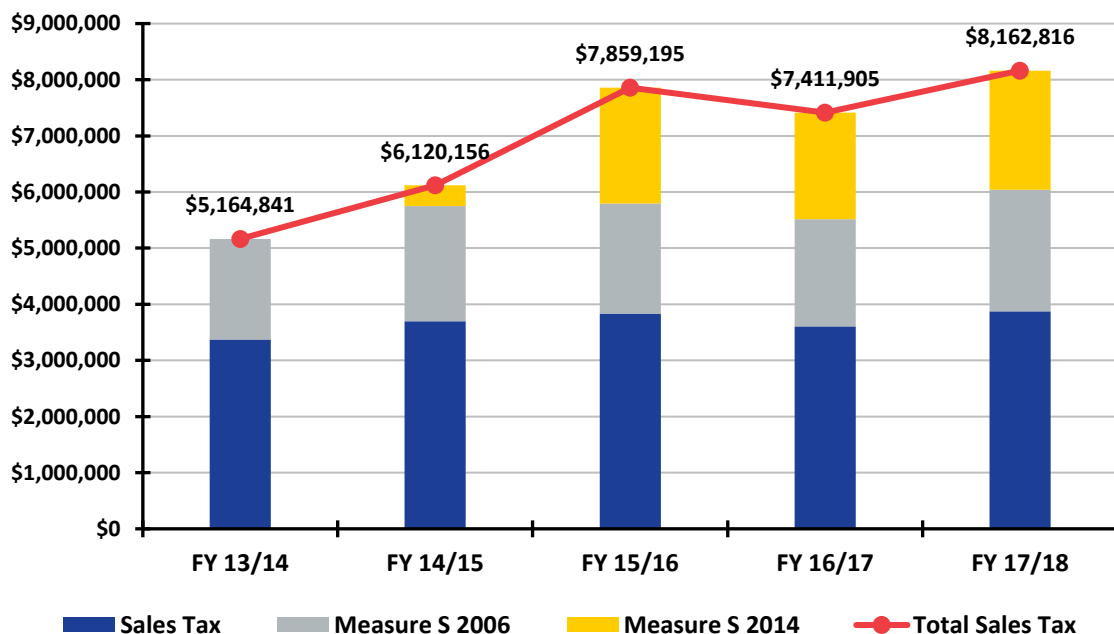
The City of Pinole serves as the Successor Agency to the Pinole Redevelopment Agency. This agency was dissolved on February 1, 2012, pursuant to State Law ABx1-26. Under the State Law, the City receives Redevelopment Property Tax Trust Fund payments equal to a 19 percent share of the 1 percent property tax from the sale of properties formerly owned by the Redevelopment Agency. Large spikes in these collections result from sales of properties with higher values. The following figure provides a historical perspective of taxes collected on redevelopment property sales. The property tax collections related to the Redevelopment Properties are not included in the previous graphical presentation of City property taxes assessed.

**Figure 17: Pinole Historical Collections of Property Taxes Related to Redevelopment Properties
(FY 13/14–FY 17/18 Actual)**

Description	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Tax collected on redevelopment	105,121	105,121	105,121	104,251	104,295
Redevelopment property sales	973,697	3,138,877	1,309,520	1,289,035	2,325,870
Total Redevelopment Properties:	\$1,078,818	\$3,243,998	\$1,414,641	\$1,393,286	\$2,430,165

Sales tax revenue is the most significant source of tax revenue for the City of Pinole. This amount has steadily increased except for an anomaly in FY 16/17. Sales tax has risen an average of 14.5 percent annually from FY 13/14 to FY 17/18. Franchise tax, typically assessments collected for the use of a city's right-of-way, has experienced annual growth of 3 percent over the five-year history period. Utility and occupancy taxes have increased as real estate development activities have increased. Intergovernmental receipts grew between FY 13/14 and FY 15/16 before most of those revenues were classified as charges for services in FY 16/17 and FY 17/18.

**Figure 18: Sales Tax Collections Including Measure S (2006 & 2014 Initiatives)
FY 13/14–FY 17/18**



Non-Recurring Revenues

Non-recurring revenues consist of proceeds from a capital lease and the sale of surplus properties. Additionally, Net Transfers In (Out) are included in non-recurring revenues.

The following figure shows the recurring and non-recurring revenues for the City of Pinole from FY 13/14 through FY 17/18.

Figure 19: Recurring & Non-Recurring Revenues for Pinole (FY 13/14–FY 17/18 Actual)

Revenue	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Property Taxes	\$1,622,419	\$1,856,378	\$1,967,011	\$2,059,786	\$2,185,033
Redevelopment PTF	105,121	105,121	105,121	104,251	104,295
Sales Tax	5,164,841	6,120,156	7,859,195	7,411,905	8,162,816
Franchise Tax	667,030	656,564	687,737	717,013	747,625
Utility Tax	1,880,224	1,843,618	1,876,318	2,066,623	1,926,796
Other Tax Receipts	574,582	708,456	763,252	812,417	880,271
Intergovernmental	1,462,286	1,799,252	1,925,491	1,647,297	1,732,370
Investment Earnings	811	773	8,251	3,568	62,567
Charges For Service	407,651	373,161	395,363	84,107	1,085,883
Permits	36,572	47,115	94,698	61,096	98,312
Grants	—	—	—	83,902	79,426
Rents & Ground Leases	91,228	93,550	159,275	81,510	97,027
Reimbursements	—	510	—	4,171	113,071
Abatement Fees	—	—	—	4,242	720
Fines, Forfeitures, Penalties	54,273	55,734	38,161	38,876	41,279
Recurring Revenues:	\$12,067,038	\$13,660,388	\$15,879,873	\$15,180,764	\$17,317,491
Capital Lease	458,000	—	—	—	—
Other Receipts	33,184	75,836	165,694	17,355	148,062
Redevelopment Property sale	973,697	3,138,877	1,309,520	1,289,035	2,325,870
Sale of Property	—	—	—	16,099	10,017,210
Net Transfers In (Out)	116,757	235,698	(396,602)	(30,000)	(34,095)
Non-Recurring:	\$1,581,638	\$3,450,411	\$1,078,612	\$1,292,489	\$12,457,047
Total Revenues:	\$13,648,676	\$17,110,799	\$16,958,485	\$16,473,253	\$29,774,538

General Fund expenditures are classified as recurring and non-recurring with similar definitions to those of revenues. The General Fund includes funds for public safety, general administration, public services, recreation, and community development. In most instances, debt service is classified with non-recurring expenditures; however, the City of Pinole has long-term liabilities that extend for several years and will be included with the recurring expenditures.

Included in the General Fund debt service amounts is the annual payment necessary for the retirement of the \$6,214,630 of bonds that were issued in 2006 to finance the City's unfunded accrued actuarial liability with CalPERS. These bonds require an annual payment plus interest for thirty years until the debt is extinguished in 2036.

Public Safety expenditures comprise between 65 percent and 70 percent of recurring expenditures and have grown annually. The significant portion of this growth is a result of increased costs associated with the Public Employees Retirement System (CalPERS). Due primarily to a change in the expected investment returns by the plan, the City has incurred additional unfunded accrued actuarial liability with CalPERS that require amortization. These amounts are expected to increase over the next several years before the annual payment amounts decrease. This issue will be discussed further in the projections section of this report.

Capital expenditures paid from the Measure S (2014) are intermingled within the individual department expenditures.

Figure 20: Pinole Actual General Fund & Measure S Recurring & Non-Recurring Expenditures (FY 13/14–FY 17/18)

Expenditures	Actual June 30,				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
General Administration	2,218,379	2,179,503	2,764,265	3,452,526	3,708,784
Public Safety	8,899,703	8,515,958	8,896,628	9,718,068	10,300,507
Public Services	609,150	677,310	1,274,402	789,966	947,950
Recreation	47	—	2,964	12,783	8,458
Community Development	(2,964)	—	4,785	7,959	8,206
Cable Access TV	—	—	30,616	—	—
Debt Service	590,884	543,605	554,467	581,443	572,923
Recurring Expenditures	\$12,315,199	\$11,916,376	\$13,528,127	\$14,562,745	\$15,546,828
Capital Outlay	—	—	—	—	—
Non-Recurring Expenditures	—	—	—	—	—
Total Expenditures:	\$12,315,199	\$11,916,376	\$13,528,127	\$14,562,745	\$15,546,828

The City established a General Fund reserve in FY 14/15 with a beginning balance of \$3 million. The Council's goal is to provide a reserve balance equal to six months of General Fund operating expenses or approximately \$5.5 million.

The fund balance of the General Fund has improved significantly over the past five years, and the City has achieved its target reserve balance.

Figure 21: Analysis of Fund Balance of the General Fund (FY 13/14–FY 17/18)

Description	Actual June 30,				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Total Revenues	13,648,676	17,110,799	16,958,485	16,473,253	29,774,538
Total Expenditures	12,315,199	11,916,376	13,528,127	14,562,745	15,546,828
Increase (Decrease) in Fund Balance	1,333,477	5,194,423	3,430,358	1,910,508	14,227,710
Beginning Fund Balance	(1,358,853)	(25,376)	5,169,047	8,599,405	11,135,715
Prior Year Adjustment	—	—	—	625,802	—
Ending Fund Balance:	\$(25,376)	\$5,169,047	\$8,599,405	\$11,135,715	\$25,363,425

The large increase in the Fund Balance in FY 17/18 results from the repayment of a loan due to the City in an amount slightly greater than \$10 million. All of these funds were transferred from the General Fund to an IRS Section 115 Pension Trust in FY 18/19. An adjustment has been made to the prior year Fund Balance in FY 16/17 to compensate for differences in balances between the annual reports.

City of Pinole Fire Department

The department is presently staffed by 14 career employees and a Management Analyst. PFD serves a community approximately 12 square miles in area with a population within the city limits of approximately 19,364 residents. Services, including fire protection, emergency medical services, fire investigation, fire prevention, life safety education, community risk reduction, disaster/emergency operations planning, and hazardous materials response are presently provided from a single fire station utilizing a single engine staffed with a minimum of three personnel. A Battalion Chief responds on incidents requiring a senior level command presence.

The PFD is a department of the City of Pinole and has no funding source other than that supplied by the City through the revenues generated by its General Fund and other measures enacted to generate revenue at the City level. Two general sales tax measures have been enacted since 2006, which have been allocated by budget appropriation, in whole or in part, to the Public Safety departments of the City.

The Pinole Fire Department participates in an Automatic Aid Agreement with the Contra Costa County Fire Protection District and the Rodeo-Hercules Fire Protection District. This agreement provides the framework under which the three agencies will jointly provide fire and emergency medical services through the integration of operations.

In some of the years prior to those evaluated for this project, the PFD operated from two stations. The economic downturn in 2008/2009 reduced the City's revenue to the level that the second station (Station 74) was initially closed during certain operational periods through a brownout program, but as finances continued to worsen, it was ultimately closed. This closure has resulted in an increase in response times to a portion of the City.

The budget and accounting practices employed by the City of Pinole do not allocate General Fund overhead expenses to the various departments. This makes comparisons with other agencies, such as fire districts difficult. While it may be possible to estimate the executive management costs of the City that would be attributable to the fire department, a portion of those costs may not be applicable to a fire district.

The budget of the Pinole Fire Department has expanded and contracted during the previous five years. However, the overall budget has remained within \$250,000 between FY 13/14 and FY 17/18 except for an anomaly in Services in FY 16/17 for an allocation of administrative costs.

Figure 22: PFD Recurring & Non-Recurring Expenditures (FY 13/14–FY 17/18)

Description	Actuals for the Year Ending June 30,				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Salaries (includes overtime)	\$1,650,376	\$1,645,448	\$1,686,694	\$1,575,190	\$1,832,417
Benefits	605,918	660,257	817,636	597,058	604,578
Total Salaries and Benefits	2,256,294	2,305,705	2,504,330	2,172,248	2,436,995
Services	541,751	517,087	451,514	1,531,829	681,611
Supplies	142,128	144,244	138,641	152,413	153,338
Total Recurring Costs	2,940,173	2,967,036	3,094,485	3,856,490	3,271,944
Debt Service	70,433	70,433	70,497	70,433	70,433
Capital Acquisitions	465,919	51,514	9,208	7,197	—
Total Non-Recurring Expenditures	536,352	121,947	79,705	77,630	70,433
Total Expenditures:	\$3,476,525	\$3,088,983	\$3,174,190	\$3,934,120	\$3,342,377

Of these total expenditures, a portion has been funded through the Measure S (2006) and the Measure S (2014) initiatives.

Figure 23: Other Sources of Funding for the Pinole Fire Department (FY 13/14–FY 17/18)

Source	Actuals for the Year Ending June 30,				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Total Expenditures	\$3,476,525	\$3,088,983	\$3,174,190	\$3,934,120	\$3,342,377
Measure S (2006)	1,150,524	777,004	555,295	655,666	714,030
Measure S (2014)	—	—	18,683	11,589	199,863
Total Other Sources	1,150,524	777,004	573,978	667,255	913,893
Balance to fund from General Fund	\$2,326,001	\$2,311,979	\$2,600,212	\$3,266,865	\$2,428,484

Financial Projections

The Amended City of Pinole General Fund Budget for FY 18/19 projects a negative cash flow of approximately \$950,000 before considering Transfers In and Transfers Out activity. This is due to a \$1 million allocation from the General Fund balance for the purchase of a new fire engine. Approximately \$16,000,000 of the amounts included in the Transfer Out category was utilized to create an Irrevocable Pension Trust to assist the City with funding the CalPERS future retirement expenses of the City's employees. Property tax revenues in FY 18/19 are projected to be approximately \$825,000 less than the amounts received in FY 17/18, decreasing from \$4,615,000 to \$3,787,000.¹² Sales tax revenues from the General Fund, Measure S (2006), and Measure S (2014) are also projected to be approximately \$12,000 less than the previous year. Charges for services are projected to be approximately \$153,000 more in FY 18/19 than the amounts received in FY 17/18.

Revenues are identified as recurring or non-recurring with recurring revenues consisting of those receipts that can be expected to continue annually and that have a reasonably expected amount. Non-recurring receipts are items that may occur sporadically or are difficult to project an amount.

The following figure uses the projected FY 19/20 as a base year on which to create the five-year projections. Property values, as well as property and sales tax revenues, are projected to increase at a 2 percent annual rate. The Utility Users Tax and Franchise Tax increases are forecast to increase at a 1 percent annual rate. Other tax revenues and other revenue sources are both forecast to increase at an annual rate of 2 percent. Beginning in FY 20/21, a significant portion of the annual pension cost increases will be offset by the withdrawals from the Pension Trust with those funds included in the Transfer In category in Recurring Revenues. Non-recurring revenues include miscellaneous proceeds and proceeds from the sale of surplus assets. The following figure uses the information provided by City staff on or before October 8, 2019. Anticipated modifications to these amounts will be contained in the addendum to this report.

¹² FY 2019/20 Proposed Budget for the City of Pinole, Pg. B-1.

**Figure 24: Pinole Recurring vs. Non-recurring General Fund and Measure S Initiatives Revenues
(Amended Budget FY 18/19–FY 24/25)**

Revenue	Amended Budget	Adopted Budget	Projected				
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Property Taxes	3,787,392	4,033,892	4,114,570	4,196,861	4,280,798	4,366,414	4,453,743
Sales Tax	7,842,100	7,550,886	7,701,904	7,855,943	8,013,062	8,173,323	8,336,789
Franchise Tax	744,128	744,000	751,440	758,954	766,544	774,209	781,951
Utility Tax	1,930,000	1,898,000	1,916,980	1,936,150	1,955,511	1,975,066	1,994,817
Other Tax Receipts	884,200	858,900	876,078	893,600	911,472	929,701	948,295
Intergovernmental	1,736,706	1,819,484	1,855,874	1,892,991	1,930,851	1,969,468	2,008,857
Investment Earnings	207,000	250,000	255,000	260,100	265,302	270,608	276,020
Charges for Service	1,224,239	1,276,723	1,301,257	1,326,283	1,351,808	1,377,844	1,404,401
Permits	76,700	73,700	75,174	76,677	78,211	79,775	81,371
Grants	163,437	92,026	93,867	95,744	97,659	99,612	101,604
Rents/Ground Leases	81,450	81,450	83,079	84,741	86,435	88,164	89,927
Reimbursements	97,115	9,500	9,690	9,884	10,081	10,283	10,489
Abatement Fees	9,000	3,300	3,366	3,433	3,502	3,572	3,571
Fines, Forfeitures & Penalties	59,050	41,550	42,381	43,229	44,093	44,975	45,875
Transfers In	6,290,688	900,938	3,233,882	4,139,372	5,191,081	6,412,292	6,412,292
Recurring Revenue:	25,133,205	19,634,349	22,314,542	23,573,962	24,986,410	26,575,306	26,950,002
Capital Lease	—	—	—	—	—	—	—
Other Receipts	14,000	9,000	9,180	9,364	9,551	9,742	9,937
Property Sales	11,000	11,000	11,220	11,444	11,673	11,907	—
Non-Recurring:	25,000	20,000	20,400	20,808	21,224	21,649	9,937
Total Revenues:	25,158,205	19,654,349	22,334,942	23,594,770	25,007,634	26,596,955	26,959,939

Expenses are classified in a manner much like revenues, recurring or non-recurring. Salaries, benefits, and typical operating expenses are identified as recurring in nature. In the instance of Pinole, annual debt service payments are expected for a significant number of years in the future and are also included as recurring expenditures. Capital outlays are projected annually from the Measure S (2014) initiative and are classified as non-recurring expenditures. Transfers to other funds are also classified as non-recurring expenditures.

The projection methodology incorporates expenditure type rather than function type in order to use generalized growth factors. Salary expense across the City is projected to increase at a 3 percent annual rate through the FY 23/24 fiscal year. Benefit increases primarily result from the increase in pension costs to compensate for the reduced returns experienced by CalPERS, the state pension system. Other operating expenses are projected to increase at a 2.8 percent annual rate beginning with the FY 20/21 period. Debt service is projected based on repayment terms for each liability.

Non-recurring expenditures include scheduled transfers from the General Fund and other funds included in the General Fund to other funds such as internal service funds or equipment reserves.

The following figure uses projected amounts provided by City staff as of October 8, 2019. Anticipated modifications to these amounts will be included in the addendum to this report.

Figure 25: City of Pinole Projected Recurring vs. Non-Recurring General Fund and Measure S Initiatives Expenditures (Amended Budget FY 18/19–FY 24/25)

Expenses	Amended Budget	Projected Budget	Projected				
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Salaries	8,585,194	9,138,860	9,413,026	9,695,417	9,986,280	10,285,867	10,594,443
Benefits & Insurance	4,738,955	5,787,430	9,175,976	11,189,850	13,405,359	15,848,563	18,701,304
Other Operating Expenses	4,324,315	3,797,889	2,876,229	2,956,764	3,039,553	3,124,660	3,212,150
Debt Service	590,433	605,433	555,000	575,000	595,000	610,000	610,000
Recurring Expenditures	18,238,897	19,329,612	22,020,231	24,417,031	27,026,192	29,869,090	33,117,897
Capital Outlay	929,814	882,618	907,331	932,737	958,853	985,701	1,013,301
Transfers Out	22,094,954	1,328,948	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Non-Recurring Expenditures	23,024,768	2,211,566	2,057,331	2,082,737	2,108,853	2,135,701	2,163,301
Total Expenditures:	41,263,665	21,541,178	24,077,562	26,499,768	29,135,045	32,004,791	35,281,198

Maintaining an adequate reserve or fund balance is good business practice for private businesses but is especially critical for municipalities as new revenue streams are typically enacted through a legislative process. Comparing the projected revenues and expenditures of the City of Pinole provides insight into the future financial health of the City. The significant anomaly occurring in FY 18/19 is a result of the one-time \$16 million transfer to the IRS 115 Pension Trust. City Council had initiated a plan to accumulate a \$5.5 million emergency reserve and had been able to accomplish this goal in FY 18/19. The goal has been projected to be achieved in each of the following two fiscal years through FY 21/22. However, continued fiscal pressure in the form of increased CalPERS pension funding does not allow for this financial goal to remain sustainable beyond FY 21/22.

The following figure uses projected amounts provided by City staff as of October 8, 2019. Anticipated modifications to these amounts will be included in the addendum to this report.

Figure 26: Projected General Fund Balance for Pinole (Amended FY 18/19 Budget–FY 24/25)

Revenues & Expenditures	Amended Budget	Adopted Budget	Projected				
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Revenues	25,493,905	19,654,349	22,334,941	23,594,769	25,007,633	26,596,956	26,959,939
Expenditures	41,263,665	21,541,178	24,077,562	26,499,768	29,135,045	32,004,791	35,281,198
Net Cash Flow (Deficit)	(15,769,760)	(1,886,829)	(1,742,621)	(2,904,999)	(4,127,412)	(5,407,835)	(8,321,259)
Beginning Fund Balance	25,363,425	9,593,665	7,706,836	5,964,215	3,059,216	(1,068,195)	(6,476,031)
Ending Fund Balance	9,593,665	7,706,836	5,964,215	3,059,216	(1,068,195)	(6,476,031)	(14,797,290)

The Pinole Fire Department is a City department, and there is no direct connection between the City's various revenue streams and the fire department's services. Two separate Measure S initiatives have provided sales tax revenues that have been allocated to address various needs of the City, including public safety operations and capital expenditures.

The Pinole Fire Department's FY 18/19 Budget is \$5,188,930, including \$1,280,560 for capital acquisitions. This is an increase of \$1,846,533 over actual expenditures in FY 17/18. Benefit costs increased approximately \$290,000 over FY 17/18 actual costs and are primarily related to the increase in required pension costs. The budget is divided between General Fund expenditures and Measure S (2006) and Measure S (2014) funded expenditures.

The City of Pinole staff developed the adopted fire department FY 19/20 budget with the goal of providing quality services within the City's available resources. This budget forms the basis for the remaining projections.

Like the City's growth factors for expenses, salaries are anticipated to increase 3 percent annually. The increase in employee benefits is driven by the significant increases in the required CalPERS plus a 5 percent increase in other benefits. Service and supplies costs are projected to increase at 2.8 percent annually. Measure S (2006) and Measure S (2014) initiatives are projected to grow at an annual rate of 1 percent during the next five years and will continue to provide funding for a portion of fire department salaries, benefits, operating expenses, and capital acquisitions. The following figure demonstrates what is considered as a status quo option, which shows the projected costs if the City took no action other than to leave the service delivery system as is.

The following figure uses projected amounts provided by City staff as of October 8, 2019. Anticipated modifications to these amounts will be included in the addendum to this report.

**Figure 27: PFD Projected Status Quo Expenditures & Funding Sources
(Amended Budget FY 18/19–FY 24/25)**

Description	Amended	Adopted	Projected				
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Salaries	1,900,133	2,104,678	2,167,818	2,232,853	2,299,838	2,368,834	2,439,899
Benefits	894,321	1,284,608	2,113,226	2,577,021	3,087,252	3,649,922	4,306,908
Total Salaries & Benefits	2,794,454	3,389,286	4,281,044	4,809,873	5,387,090	6,018,755	6,746,807
Services	917,898	808,274	830,906	854,171	878,088	902,674	927,949
Supplies	125,585	156,300	160,676	165,175	169,800	174,555	179,442
Total Recurring Costs	3,837,937	4,353,860	5,272,626	5,829,219	6,434,978	7,095,984	7,854,198
Debt Service	70,433	70,433	-	-	-	-	-
Capital Acquisitions	280,560	1,064,000	-	-	-	-	-
Total Non-Recurring Expenditures	350,993	1,134,433	-	-	-	-	-
Total Expenditures	4,188,930	5,488,293	5,272,626	5,829,219	6,434,978	7,095,984	7,854,198
Sources of Funding							
Measure S (2006)	951,046	786,830	794,698	802,645	810,672	818,778	826,966
Measure S (2014)	314,663	306,128	309,189	312,281	315,404	318,558	321,744
Total Other Sources	1,265,709	1,092,958	1,103,888	1,114,926	1,126,076	1,137,336	1,148,710
Balance To Fund From General Fund	2,923,221	4,395,335	4,168,739	4,714,293	5,308,903	5,958,648	6,705,488

Capital Assets & Improvements

Three basic resources are required to successfully carry out the mission of a fire department—trained personnel, firefighting equipment, and fire stations. No matter how competent or numerous the firefighters, if appropriate capital equipment is not available for use by responders, it is impossible for a fire department to deliver services effectively. The capital assets that are most essential to the provision of emergency response are facilities and apparatus (response vehicles).

Fixed Facilities

Fire stations play an integral role in the delivery of emergency services for several reasons. A station's location will dictate, to a large degree, response times to emergencies. A poorly located station can mean the difference between confining a fire to a single room and losing the structure. Fire stations also need to be designed to adequately house equipment and apparatus, as well as meet the needs of the organization and its firefighters.

Consideration should be given to a fire station's ability to support the jurisdiction's mission as it exists today and into the future. The activities that take place within the fire station should be carefully examined to ensure the structure is adequate in both size and function.

ESCI Associates conducted walk-through inspections of the two Pinole Fire Stations. ESCI utilized a standard check-off list for each facility inspection.

Special attention was made to the building's location, future use viability in terms of serving the community, and the capability of accommodating an increase in staffing levels and emergency response apparatuses in the future.

Figure 28: Fire Station Condition Definitions

EXCELLENT	Like new condition. No visible structural defects. The facility is clean and well maintained. Interior layout is conducive to function with no unnecessary impediments to the apparatus bays or offices. No significant defect history. Building design and construction match the building's purposes.
GOOD	The exterior has a good appearance with minor or no defects. Clean lines, good workflow design, and only minor wear of the building interior. Roof and apparatus apron are in good working order, absent any significant full-thickness cracks or crumbling of apron surface or visible roof patches or leaks. Building design and construction match the building's purposes.
FAIR	The building appears to be structurally sound with weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear but flows effectively to the apparatus bay or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. Showing increasing age-related maintenance, but with no critical defects.
POOR	The building appears to be cosmetically weathered and worn with potentially structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and crumbling of concrete on apron may exist. The roof has evidence of leaking and/or multiple repairs. The interior is poorly maintained or showing signs of advanced deterioration with moderate to significant non-structural defects. Problematic age-related maintenance and/or major defects are evident. May not be well suited to its intended purpose.

The following figures depict the results of ESCI's inspections of the City of Pinole's fire stations.

Figure 29: Pinole Fire Department Station 73 & Administrative Headquarters

Station Name/Number:	73					
Address/Physical Location:	88o Tennent Ave., Pinole, CA 94564					
	General Description: This two-story station houses the on-duty crew, Fire Chief, and Management Analyst.					
Structure						
Construction Type	Type 3 Ordinary					
Date of Construction	1985					
Seismic Protection	Unknown					
Auxiliary Power	Diesel Generator with 1,000 Gallons					
General Condition	Fair					
Number of Apparatus Bays	3	Drive-through bays		3	Back-in bays	
Considerations (ADA, etc.)	No					
Square Footage	Two-story, approximately 3,500 square feet					
Facilities Available						
Separate Rooms/Dormitory	2	Bedrooms	3	Beds	12	Beds in dormitory
Maximum Station Staffing Capability	6 (the Captains' room has 3 murphy beds)					
Exercise/Workout Facilities	Yes					
Kitchen Facilities	Yes					
Individual Lockers/Storage Assigned	Yes					
Shower Facilities	Yes					
Training/Meeting Rooms	Yes					
Washer/Dryer	Yes					
Safety & Security						
Sprinklers	Yes					
Smoke Detection	Yes					
Decontamination/Biohazard Disposal	Yes					
Security	Yes					
Apparatus Exhaust System	Yes					

Figure 30: Pinole Fire Department Station 74

Station Name/Number:	74 (open only to a BC)				
Address	3700 Pinole Valley Rd., Pinole, CA 94564				
	General Description: This single-story station has been closed since 2011.				
Structure					
Construction Type	Type 3 Ordinary				
Date of Construction	2003				
Seismic Protection	None				
Auxiliary Power	Yes				
General Condition	Good				
Number of Apparatus Bays	2	Drive-through bays		0	Back-in bays
Special Considerations (ADA, etc.)	Yes				
Square Footage	2,500				
Facilities Available					
Separate Rooms/Dormitory/Other	3	Bedrooms	3	Beds each	Beds in dormitory
Station Staffing Capability	3				
Exercise/Workout Facilities	No				
Kitchen Facilities	Yes				
Individual Lockers/Storage Assigned	Yes				
Shower Facilities	Yes				
Training/Meeting Rooms	No, front office only				
Washer/Dryer	Yes				
Safety & Security					
Sprinklers	Yes				
Smoke Detection	Yes				
Decontamination/Biohazard Disposal	No				
Security	Yes				
Apparatus Exhaust System	Yes				

Facilities Summary

The two facilities range in age from 16 to 34 years old.

Fire Station 73

The exterior is in good shape. Office space is upstairs adjacent to the central living area/kitchen. The upstairs living/dorm space is non-partitioned and cramped with furniture/gym equipment. Very little workstation or training space is available for personnel. Interior modifications would be useful. An SCBA filling station/storage and bunker room are adjacent to the apparatus bay, separated by a single door, which, if open, exposes both rooms to diesel exhaust. Station 73's office was recently remodeled; however, the crew quarters need remodeling and updating, which may include ADA accommodation. Remodeling should take into account the obligation to provide additional office, workspace, gender segregation of crews, and a shift Battalion Chief.

Fire Station 74

The exterior and grounds are well kept. The interior is in good shape with some carpet wear and tear. The FY 19/20 budget includes \$20,000 for these repairs. Individual dorm rooms and bathrooms allow for gender separation. There is some workstation/training space but little room for expansion. The apparatus bays are in good working order with a bunker room directly adjacent. While small, the station is adequate to house a three-person Engine Company and crossed-staffed Type III wildland engine.

Apparatus/Vehicles

Other than firefighters assigned to stations, response vehicles are undoubtedly the next most important resource of the emergency response system. The delivery of emergency services will be compromised if emergency personnel cannot arrive quickly due to unreliable transportation or if the equipment does not function properly.

Fire apparatus are unique and expensive pieces of equipment, customized to operate efficiently for a narrowly defined mission. An engine may be built in such a way that the compartments fit specific equipment and tools. Virtually every space on a fire vehicle is designed for function. This same vehicle, with its specialized design, does not lend itself well to operate in a completely different capacity, such as a hazardous materials unit or a rescue squad. For this reason, fire apparatus offers little flexibility in use or reassigned purpose. As a result, communities across the country have sought to achieve the longest life span possible for these vehicles. Unfortunately, no piece of mechanical equipment can be expected to last forever. As vehicles age, repairs tend to become more frequent and more complex.

Parts may become more difficult to obtain, and downtime for repairs increases. Given the emergency mission that is so critical to the community, downtime is one of the most frequently identified reasons for apparatus replacement. Because of the expense of fire apparatus, most communities develop replacement plans. To enable such planning, communities often turn to the accepted practice of establishing a life cycle for apparatus that results in an anticipated replacement date for each vehicle. The reality is that it may be best to establish a life cycle for planning purposes, such as the development of replacement funding for various types of apparatus; yet, apply a different method (such as a maintenance and performance review) for determining the actual replacement date, thereby achieving greater cost-effectiveness when possible.

Fire administrators should be concerned about the aging of the fleet and have a funded replacement schedule. As frontline apparatus age, fleet costs will naturally be higher, and more downtime will be associated with necessary repairs and routine maintenance.

It is beyond the scope of work and the expertise of ESCI to provide a mechanical assessment of the apparatus. For a mechanical evaluation of the apparatus, ESCI recommends seeking the services of a certified Emergency Vehicle Technician.

The following figure displays the City of Pinole's Apparatus/Vehicle Inventory as submitted by PFD staff.

Figure 31: PFD Station 73 Apparatus & Vehicle Inventory

Apparatus	Type	Year	Make/Model	Condition	Seating Capacity	Pump Capacity	Tank Capacity
Battalion 7, 7301	SUV	2008	Ford/Expedition	Fair	5	N/A	N/A
Engine E73	Type 1	2015	Spartan	Good	5	1500	500
Reserve E73A	Type 1	2005	HME/Rosenbauer	Fair/Poor	5	1500	1200
Wildland E273	Type 3	2008	Rosenbauer	Good/fair	4	1000	500
Wildland E673	Type 6	2001	Ford F550	Fair/Poor	2	160	200
Fire Chief 7300	SUV	2015	Ford/Intercept	Good	5	N/A	N/A
Utility 73	Pickup	2007	Ford F250	Fair	4	N/A	N/A
New Battalion 7	SUV	2019	Ford Expedition	New	5	N/A	N/A

Apparatus Summary

Generally, fire agencies utilize a guideline as follows to establish capital equipment replacement programs:

- **Engines:** 10 years frontline and 5 years in reserve.
- **Wildland Engines:** 15 years frontline 5 years in reserve.
- **Truck Companies:** 15 years frontline and 5 to 10 years in reserve.
- **Ambulance:** 5 years frontline and 5 years in reserve.

The level of activity, topography, and other factors may influence these guidelines.

- PFD apparatus specifications have not been standardized with the Battalion 7 apparatus.
- The age of PFD's frontline engine is 4 years. It is scheduled to become the reserve engine when the engine currently on order arrives in FY 19/20.
- Reserve Engine 73A is 14 years old and will be replaced by current E73 when the engine on order arrives.
- Wildland Engine 273 is 11 years old, and 673 is 18 years old and should be scheduled for replacement.

Capital Replacement Planning

Long-range capital replacement planning is always a challenge for any municipality. Pinole has done a commendable job of purchasing and maintaining its fleet of fire apparatus using General Fund Reserves. This practice—while not uncommon—has resulted in a significant number of replacements being deferred. Fire vehicles have a readily predictable service life and an easily forecast future replacement cost, which should be preplanned. If future needs are identified and funding is set aside to accommodate the need, the agency will not be dependent on reserves in the future to meet its long-term financial demands. ESCI recommends to clients that, as soon as a new piece of fire apparatus is purchased, funding should start to be set aside for its replacement.

Critical Tasking

Critical tasks are those activities that must be conducted promptly by firefighters at emergency incidents to control the situation, stop loss, and to perform necessary tasks required for a medical emergency. The Pinole Fire Department is responsible for assuring that responding PFD personnel are capable of performing all of the described tasks in a prompt, efficient, and safe manner.

Fires: Critical tasking for fire operations is the minimum number of personnel to perform the tasks required to control a fire in the listed risk category effectively. Major fires (beyond first alarm) will require additional personnel and apparatus.

Emergency Medical: Critical tasking for emergency medical incidents is the minimum number of personnel to perform the tasks required and support the identified strategy based on the department's adopted medical protocol.

The following figure details PFD's available response staffing by type of incident

Figure 32: Critical Tasking
Low Rise Structure Fire

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations	1
Attack Line	2
Search and Rescue	0
Ventilation	0
RIC	0
Other (Hydrant, backup line)	0
Total	4

High Rise Structure Fire (75+ feet in height)

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations	1
Attack Line	2
Search and Rescue	0
Ventilation	0
RIC	0
Other (Hydrant, backup line)	0
Total	4

Moderate Risk Commercial Structure Fire

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations	1
Attack Line	2
Search and Rescue	0
Ventilation	0
RIC	0
Other (Hydrant, backup line)	0
Total	4

High Risk Commercial Structure Fire

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations	1
Attack Line	2
Search and Rescue	0
Ventilation	0
RIC	0
Other (Hydrant, backup line)	0
Total	4

Wildland Fire—Low Risk

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Attack Line	2
Pump Operations	1
Total	4

Wildland Fire—High Risk

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations/Lookout	1
Attack Line	2
Structure Protection	0
Water Supply	0
Total	4

Aircraft Emergency

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Aircraft Fire Suppression	0
Pump Operations	1
Attack Line	2
Back-up Line	0
Rescue	0
Emergency Medical Care	0
Water Supply	0
Total	4

Hazardous Materials—Low Risk

Task	Number of Personnel
Command	1 (B-Shift)
Liaison	0
Decontamination	0
Research/Support	3
Entry team, and Backup Team	0
Total	4

Hazardous Materials—High Risk

Task	Number of Personnel
Command	1 (B-Shift)
Liaison	0
Decontamination	0
Research Support	3
Team Leader, Safety, Entry Team, and Backup Team	0
Total	4

Emergency Medical Aid (Life-threatening)

Task	Number of Personnel
Patient Management	1
Patient Care	1
Documentation	1
Total	3

Major Medical Response (10+ Patients)

Task	Number of Personnel
Incident Command/Safety	1 (B-Shift)
Triage	1
Treatment Manager	0
Patient Care	2
Transportation Manager	0
Total	4

Motor Vehicle Accident (Non-Trapped)

Task	Number of Personnel
Scene Management/Documentation	1
Patient Care/Extrication	2
Total	3

Motor Vehicle Accident (Trapped)

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Scene Management	0
Patient Care	1
Extrication	2
Pump Operator/Suppression Line	0
Extrication/Vehicle Stabilization	0
Total	4

Technical Rescue—Water

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Rescue Team	0
Backup Team	0
Patient Care	3
Rope Tender	0
Upstream Spotter	0
Downstream Safety	0
Total	4

Technical Rescue—Rope

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Rescue Team	2
Backup/Support Team	0
Patient Care	0
Rigger	1
Attendant	0
Ground Support	0
Edge Person	0
Total	4

Technical Rescue—Confined Space

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Rescue Team	0
Backup/Support Team	0
Patient Care	2
Attendant	0
Rigger	1
Ground Support	0
Total	4

Technical Rescue—Trench

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Rescue Team	0
Backup/Support Team	2
Patient Care	1
Shoring	0
Total	4

Alarm Assignments

To ensure adequate personnel and apparatus are dispatched to an emergency event, the following first alarm response assignments have been established. "Total PFD Staffing available" is the number identified in the Critical Tasking analysis above. The number of personnel and apparatus required to mitigate an active and complex working incident will require additional resources above and beyond the numbers listed as available. The "Alarm Assignments" are what has been identified as the number of resources and personnel necessary to address the challenges of each identified event.

Figure 33: Alarm Assignments

Low Rise Structure Fire

Unit Type	Number of Units	Total Personnel
Engine	4	12
Truck	1	4
Air Supply	1	3
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		21

High Rise Structure Fire (75+ feet)

Unit Type	Number of Units	Total Personnel
Engine	8	24
Truck	3	12
Air Supply	1	3
Battalion Chief	3	3
Total Staffing Provided		4
Total Staffing Needed		42

Moderate Risk Commercial Structure Fire

Unit Type	Number of Units	Total Personnel
Engine	6	18
Truck	2	8
Air Supply	1	3
Battalion Chief	3	3
Total Staffing Provided		4
Total Staffing Needed		32

High Risk Commercial Structure Fire

Unit Type	Number of Units	Total Personnel
Engine	8	24
Truck	3	12
Air Supply	1	3
Battalion Chief	3	3
Total Staffing Provided		4
Total Staffing Needed		42

Wildland Fire—Low Risk

Unit Type	Number of Units	Total Personnel
Engine	1	3
Brush Engine	1	3
Battalion Chief	1	1
Total Staffing Provided		4
Total Staffing Needed		7

Wildland Fire—High Risk

Unit Type	Number of Units	Total Personnel
Engine	1	3
Brush Engine	3	9
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		14

Aircraft Emergency

Unit Type	Number of Units	Total Personnel
Engine	3	9
Truck	1	4
ARRF	1	4
Rescue	2	6
Paramedic Ambulance	2	4
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		29

Hazardous Materials—High Risk

Unit Type	Number of Units	Total Personnel
Engine	3	9
Truck	1	4
Rescue	1	3
Battalion Chief	2	2
Hazardous Materials Unit	2	6
Total Staffing Provided		4
Total Staffing Needed		24

Hazardous Materials—Low Risk

Unit Type	Number of Units	Total Personnel
Engine	2	6
Truck	1	4
Battalion Chief	1	1
Hazardous Materials Unit	1	1
Total Staffing Provided		4
Total Staffing Needed		12

Emergency Medical Service (Life-threatening)

Unit Type	Number of Units	Total Personnel
Engine	1	3
Paramedic Ambulance ¹³	1	2
Total Staffing Provided		3
Total Staffing Needed		5

¹³ Paramedic Ambulance is provided by Contra Costa Fire

Major Medical Response (10+ Patients)

Unit Type	Number of Units	Total Personnel
Engine	2	6
Truck	1	4
Rescue	1	3
Paramedic Ambulance	5	10
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		25

Motor Vehicle Accident (Non-Trapped)

Unit Type	Number of Units	Total Personnel
Engine or Truck	2	6
Total Staffing Provided		3
Total Staffing Needed		6

Motor Vehicle Accident (Trapped)

Unit Type	Number of Units	Total Personnel
Engine	1	3
Truck	1	4
Paramedic Ambulance	1	2
Rescue	1	3
Battalion Chief	1	1
Total Staffing Provided		4
Total Staffing Needed		13

Technical Rescue—Water

Unit Type	Number of Units	Total Personnel
Engine	2	6
Water Rescue Unit	1	4
Tech Rescue Unit	1	3
Rescue	1	3
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		18

Technical Rescue—Rope

Unit Type	Number of Units	Total Personnel
Engine	1	3
Truck	1	4
Rescue	1	3
Tech Rescue Unit	1	3
Battalion Chief	1	1
Total Staffing Provided		4
Total Staffing Needed		14

Technical Rescue—Confined Space

Unit Type	Number of Units	Total Personnel
Engine	1	3
Truck	1	4
Rescue	1	3
Tech Rescue Unit	1	3
Battalion Chief	1	1
Total Staffing Provided		4
Total Staffing Needed		14

Technical Rescue—Trench

Unit Type	Number of Units	Total Personnel
Engine	1	3
Truck	1	4
Rescue	1	3
Tech Rescue Unit	1	3
Battalion Chief	1	1
Total Staffing Provided		4
Total Staffing Needed		14

Absent automatic and mutual aid from surrounding agencies, standalone, PFD is not capable of filling the alarm assignments noted above. In the event PFD Station 74 is reopened, the department will be able to initiate an initial attack and comply with the OSHA two-in/two-out rule.

Staff Scheduling Methodology

PFD utilizes a traditional three platoon system operating on a 48-hour shift rotation to achieve this minimum staffing of three FTEs per day as required. The total number of positions required per jurisdiction becomes a policy decision based on the jurisdiction's needs. The jurisdiction also then establishes the number of employees needed above the minimum to allow for vacancies due to vacation, sick, and other types of leave, yielding an overall number of full-time employees required to ensure that necessary staffing, according to policy, is available daily. This staffing methodology is prevalent across the Western United States for firefighters to work a 24- or 48-hour shift cycle. Studies have been undertaken and remain ongoing in an attempt to better understand the impact of this work cycle on the physiological process.¹⁴ The science indicates that sleep is important and that going without sleep for too long or interrupting the sleep rhythm leads to physical and cognitive problems. That said, no easy answer to the problem exists. Intuitively, the problems would be exacerbated in a busy station and lessened in a less busy station.

All personnel are trained as firefighters, with most trained at a minimum of Emergency Medical Technician (EMT) level. Six have been trained to the Paramedic level. The department provides Advanced Life Support (ALS) services utilizing its one Engine Company. Ambulance response and patient transport are currently assigned to CCFPD.

¹⁴ Is the firefighter 48/96 shift a health hazard? Sara Jahnke, FireRescue1, <https://www.firerescue1/fire-rehab/articles/223601018-is-the-firefighter-48-96-shift-a-health-hazard/>.

SERVICE DEMAND & INCIDENT STAFFING PERFORMANCE

Service delivery is the foundation of any service-oriented organization. Without an understanding of how services are organized, deployed, and managed, one cannot quantify efficiency and effectiveness. This section of the report will analyze multiple facets of the current delivery of fire services for the City of Pinole, including the identification of incidents by type and frequency, deployment analysis, system reliability, and a summary of performance. By understanding current performance and how the system functions, goals and objectives for future performance improvements can be established and implemented.

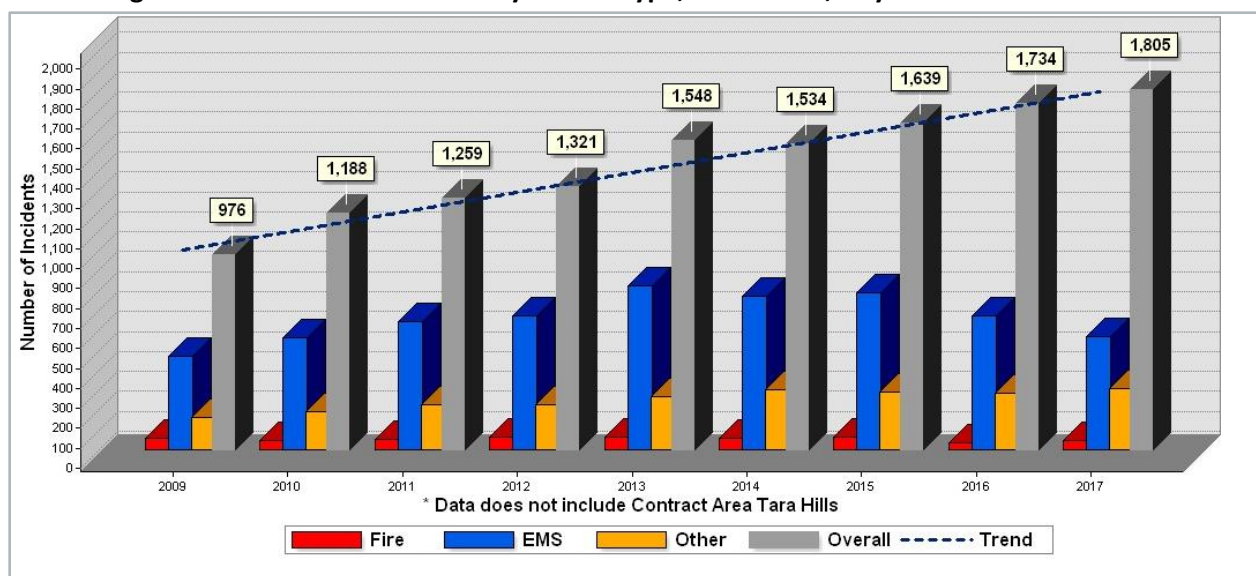
Service-Demand Study

Incidents by Type & Frequency

When and how demands for services occur can follow predictable patterns over time. To identify those patterns occurring in Pinole, ESCI conducted an analysis and geographic display of current service demand by incident type and temporal variation using dispatch data obtained from the Contra Costa Fire Protection District. Incident types were selected based on the classification system established by the National Fire Incident Reporting System (NFIRS); temporal variation, or the way service demand changes over time, was analyzed by the month, by the day, and by the hour.

The following figure provides a historical view of service types and frequency of incidents over the past nine years (2009–2017) *only within the City of Pinole and Contract 2/Upper Pinole Valley Road*, as the Contract/Tara Hills Area incident data were not provided. This figure shows the incidents in which Station 73 and BC7 responded. Incidents that did not indicate that they were a fire or an EMS incident, such as HazMat or Good Intent, were placed in the “Other” category.

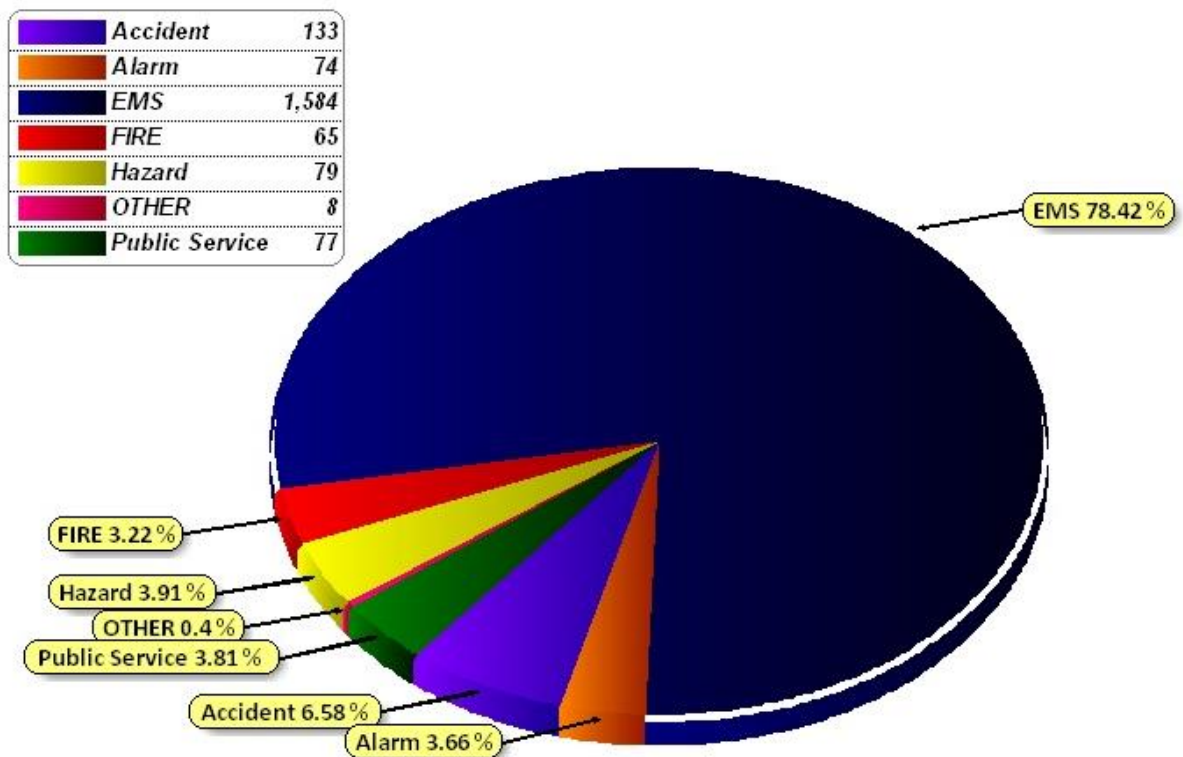
Figure 34: PFD Service Demand by Year & Type, 2009–2017, City of Pinole & Contract 2



Over the nine years, the total number of incidents increased from 976 in 2009 to 1,805 in 2017, an average increase of 8 percent per year, with noticeable increases in 2010 and 2013 (22% and 17%, respectively). Without those outliers, the average increase per year is 4%.

Additional incident data for the calendar year 2018 was received from CCRFCC that did include incident data for the Contract/Tara Hills area, resulting in a separate detailed analysis. The calendar year 2018 data showed 2,020 incidents, including 399 in Contract/Tara Hills. The incidents by type for the calendar year 2018 are shown in the following figure.

Figure 35: Service Demand by Type, City of Pinole & Both Contract Areas, 2018

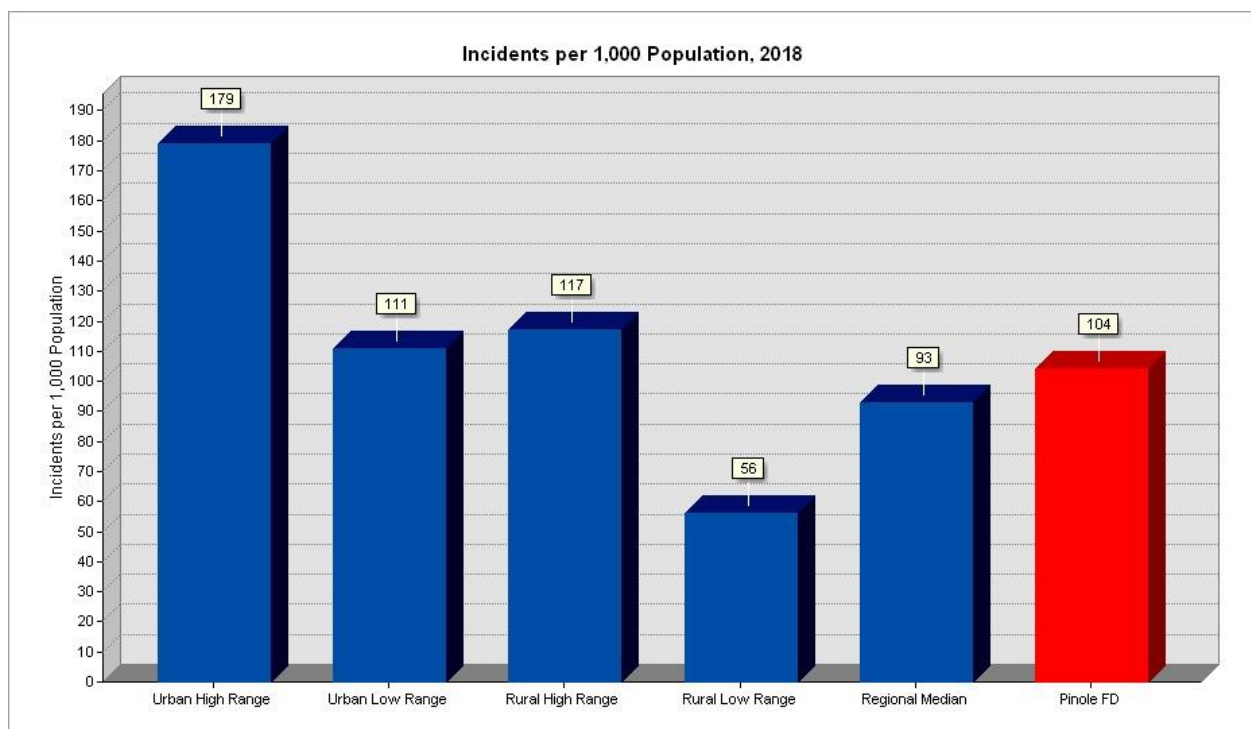


As illustrated in Figure 35, EMS represents the greatest impact on service demand at 78.42 percent, followed by accident calls, which accounted for 6.58 percent of incidents. Accident data includes motorcycle, vehicle, bicycle, and pedestrian incidents.

The following figure displays a comparison of the total number of incidents (2,020) in 2018 within the City of Pinole and the two contract areas, as compared to other similar-sized urban fire departments around the country.

Figure 36: Incidents per 1,000 Population, 2018, City of Pinole & Both Contract Areas

Dept. Size	Number of Incidents/1,000
Rural Low Range	56
Regional Median	93
Pinole FD	104
Urban Low Range	111
Rural High Range	117
Urban High Range	179

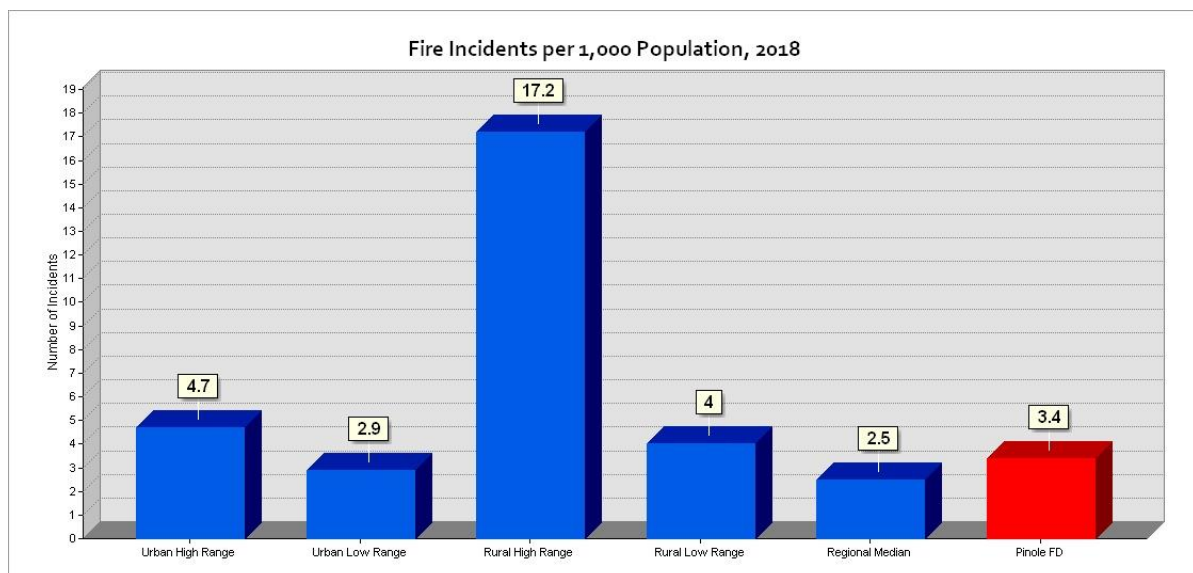


At 104 calls per 1,000 population, PFD has a higher than the regional median number of calls per 1,000 population but slightly lower than the urban high range.

The following figure displays a comparison of the total number of fire incidents in Pinole as compared to other similar-sized urban fire departments around the country. This figure uses incidents within the City of Pinole and the two contract areas (65 fires in 2018).

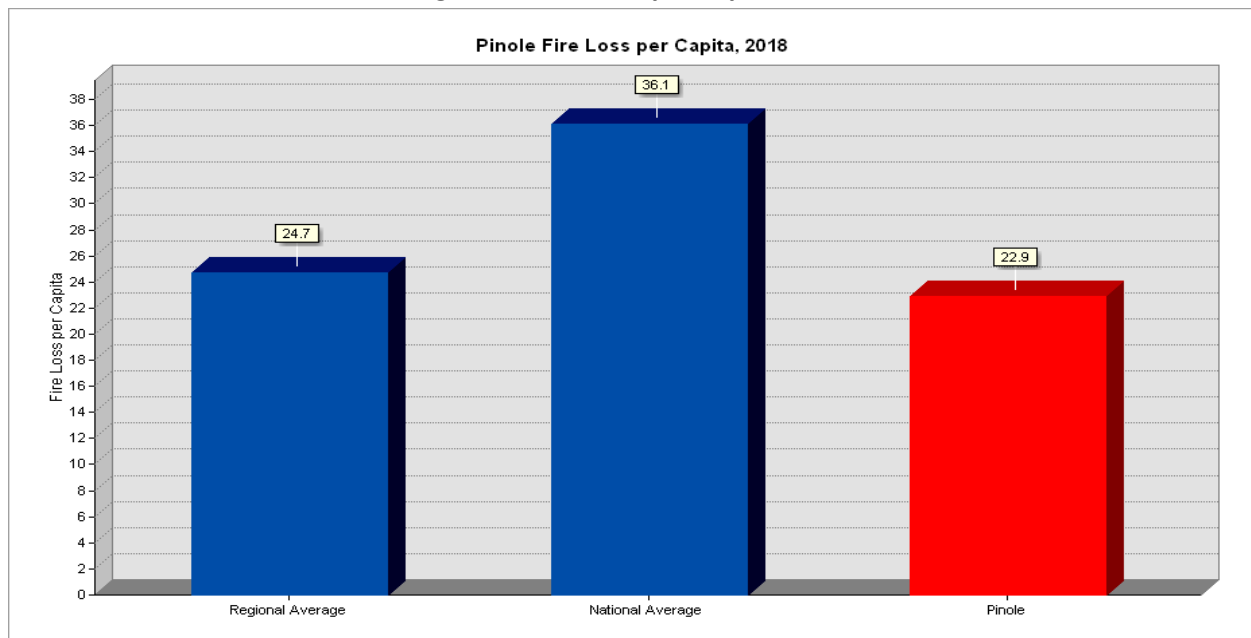
Figure 37: Fire Incidents per 1,000 Population, 2018, City of Pinole & Both Contract Areas

Dept. Size	Fires/1,000
Pinole FD	3.5
Regional Median	2.5
Rural High Range	17.2
Rural Low Range	4
Urban High Range	4.7
Urban Low Range	2.9



PFD's 3.4 fires per 1,000 population are just above the regional median of 2.5 fires per 1,000 population. It is comparable to most other Urban Low Range and Rural Low Range fire departments.

The next figure is fire loss per capita compared with other national and regional departments. In 2018, at \$22.90 per capita, PFD's fire loss was much lower compared to the national average and very comparable to the regional average.

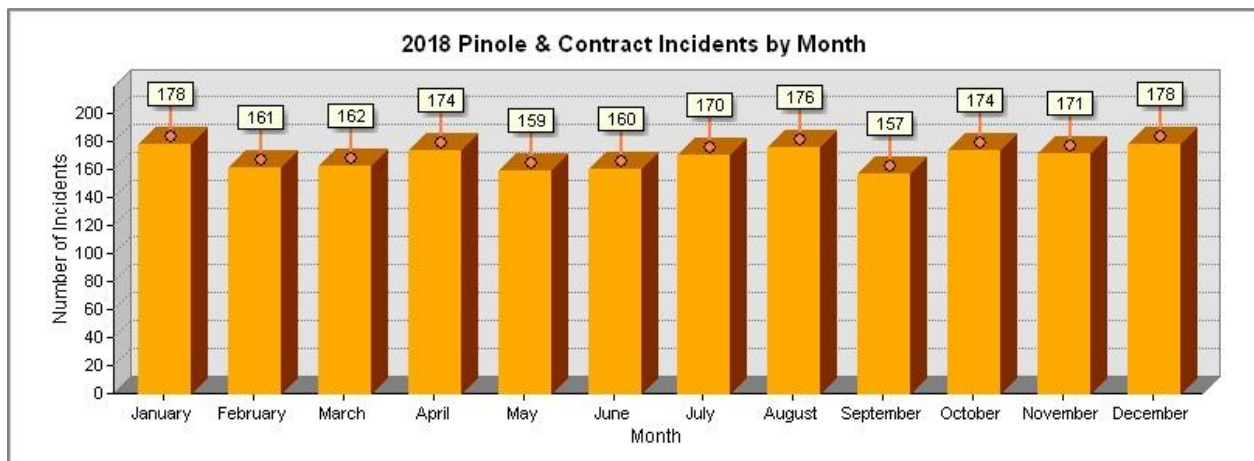
Figure 38: Fire Loss per Capita, 2018**Figure 39: Comparison Chart, Fire Loss per Capita**

Depts.	Fire Loss per Capita (in dollars)
Regional Average	\$24.70
National Average	\$36.10
Pinole	\$22.90

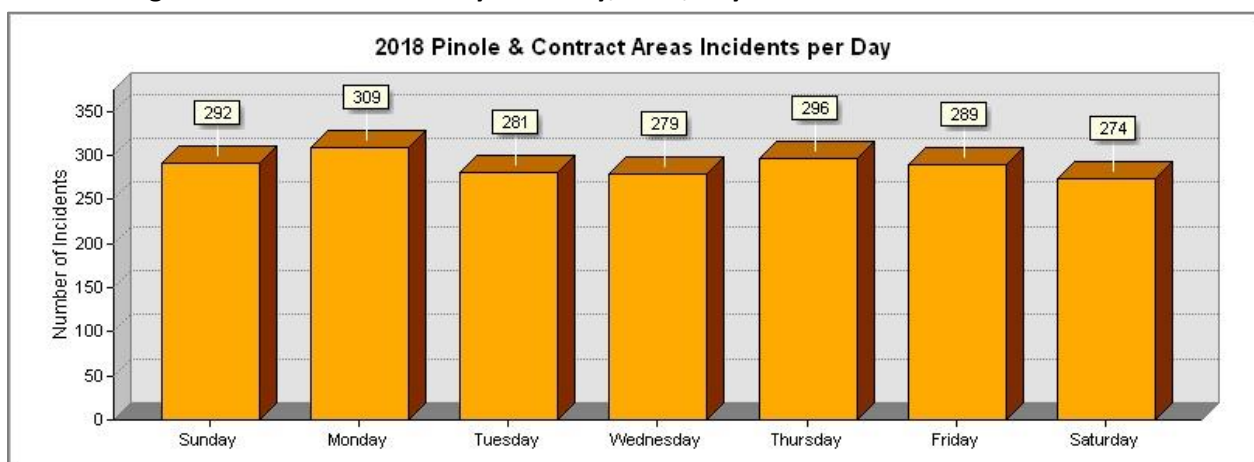
Temporal Analysis

In addition to understanding the types and frequency of service demand, an understanding of when these events occur is critical to the understanding of when system demand will most likely reach its peak. Knowing the high demand periods will assist administrators in determining whether staffing levels are adequate for the demand and also in scheduling additional duties such as training, fire safety inspections, and vehicle maintenance.

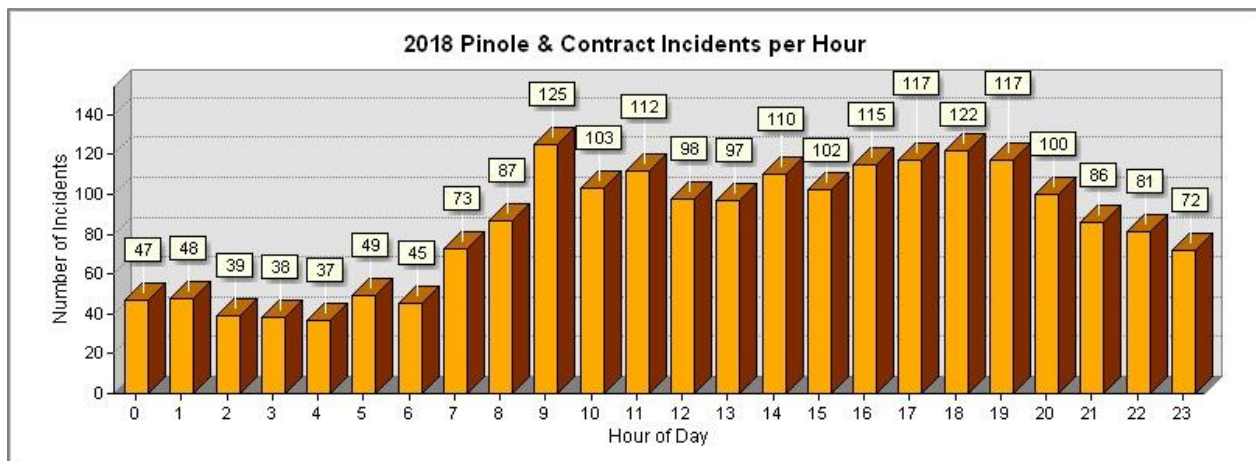
The following figure shows the temporal variation of PFD's service area demand by month during 2018. There is only minor variation in workload by month. The winter months of January and December are the busiest months with August following closely.

Figure 40: Service Demand by Month, 2018, City of Pinole & Both Contract Areas

The next figure illustrates service demand by day of the week. Again, only minor variations in workload exist by day of the week, although Monday is the busiest.

Figure 41: Service Demand by Weekday, 2018, City of Pinole & Both Contract Areas

Finally, the following figure shows service demand by the hour. Workload increases significantly during daytime hours as compared to nighttime hours.

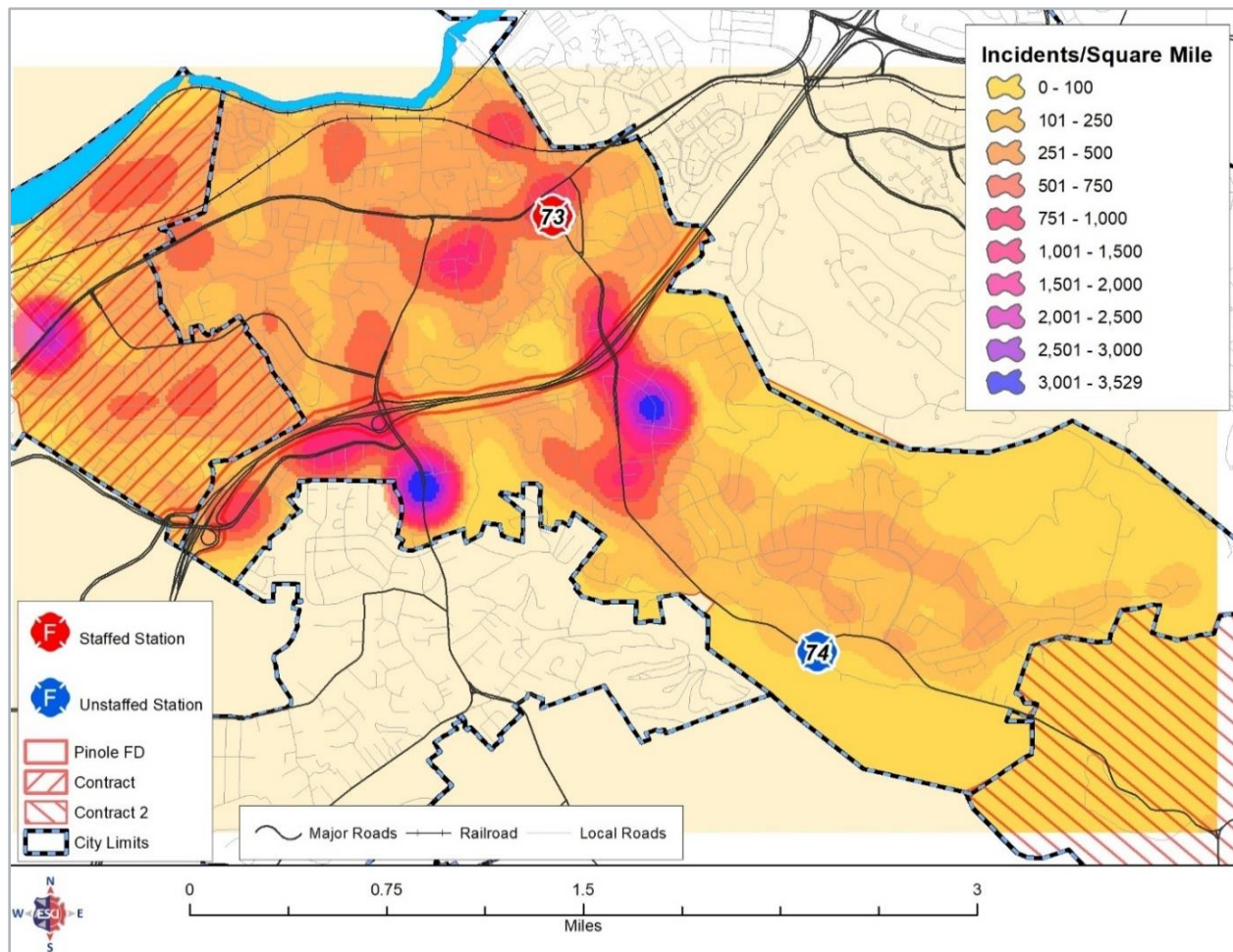
Figure 42: Service Demand by Hour, 2018, City of Pinole & Both Contract Areas

Peak workload is between 9:00 a.m. and 7:00 p.m., and it is most heavily concentrated during the commute hours.

Spatial Analysis

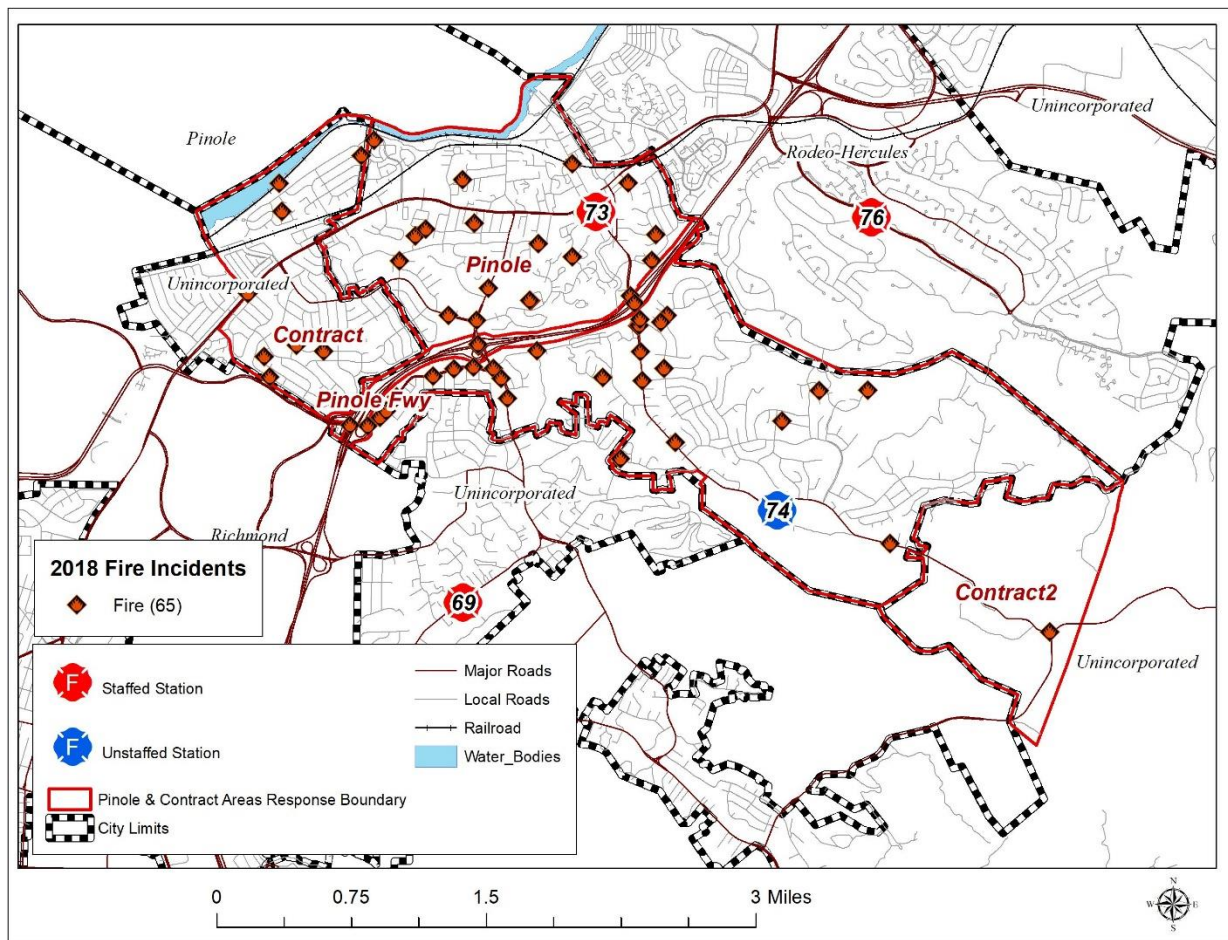
In addition to the temporal analysis, it is useful to examine the geographic distribution of service demand. The following figures indicate the distribution of emergency incidents in PFD during 2018. The incident data received from Contra Costa County Dispatch uses a "road address range" system rather than a "site address" system. This always places a data point on a roadway rather than on the adjacent structure or actual site of the incident

The first figure displays the number of incidents per square mile within various parts of the city. The area of greatest service demand is the northwest and central portions of the city.

Figure 43: Service-Demand Density, City of Pinole & Both Contract Areas

The two densest concentrations of incidents are at Appian Way/Michael Drive, which is adjacent to a large commercial/retail development; the second densest concentration of incidents is Estates Ave/Paloma—which is adjacent to a senior retirement center. The third densest concentration is at the Tara Hills Mobile Home Park, a “55 years and over” community. Again, the use of street address ranges to place a data point might lead to an interpretation of “dangerous intersections,” where the reality is the incident is related to proximal activities or populations.

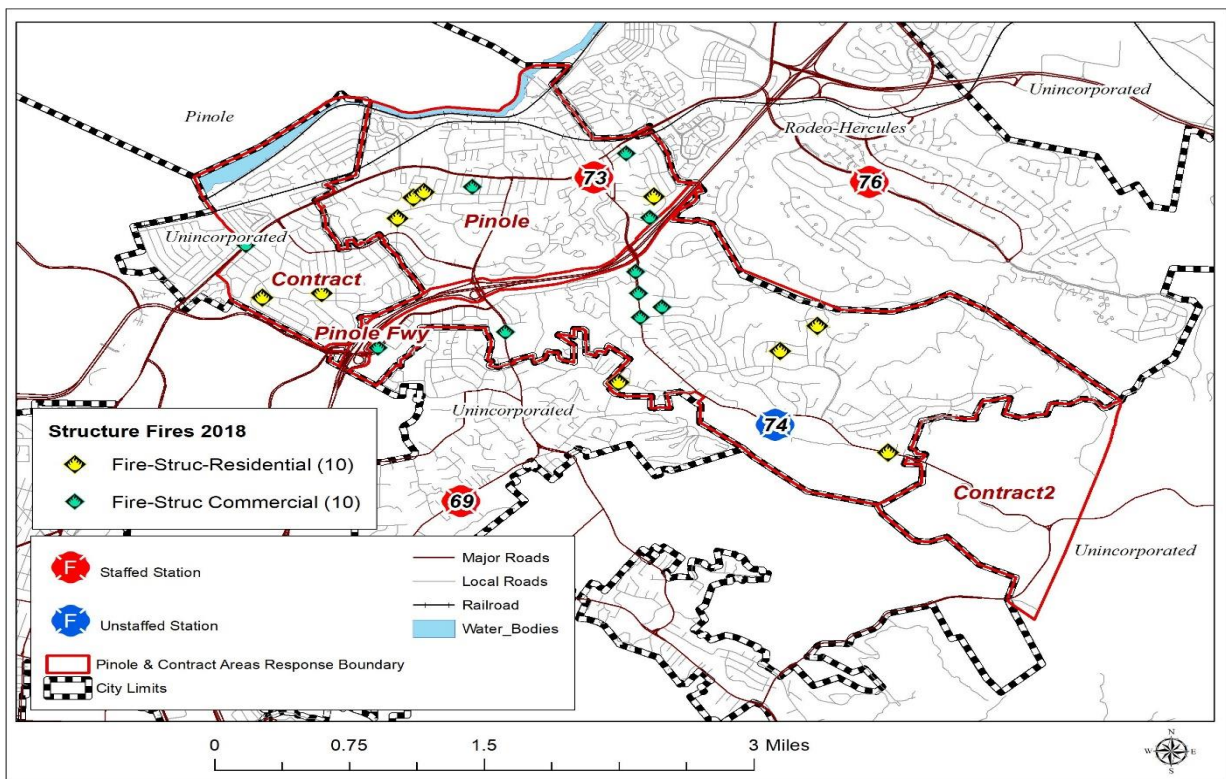
While the service demand density reflects all calls served within the PFD service area, service demand can vary based on incident type. The following figure displays the location of all fire types occurring within the PFD’s service area during 2018.

Figure 44: All Fire Types, 2018, City of Pinole & Both Contract Areas

The fire incidents are distributed widely but predominantly in the PFD's northwestern half. Again, it appears as though all the fires are in roadways, but only 21 percent (14 of the 65 fires) involved a vehicle. The remaining 79 percent were structural, electrical, or vegetation fires in areas adjacent to roadways.

The following figure depicts the locations of the 20 commercial and residential structure fires in 2018.

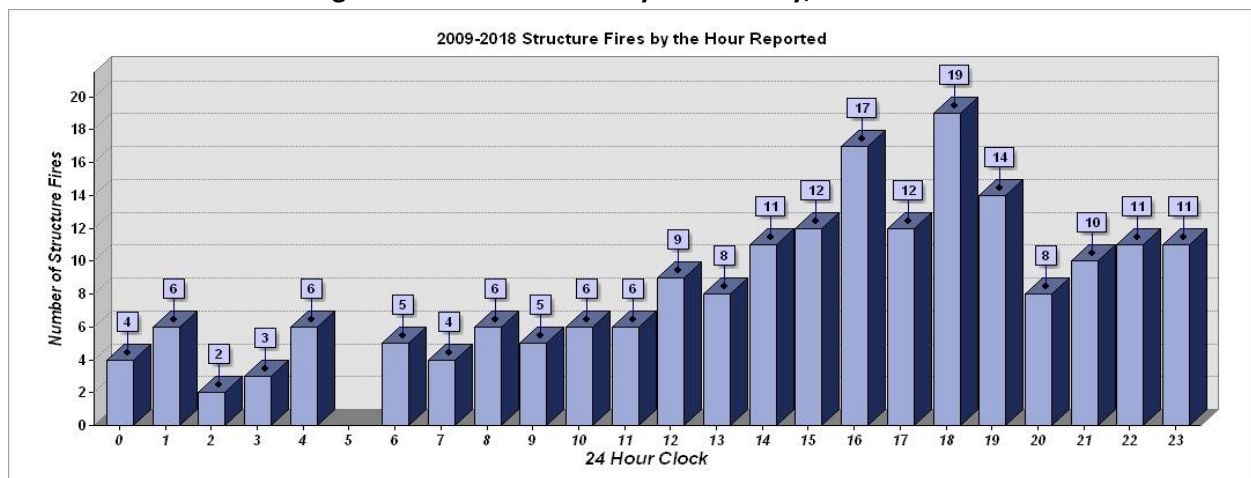
Figure 45: Structure Fires, Commercial & Residential, 2018, City of Pinole & Both Contract Areas



These structure fires were distributed equally throughout the PFD's service area.

The following figure compares structure fires over the last decade by the hour of the day. Other than no structure fires reported at the 5 a.m. hour within the entire decade, structure fires do occur throughout the day and night, with greater incident reporting in the latter part of the day and into the evening.

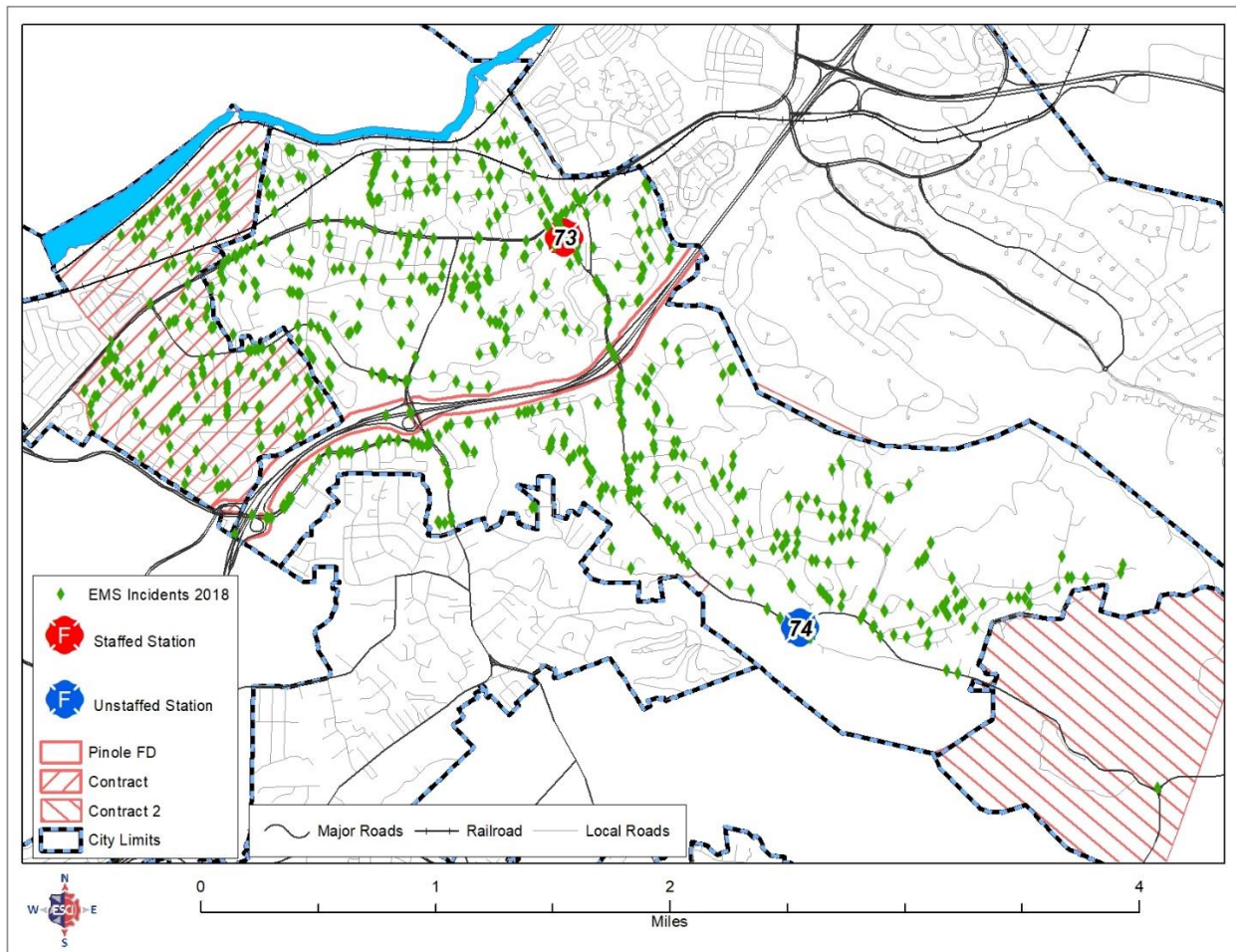
Figure 46: Structure Fires by Hour of Day, 2009–2018



Again, the 2009–2017 incident data did not include any incidents for the Tara Hills contract area, whereas the 2018 incident data did include incident data for that contract area. In 2018, there were three structure fires in the Tara Hills contract area; one reported at noon, one at 8 p.m., and one at 9 p.m.

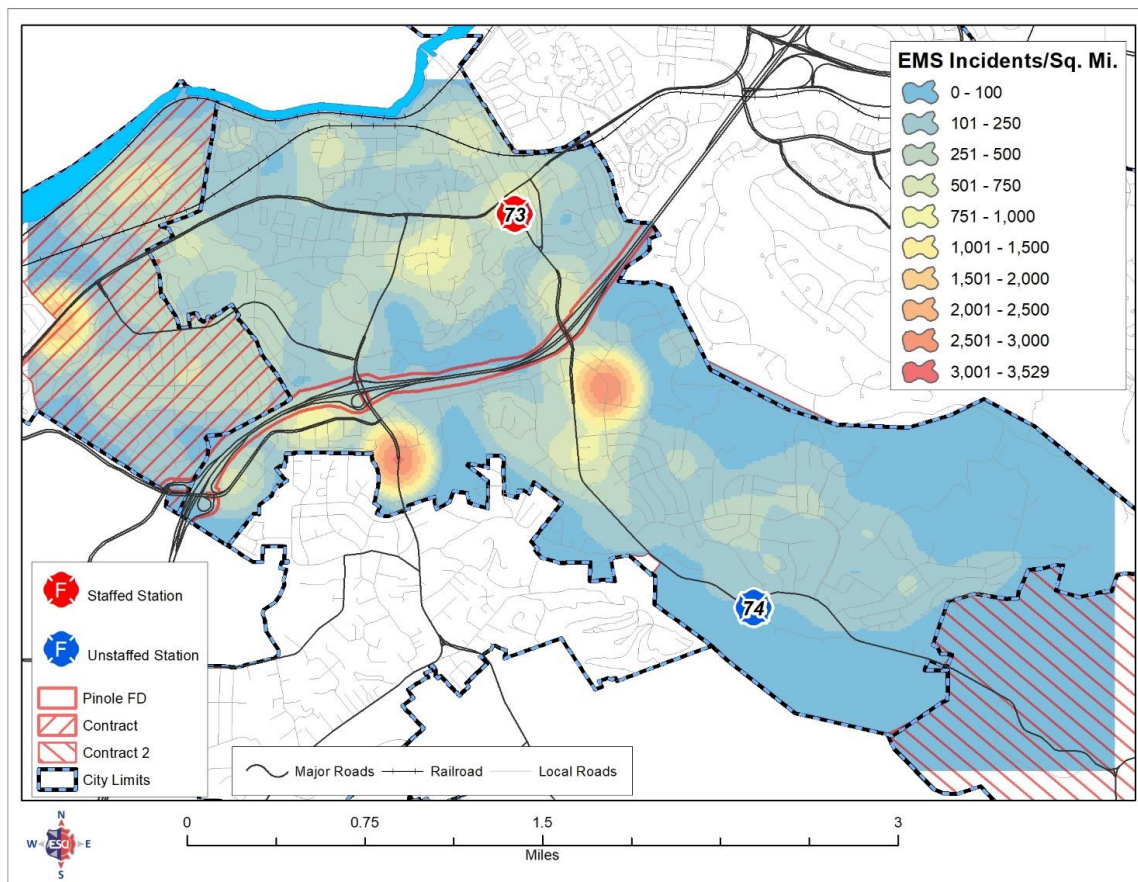
Similarly, emergency medical incidents also occur in greater concentration in areas of higher population density. The next figure depicts the EMS incidents in the PFD service area in 2018.

Figure 47: Emergency Medical Incidents, 2018, City of Pinole & Both Contract Areas



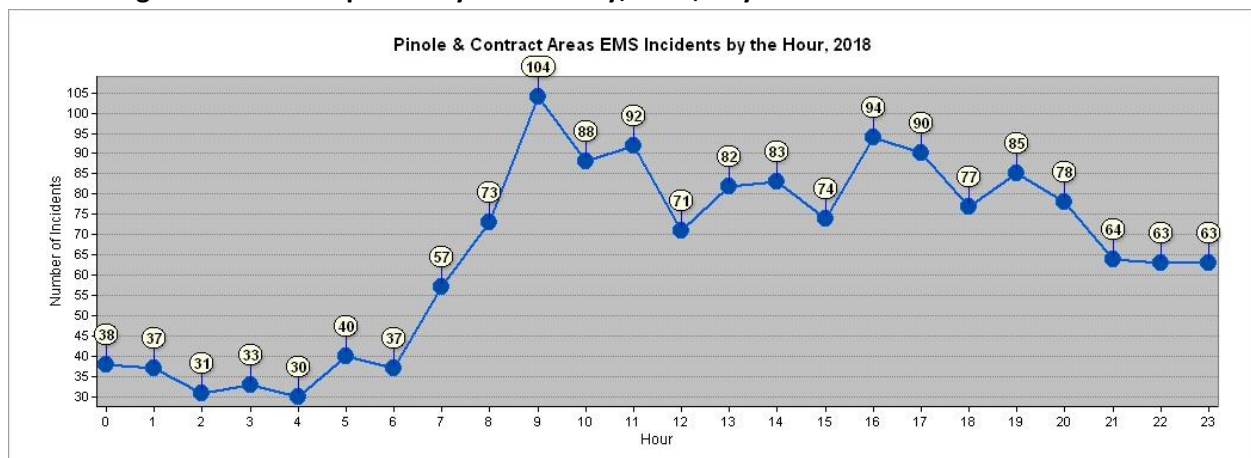
The incidents are widely scattered but primarily located in the northwestern portion of the PFD service area.

As shown previously, EMS calls are the primary incident type. The following figure displays emergency medical incidents per square mile during 2018.

Figure 48: Emergency Medical Incidents per Square Mile, 2018, City of Pinole & Both Contract Areas

The previously identified areas of incident density re-appear, the commercial/retail area, the senior retirement home, and the senior mobile home park.

EMS response workload also varies by the hour of the day, as shown in the following figure. As it is the predominant type of incident, it closely follows the total workload by the hour of the day.

Figure 49: EMS Responses by Hour of Day, 2018, City of Pinole & Both Contract Areas

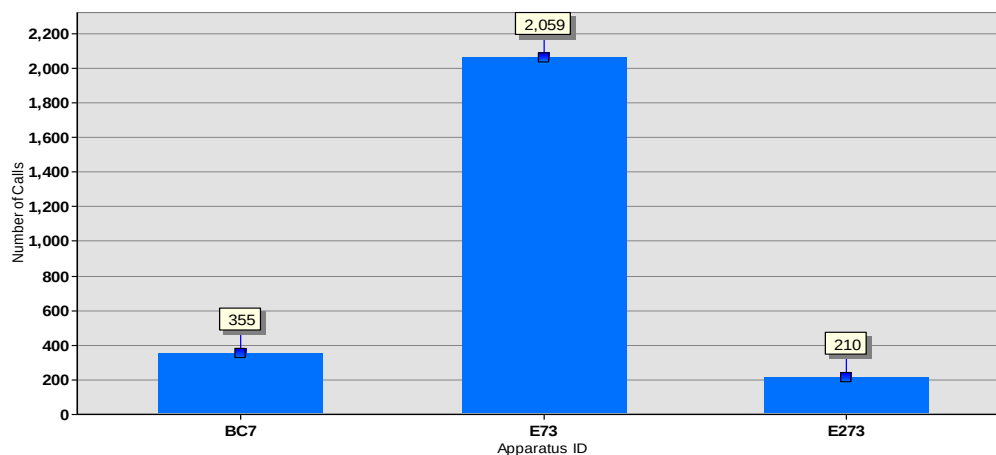
Unit Workload Analysis

A review of workload by response unit can reveal much about response time performance. Although fire stations and response units may be distributed in a manner to provide quick response, that level of performance can only be obtained when the response unit is available in its primary service area. If a response unit is already on an incident and a concurrent request for service is received, a more distant response unit will need to be dispatched. This will increase response times.

Response Unit Workload

The workload of individual response units during the study period is shown in the following figure. The individual response unit workload can be greater than the workload in its home station area. Many incidents, such as structure fires, require more than one response unit. The next figure depicts the total number of calls (2,272) received by PFD in 2018, regardless of jurisdiction.

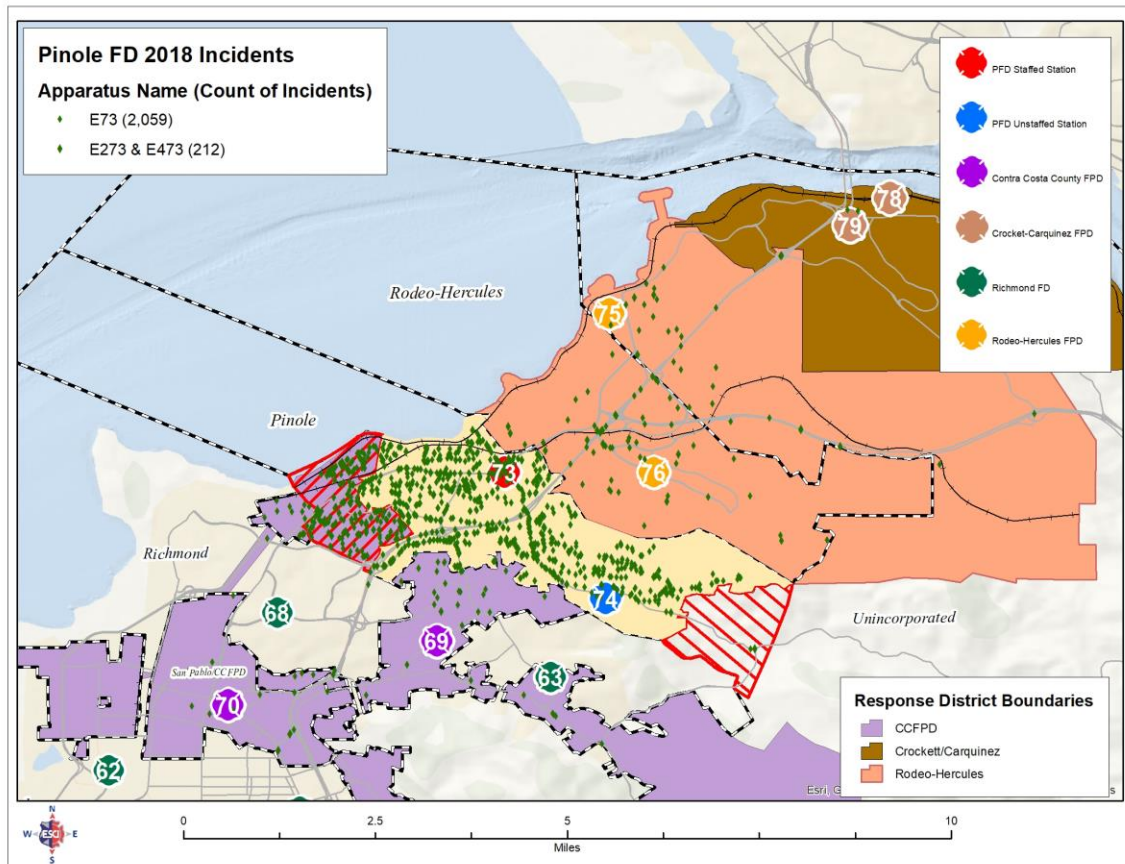
Figure 50: PFD Response Unit Workload, 2018



As the only fully staffed apparatus, Engine 73 is naturally the busiest in the PFD. Not shown in the figure are Reserve Engines E73A and E473, which had limited use, with one and two calls, respectively.

The following figure shows the extent of these calls, reaching from the Carquinez Bridge to San Pablo. In 2018, there were 2,020 incidents within the city and 401 calls outside of the City of Pinole.

Figure 51: PFD Incident Locations by Apparatus, 2018



The amount of time a given unit is committed to an incident is also an important workload factor. The following figure illustrates the average time each unit was committed to an incident, from initial dispatch until it was available for another incident. Multiple units responded to the same incident, such as the Battalion Chief and the Engine Crew. The more complex an incident, the greater the number of resources are required.

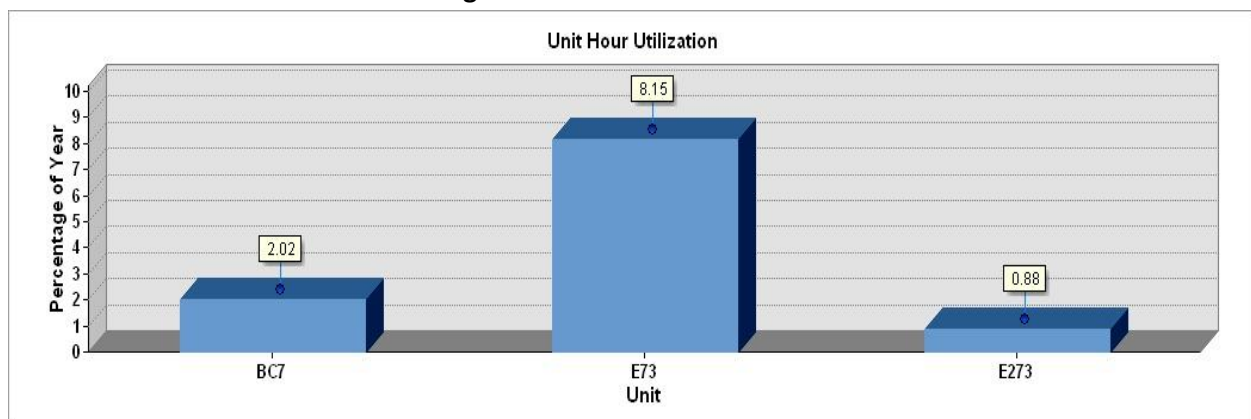
Figure 52: Average Time Committed to an Incident by Unit, 2018

Unit	Responses	Average per Response
Battalion 7	355	0:29:59 minutes
Engine 73	2,060	0:20:49 minutes
Engine 273	210	0:21:55 minutes

Unit Hour Utilization

Unit hour utilization (UHU) is an important workload indicator. It is calculated by dividing the total time a unit is committed to all incidents during a year divided by the total time in a year. UHU describes the amount of time expressed as a percentage that a unit is not available for a response since it is already committed to an incident. The larger the percentage, the greater a unit's utilization, and the less available it is for assignment to an incident. Unit hour utilization is an important statistic to monitor for those fire agencies using percentile-based performance standards, as does PFD. In PFD's case, where performance is measured at the 90th percentile, unit hour utilization greater than 10 percent means that the response unit will not be able to provide on-time responses to its 90 percent target, even if response is its only activity. While Pinole Engine 73 is not at 10 percent UHU at this time, absent the addition of a second engine in Pinole, it will most likely be at and exceed the threshold in a few years.

Figure 53: Unit Hour Utilization

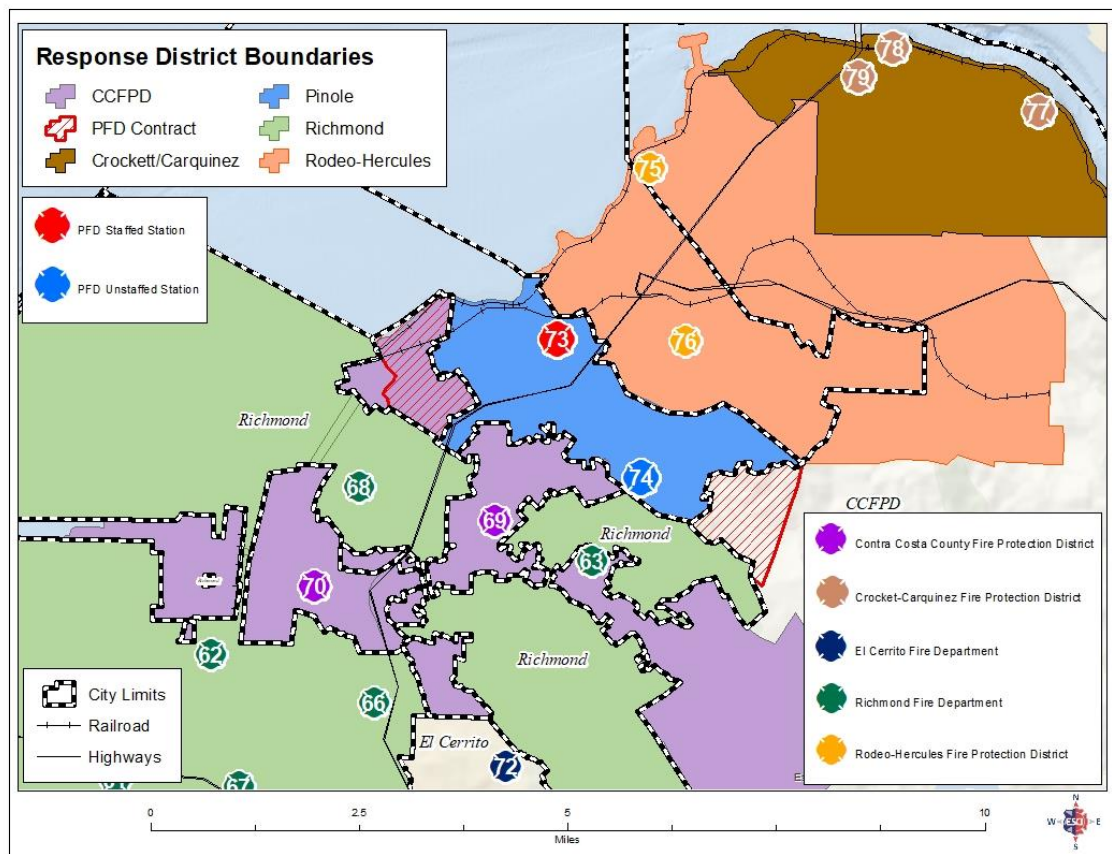


Based on the historical incident data from 2009 to 2017, call volume is projected to increase by 3 percent per year, which, as mentioned above, did not include the Contract/Tara Hills incidents. Approximately 20 percent of the PFD incidents came from this area in 2018 incident data.

Distribution Study

Next, an overview of the current deployment strategy, which includes facility and apparatus locations, was analyzed using Geographic Information Systems (GIS) software to identify potential service gaps and redundancies of resources. The following figure is an overview of the PFD service area. PFD stations and nearby adjacent agency stations are displayed.

Figure 54: PFD Service Area



The City of Pinole encompasses approximately 11.6 square miles. Of that, 5.2 square miles are land, with the 6.4 sq. miles remainder comprised of the bay. The PFD provides service to the city as well as to the two contract areas depicted. PFD staffs one fire station located within the city.

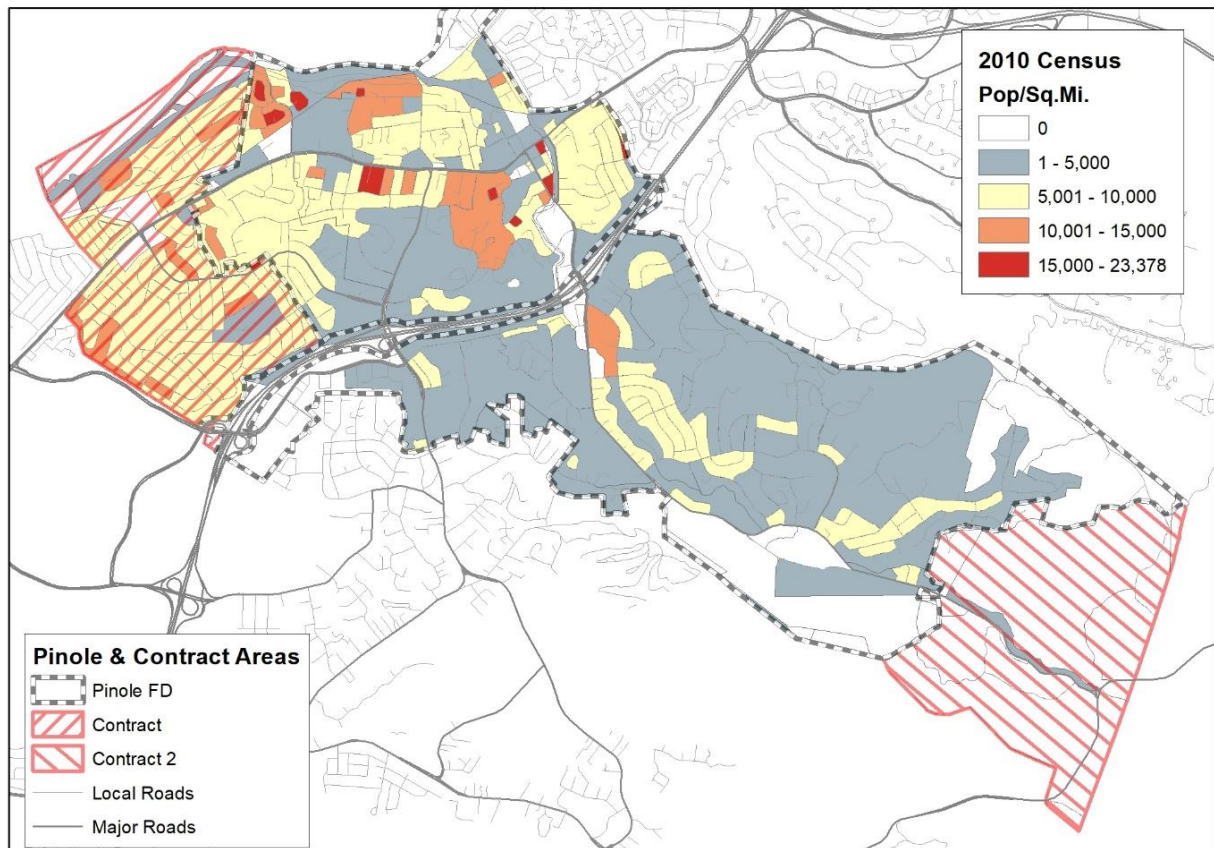
An important consideration for fire departments and other service delivery organizations is to understand the location of population concentrations. If the majority of people live in a concentrated area, it is intuitive to anticipate that that area will also request the highest levels of service demand as calls for service are generally initiated by people.

The definitions per the Center for Public Safety Excellence Standards of Cover 6th edition:

- **Urban:** population of over 30,000 and or a population density of 2,000 per sq. mile
- **Suburban:** population of 10,000 to 29,000 and or a density of 1,000 to 2,000 per sq. mile
- **Rural:** population of less than 10,000 or 1,000 per sq. mile

The following figure presents Pinole's population by census block, based on the 2010 census. Census data divides a census defined place, such as a city or county, into small areas known as *census blocks*. The boundaries follow natural or manmade features such as rivers, ridgelines, or roads. The area of a census block can be calculated in fractions of a square mile. The total counted population for each census block is divided by the area, resulting in an estimate of relative population density. The densest population area of the City of Pinole is in the northwest.

Figure 55: Population per Square Mile, 2012



The total population used in this study was 19,364, which is classified as Suburban. However, the density of various areas of Pinole shifts it into an Urban classification. The majority of Pinole has 2,000 to 5,000 people per square mile. However, much of the northwest area of the City of Pinole and the western contract area have population densities of greater than 5,000 people per square mile, which is classified as Urban. Pinole has a small but densely concentrated population.

Next, the distribution of PFD resources will be examined and compared to the Insurance Services Office (ISO) and the National Fire Protection Association (NFPA) criteria. These standards provide baseline criteria for comparison of PFD's deployment strategy. These are important standards for comparison because, while ISO criteria focus on fire suppression capabilities for insurance purposes, NFPA standards establish a foundation for overall system benchmarking for fire suppression, rescue, and other activities fire departments may be required to perform.

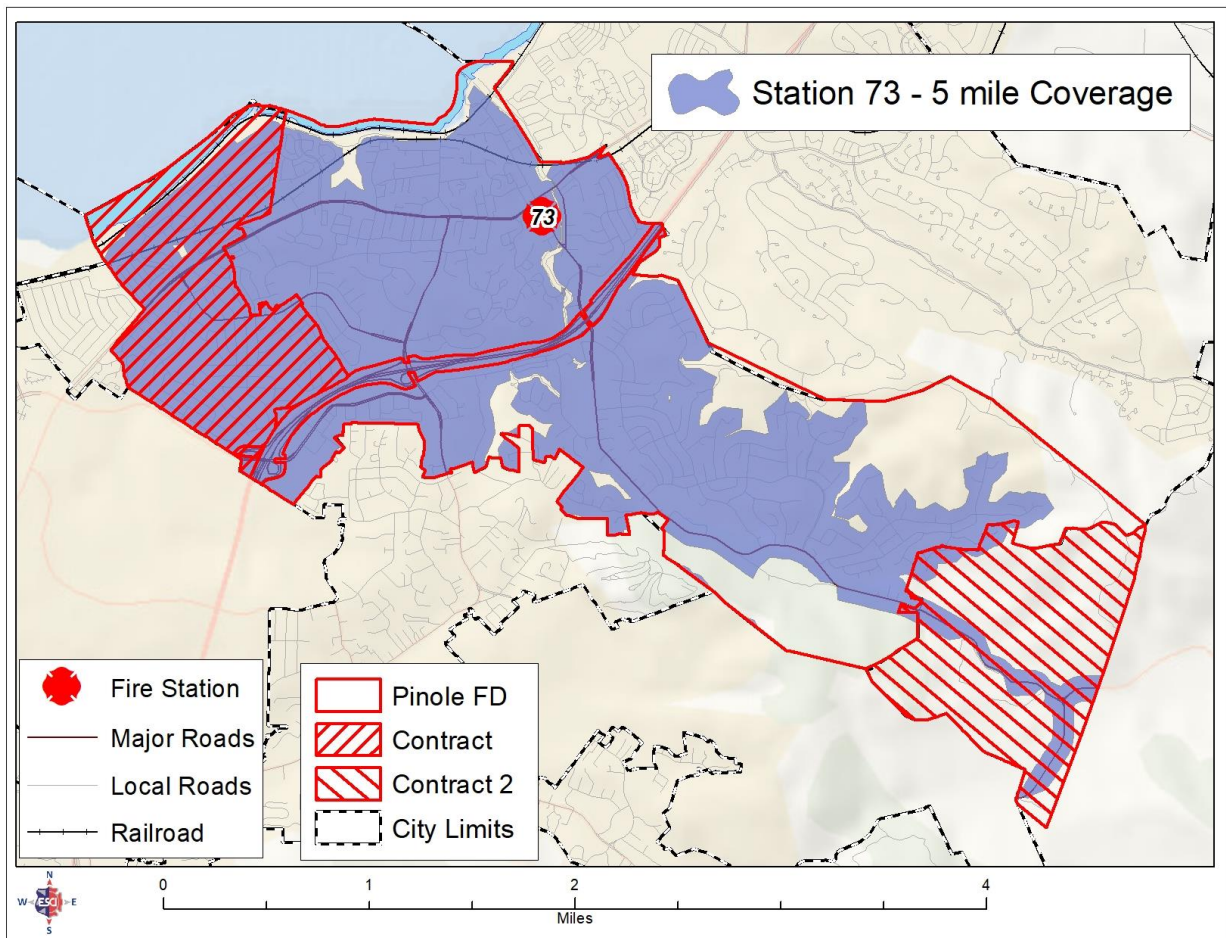
ISO Distribution

The ISO Public Protection Classification (PPC®) score was developed for communities to provide recommendations for key areas of improvement. The PPC system is a national system used by the New Jersey-based advisory organization ISO to provide insurance providers with a classification rating of a local community's fire protection. The PPC score classifies communities based upon a rating scale of 1 (best protection) to 10 (no protection) and assesses all areas related to fire protection broken into four major categories, which include: emergency dispatch and communications (10 points), water system supply and distribution capabilities (40 points), the fire department (50 points), and Community Risk Reduction (5.5 points).¹⁵ The PPC score is developed using the Fire Suppression Rating Schedule (FSRS), which outlines sub-categories and the detailed requirements for each area of the evaluation.

The first component of ISO distribution is the ability of a fire department to arrive on-scene equipped with personnel, equipment, and sufficient water to effectively mitigate a fire. To determine whether a structure is eligible to receive a PPC rating better than 10, indicating that the fire department does not meet minimum ISO criteria for the structure to receive a rating, a service area of five road miles from the fire station is generally used. The only area of Pinole beyond five miles of a fire station is in the roadless southeast portion, as depicted in the following figure.

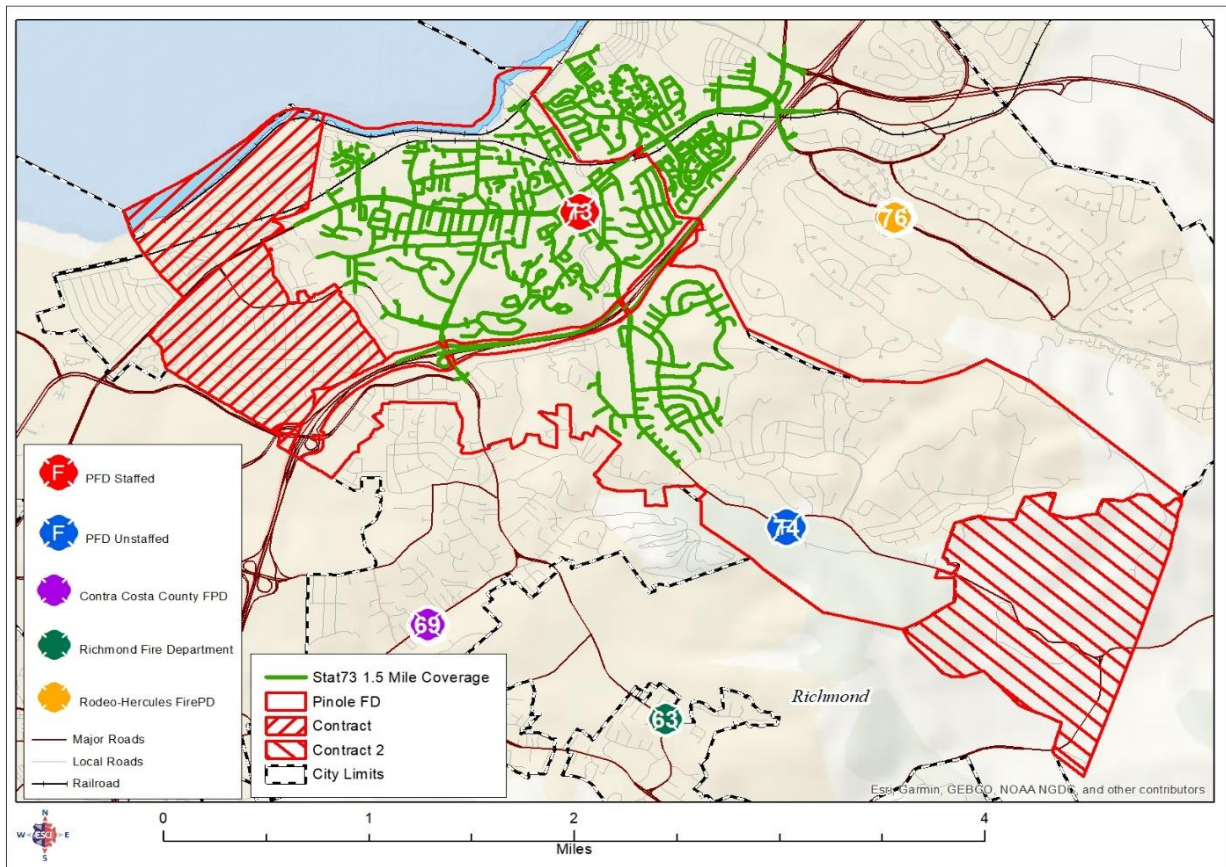
¹⁵ ISO uses a 100-point grading scale, yet 105.5 total points are available to each agency. The Fire Service Rating Scale lists a large number of items (facilities and practices) that a community should have to fight fires effectively. The schedule is performance based and assigns credit points for each item. Using the credit points and various formulas, ISO then calculates a total score on a scale of 0 to 100 with 5.5 points being available as extra-credit.

Figure 56: Pinole Fire Station 73, 5-Mile ISO Coverage



The next figure illustrates 1.5-mile coverage from PFD Station 73. ISO is concerned with the provision of fire suppression services to the built-upon areas, meaning that ISO is less concerned with the protection of unpopulated regions of a service area that lack permanent structures.

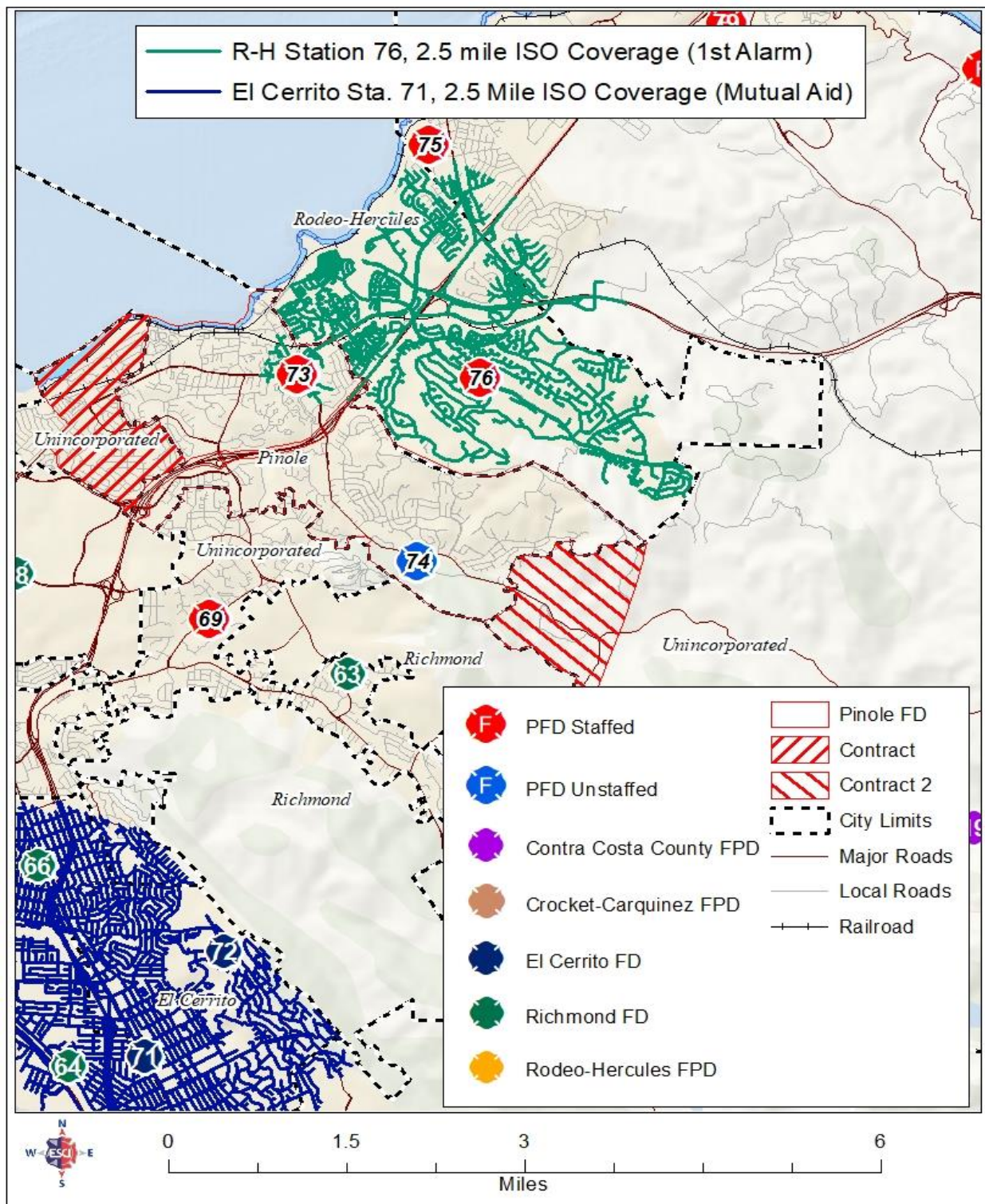
Figure 57: Fire Station 73, 1.5-Mile ISO Coverage



Much of the developed residential area in the eastern part of the city is beyond 1.5 miles of Station 73.

Like the maximum service area of engine companies shown in Figure 57, there is a maximum service area for ladder companies. The next figure illustrates the 2.5-mile maximum service area for the closest ladder company, Rodeo-Hercules FPD Station 76 for 1st Alarm and El Cerrito Station 71 for Mutual Aid.

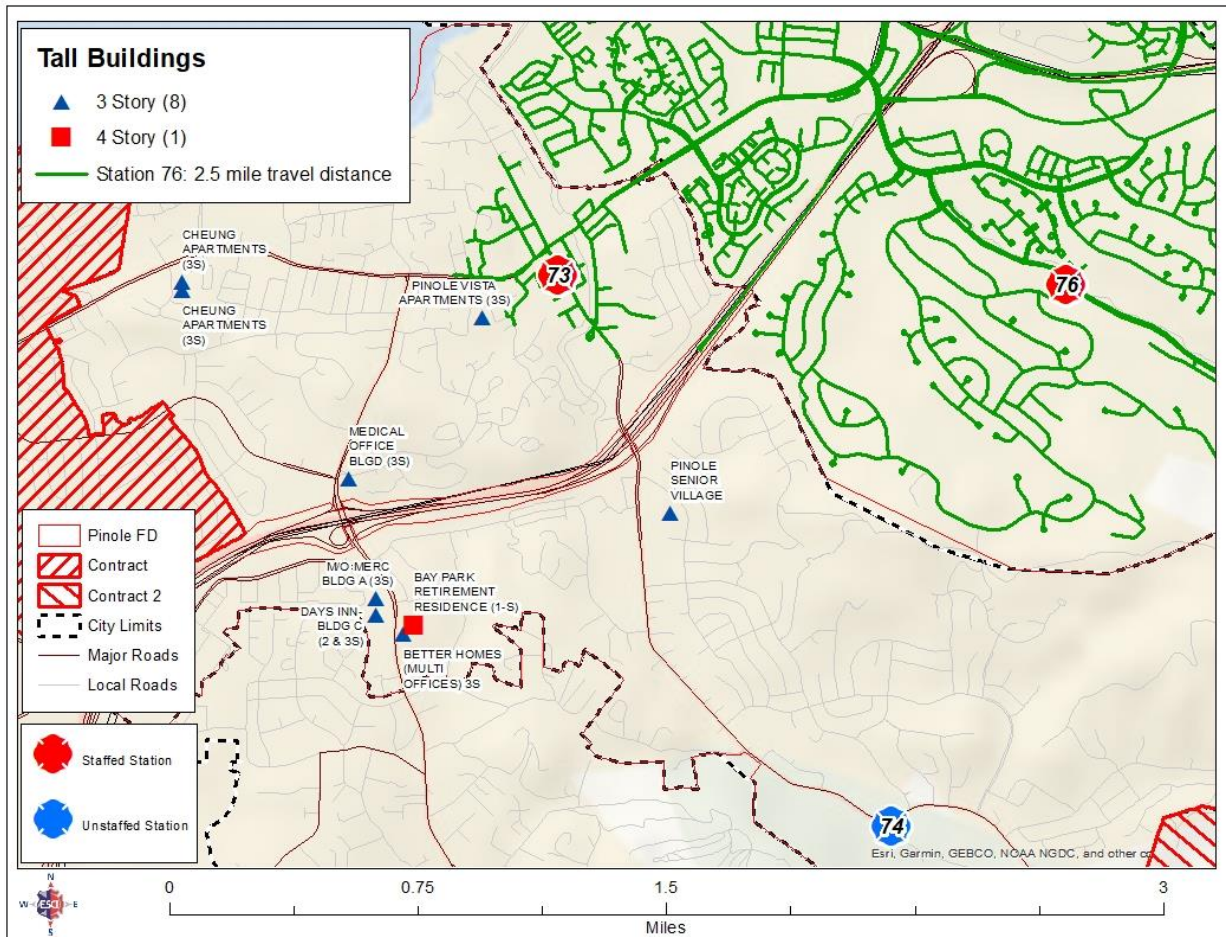
Figure 58: Fire Station Distribution, 2.5-Mile Ladder Company ISO Criteria



Neither ladder company can fully cover the PFD. RHPD Ladder 76 extends approximately 0.5-mile into PFD, while the El Cerrito ladder would still be 4 to 5 miles away.

The following figure shows the 2.5-mile ISO coverage of three- and four-story buildings within the City of Pinole.

Figure 59: Detail of Station 76, 2.5 mi. ISO coverage for Pinole Three- & Four-Story Buildings



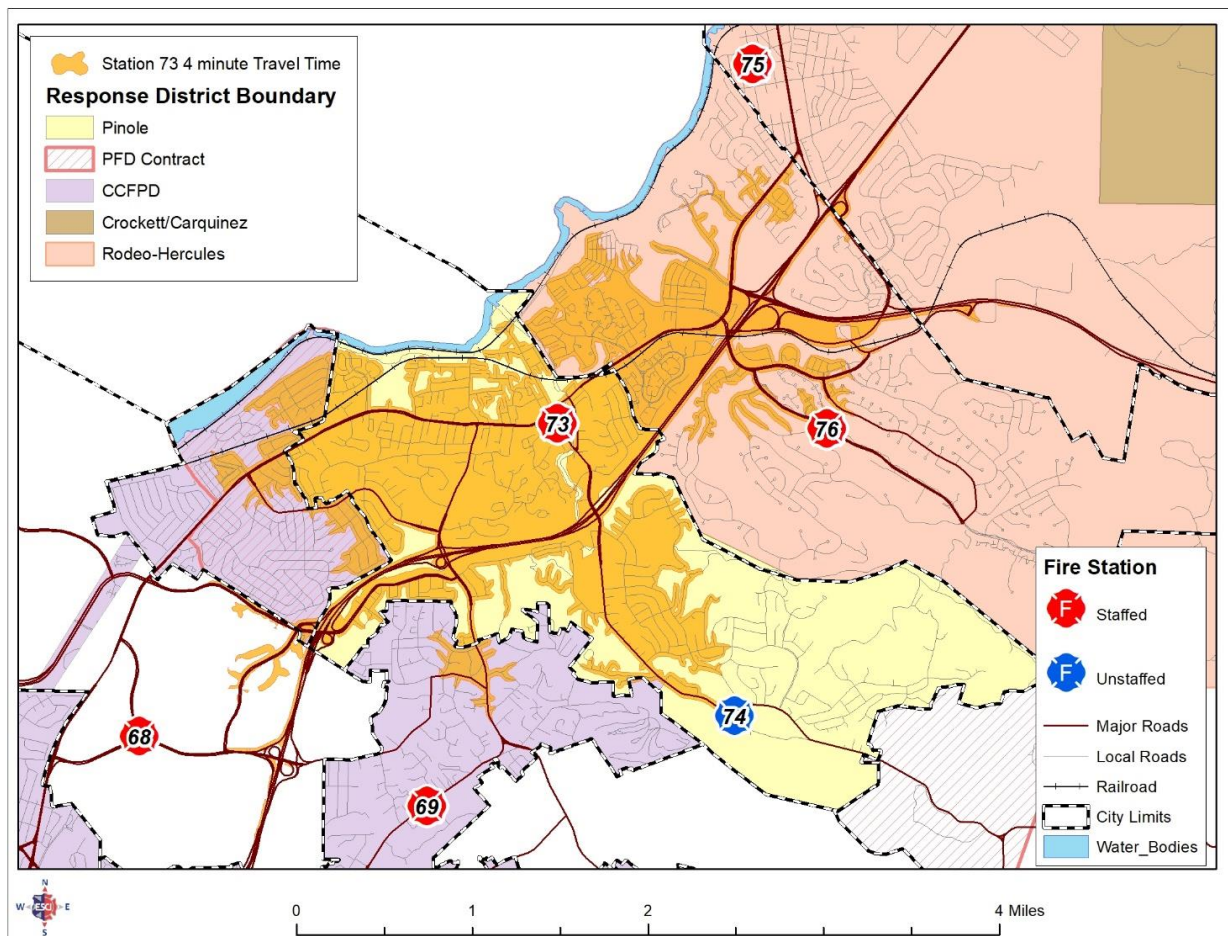
None of these taller structures are within this 2.5-mile coverage, although the Pinole Vista Apartments are a mere 300 feet further.

PFD Goals Distribution

While ISO criteria are focused on fire suppression activities exclusively, PFD's goals define expected performance for all response services. PFD advised ESCI to utilize NFPA standards. These standards establish a four-minute travel time objective for the arrival of the first capable response unit. This, and PFD's other response performance goals are measured using that same standard.

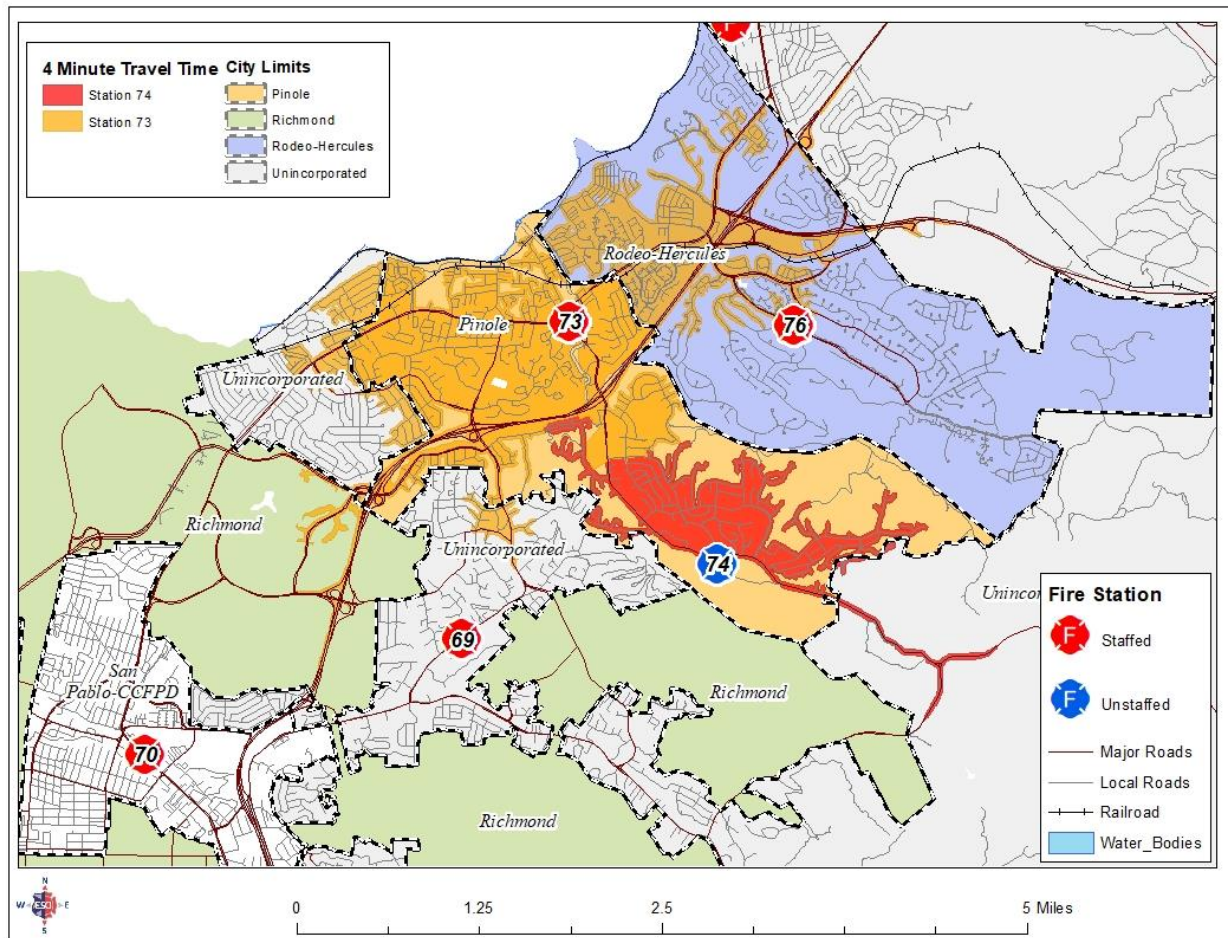
The following figure models four-minute travel time coverage using posted street speeds from PFD Station 73. The model travel time does not account for traffic congestion.

Figure 60: Station 73 Four-Minute Model Travel Time (Entire Response District)



A portion of the developed residential area in the southeast portion of the city is beyond the four-minute travel time footprint. The next figure shows the four-minute travel time footprint allocated to the closest station, should Station 74 be re-opened.

Figure 61: Station 73 & 74 Four-Minute Model Travel Time



Concentration & Effective Response Force Capability Analysis

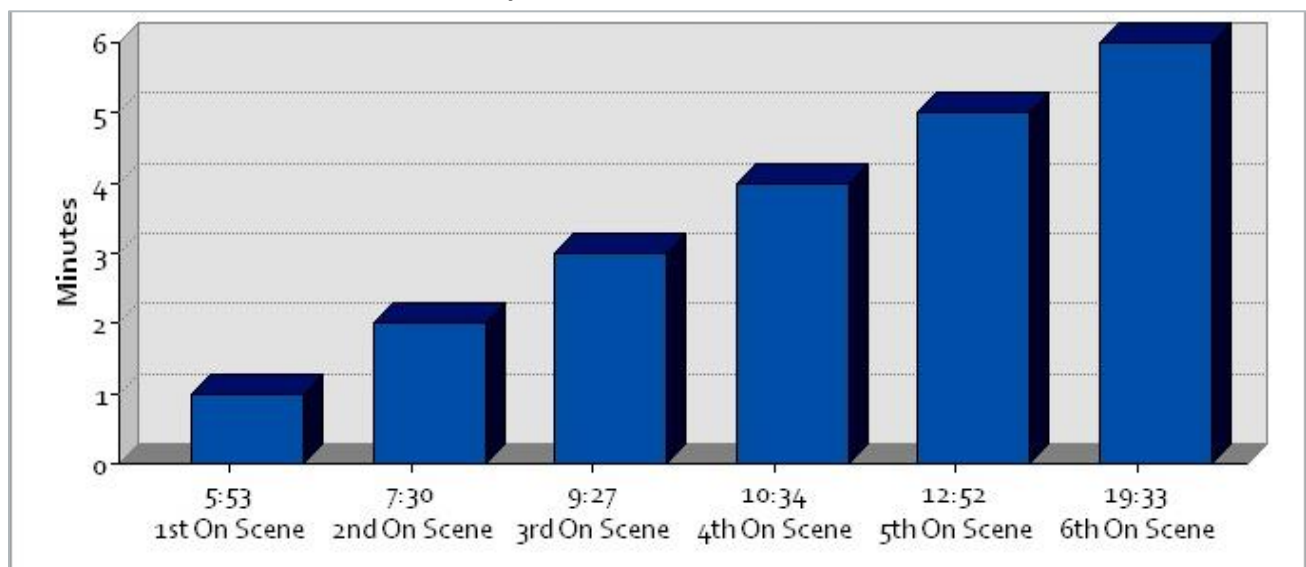
Effective Response Force (ERF) is the number of personnel and apparatus required to be present on the scene of an emergency to perform the critical tasks in a manner to effectively mitigate the incident without unnecessary loss of life or property. The ERF is specific to each type of incident and is based on the critical tasks that must be performed. Per NFPA 1710, a moderate risk building fire is modeled for this analysis.

The NFPA response time goal for the delivery of the full ERF to a moderate risk building fire is within 8 minutes, 90 percent of the time. PFD has defined the minimum full effective response force for moderate risk building fires as four fire engines, one ladder truck, and two Battalion Chiefs for a total of 21 firefighters. Eight minutes of travel time is allowed to assemble the defined, fully effective response force on the scene.

The next figure shows the ERF for the 20 structure fires that occurred in 2018, showing the 90th percentile travel time for the on-scene resources. The travel time is not cumulative, as the various resources could be traveling simultaneously. This figure includes the resources of five adjacent automatic aid stations.

Of the 20 structure fires, E73 was the first on-scene at 12 incidents (60%). E169 and E170 were the first on-scene at three incidents (15%); BC7 was the first on-scene at three incidents (15%), while E273 was first on-scene twice (10%).

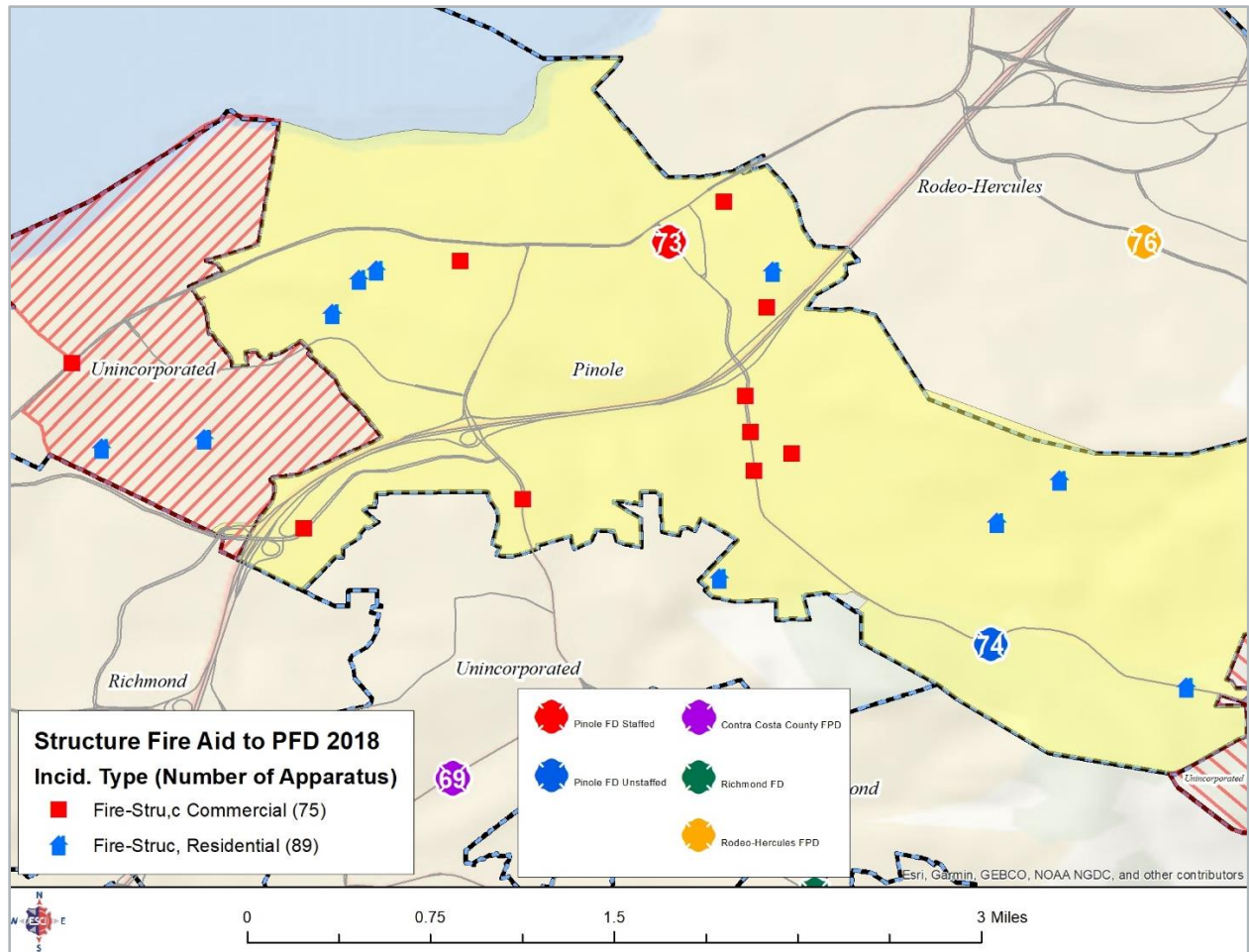
Figure 62: Effective Response Force, Structure Fires, 90th Percentile, in the City of Pinole & Both Contract Areas



Engine 73 or BC7 was second on-scene at nine incidents (45%). None of the structure fire incidents achieved the 8-minute travel time standard for all apparatus arriving on-scene.

In 2018, PFD responded to 20 fires—10 commercial and 10 residential. The following figure shows the incident type and the total number of apparatus that were assigned for the year. Much of the incident data did not have timestamps for all the units assigned, possibly due to being canceled en route.

Figure 63: Structure Fire Aid to PFD, 2018



Using the data with complete arrival timestamps, there were two incidents, both residential fires, where a maximum number of firefighters on-scene were 14 or 15 firefighters, depending on how many firefighters were on the adjacent station's ladder trucks. None of the incidents achieved 21 firefighters on-scene.

Concurrency

One way to look at resource workload is to examine the number of times multiple incidents happen within the same timeframe in each station area. ESCI examined incidents during the study period to determine the frequency of concurrent events. This is important because concurrent incidents can stretch available resources and extend response times.

The following figure shows the number of times during the study period that one or more incidents occurred concurrently. This shows that in most cases (1,767), only one incident was in progress at a time. However, 568 times, there were two incidents in progress at the same time; 86 times, there were three or more incidents in progress at the same time, and once there were six incidents in progress at the same time.

Figure 64: Incident Concurrency, 2018 (By Time of Day)

Station	Incidents 9:00 a.m.–8:59 p.m.	Incidents 9:00 p.m.–8:59 a.m.	Incidents per hour 9:00 a.m.–8:59 p.m.	Incidents per hour 9:00 p.m.–8:59 a.m.
73	1,697	930	141	77

Figure 65: Incident Concurrency, 2018 (By Number of Concurrent Incidents)

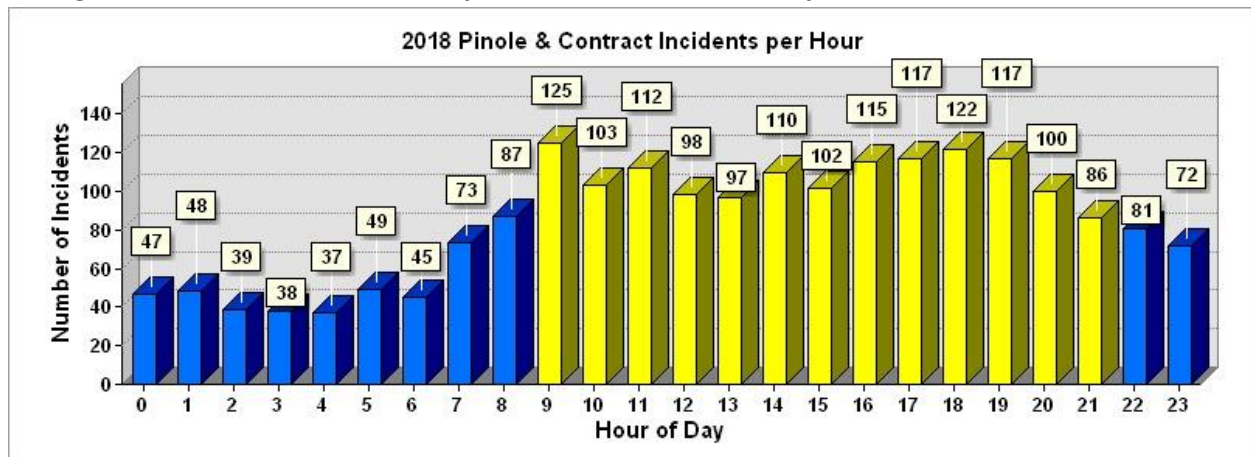
City of Pinole & Both Contract Areas

Concurrent Incidents	Count
1	1,767
2	568
3	77
4	7
5	1
6	1

It is important to note that Pinole only staffs one response unit. As a result, anytime there is more than one incident, the City is dependent on outside aid.

Peak workload periods occur every day of the week. The following figure illustrates the Station 73 workload by the time of day during the study period.

Figure 66: PFD Overall Incidents by Hour, 2018, Calls in the City of Pinole & Both Contract Areas



Performance Summary

Incident data for the period between January 1 and December 31, 2018, was evaluated in detail to determine PFD's current performance. Data was obtained from PFD incident reports and the dispatch center's computer-aided dispatch system.

Only incidents occurring within the PFD service area that were dispatched as a "priority" are included in the analysis. Priority incidents involve emergencies to which the fire department initiated a "code 3" (using warning lights and sirens) response (1,706 incidents during 2018). Incidents initially dispatched as non-emergency responses were excluded. Performance is reported based on the final determination of the incident type, which may be different than how it was initially dispatched. For example, a person may report smoke coming from a building that turns out to only be steam. It may have been dispatched as a structure fire, but its final type would be reported as "good intent."

Each phase of the incident response sequence was evaluated to determine the current performance. This allows an analysis of each phase to determine where opportunities might exist for improvement.

The total incident response time continuum consists of several steps, beginning with the initiation of the incident and concluding with the appropriate mitigation of the incident. The time required for each of the components varies. The policies and practices of the Department directly influence some of the steps.

ESCI compared PFD's response performance to the national consensus standard for response performance found in the NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, 2010 Edition. ESCI compared the various primary answer points and CCRFCC performance to the PFD's goals as well as standards found in NFPA 1221: *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, 2013 Edition.

The following figure summarizes the performance standards found in the National Fire Protection Association (NFPA) documents.

Figure 67: Summary of NFPA Performance Standards

Incident Interval	Performance Goal
911 call answer time (time from the first ring to answer)	Within 15 seconds, 95% of the time Within 40 seconds, 99% of the time
Call transfer time (time from the answer to acceptance at the secondary dispatch center)	Within 30 seconds, 95% of the time
Call process time (time from acceptance at the dispatch center until notification of response units)	Within 70 seconds, 90% of the time
Turnout time (time from notification of response personnel until the initiation of movement towards the incident)	Within 60 seconds, 90% of the time
First unit travel time (time from initiation of response until the arrival of the first unit at the incident)	Within 4 minutes, 90% of the time
First unit response time (time from dispatch until the arrival of the first unit at the incident)	Within 5 minutes, 90% of the time
Full effective response force travel time (time from dispatch until all units initially dispatched arrive at the incident. Response resources needed for a moderate risk building fire are used for the evaluation.)	Within 8 minutes, 90% of the time

In keeping with NFPA 1710 and 1221, all response time elements are reported at a given percentile. Percentile reporting is a methodology by which response times are sorted from least to greatest, and a “line” is drawn at a certain percentage of the calls to determine the percentile. The point at which the “line” crosses the 90th percentile, for example, is the percentile time performance. Thus, 90 percent of times were at or less than the result. Only 10 percent were longer.

Percentiles differ greatly from averages. Averaging calculates response times by adding all response times together and then dividing the total number of minutes by the total number of responses (mean average). Measuring and reporting average response times is not recommended. Using averages does not give a clear picture of response performance because it does not clearly identify the number and extent of events with times beyond the stated performance goal.

What follows is a detailed description and review of each phase of the response time continuum. All phases will be compared to the NFPA performance goals.

Call Processing

Most emergency incidents are reported by telephone to the 911 center. Call takers must quickly elicit accurate information about the nature and location of the incident from persons who are apt to be excited. A citizen well-trained in how to report emergencies can reduce the time required for this phase. The dispatcher must identify the correct units based on incident type and location, dispatch them to the emergency, and continue to update information about the emergency while the units respond. This phase begins when the 911 call is answered at the primary Public Safety Answer Point (PSAP) and ends when response personnel are notified of the emergency. This phase, which has two parts, is labeled “call processing time.”

NFPA 1221 recommends that 911 calls be answered within 15 seconds, 95 percent of the time (within 40 seconds, 99 percent of the time) and then be transferred to the dispatch center within 30 seconds, 95 percent of the time (within 40 seconds, 99 percent of the time). None of the primary PSAPs provided information necessary to quantify current performance at this time.

The second part of call processing time, dispatch time, begins when the call is received at the dispatch center (CCRFCC) and ends when response units are notified of the incident. PFD's goal prescribes that this phase should occur within 70 seconds, 90 percent of the time.

The following figure illustrates performance by CCRFCC from the time it receives the call until it notifies response units. Overall performance was 2 minutes, 15 seconds, 90 percent of the time.

**Figure 68: CCRFCC Dispatch Time Performance,
Calls in the City of Pinole & Both Contract Areas**

Incident Type	Processing Time
EMS	0:02:25
Fire	0:01:57
Other	0:01:47
All Types	0:02:15

Turnout Time

Turnout time is a response phase controllable by the fire department. This phase begins at the notification of an emergency in progress by the dispatch center and ends when personnel and apparatus begin to move towards the incident location. Personnel must don appropriate equipment, assemble on the response vehicle, and begin travel to the incident. Good training and proper fire station design can minimize the time required for this step.

The NFPA performance goal for turnout time is within 90 seconds, 90 percent of the time. The following figure lists turnout time for all incidents as well as specific incident types.

**Figure 69: PFD Turnout Time Performance,
Calls in the City of Pinole & Both Contract Areas**

Incident Type	Turnout Time
EMS	0:00:53
Fire	0:02:15
Other	0:01:36
All Types	0:01:28

Turnout time for all incidents is within 1 minute, 28 seconds, 90 percent of the time, meeting their performance goal. The turnout time for fire incidents is above the performance goal.

Distribution and Initial Arriving Unit Travel Time

Travel time is potentially the longest of the response phases. The distance between the fire station and the location of the emergency influences response time the most. The quality and connectivity of streets, traffic, driver training, geography, and environmental conditions are also factors. This phase begins with the initial apparatus movement towards the incident location and ends when response personnel and apparatus arrive at the emergency's location. Within the NFPA goal, 4 minutes is allowed for the first response unit to arrive at an incident.

PFD and automatic aid units are selected for the response to an incident based on a calculation by the dispatch computer system to determine the unit that will have the shortest travel time. This method ensures the shortest possible travel times.

The following figure lists travel time for all priority incidents, as well as specific incident types, for all units responding to the City of Pinole and the two contract areas.

**Figure 70: Travel Time Performance, First Arriving Unit,
Incidents in the City of Pinole & Both Contract Areas**

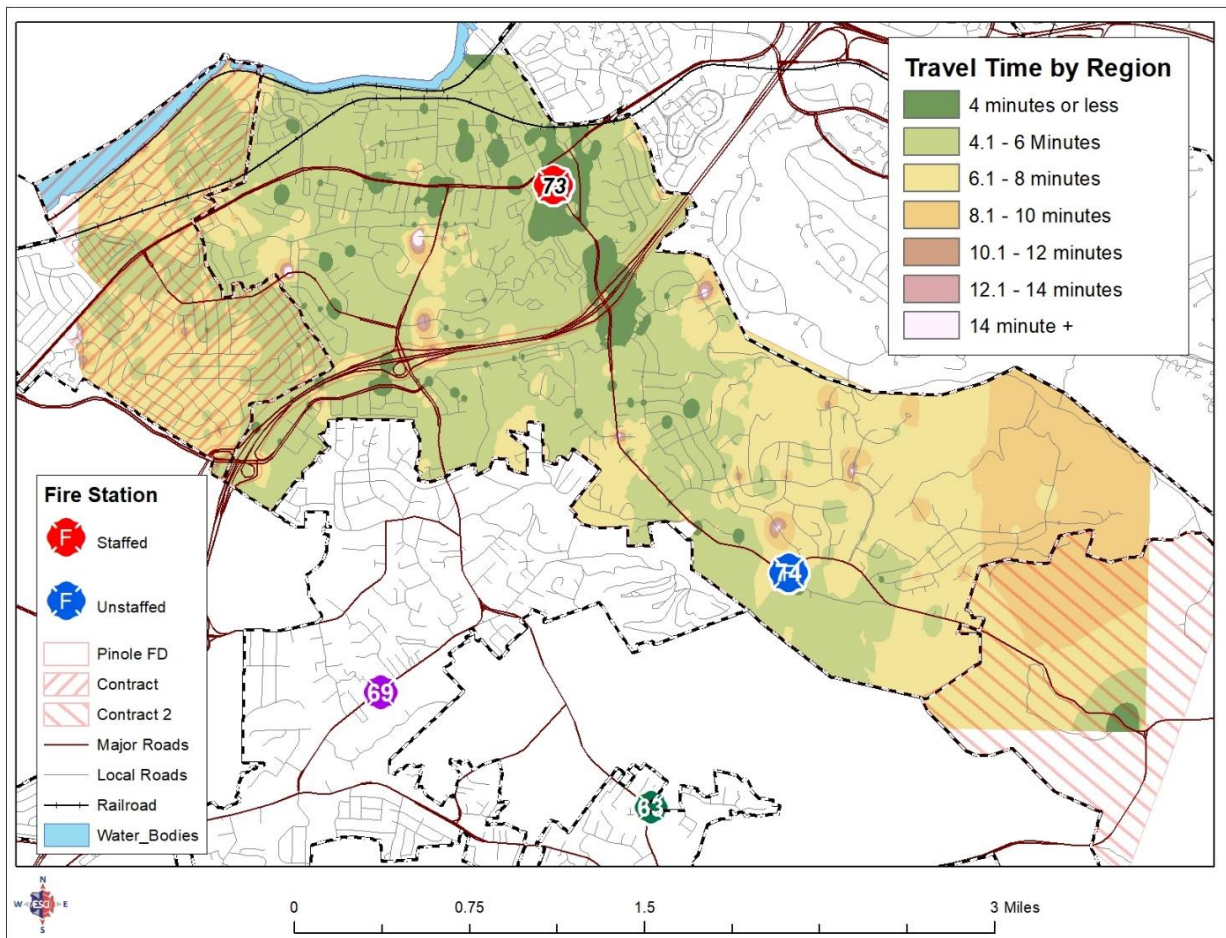
Incident Type	90% Percentile Travel Time
EMS	0:07:45
Fire	0:08:01
Other	0:07:55
All Types	0:07:45

Overall, travel time for all incidents within the city for all responding units is within 7 minutes, 45 seconds, 90 percent of the time. This does not meet the performance objectives. It is unknown what causes the lengthy travel time, whether it is congested traffic, traffic signal timing, or steep terrain issues.

Travel Time Performance by Region

Travel time performance by region is variable and influenced by a number of factors, including individual station area workload and the number of times a station must cover another station's area. Additional factors include the size of the station area and the street system serving it. More highly connected, grid-patterned street systems contribute to faster response times than do areas with meandering streets with numerous dead-ends.

The following figure evaluates travel time performance by sub-area using Inverse Distance Weighting analysis (IDW). This process uses travel time for known points (actual incidents) to predict travel time for the area surrounding the actual incident. Better performance is generally noted near fire stations, with progressively longer response times for those incidents more distant from the stations.

Figure 71: Actual Travel Time Performance by Region, Calls in the City of Pinole & Both Contract Areas

The four-minute travel time objective is generally met near the fire station, with progressively longer travel times at further distances. The pockets of 10 to 12-minute travel times near the station do correspond to hilly locations with many turns to reach the interior of a neighborhood.

First Arriving Unit Response Time

Response time is defined as that period between the notification of response personnel by the dispatch center that an emergency is in progress until the arrival of the first fire department response unit at the emergency. When turnout time and travel time are combined, the NFPA performance goal for response time is within 5 minutes, 90 percent of the time.

The following figure illustrates the response time for all priority incidents as well as specific incident types during 2018.

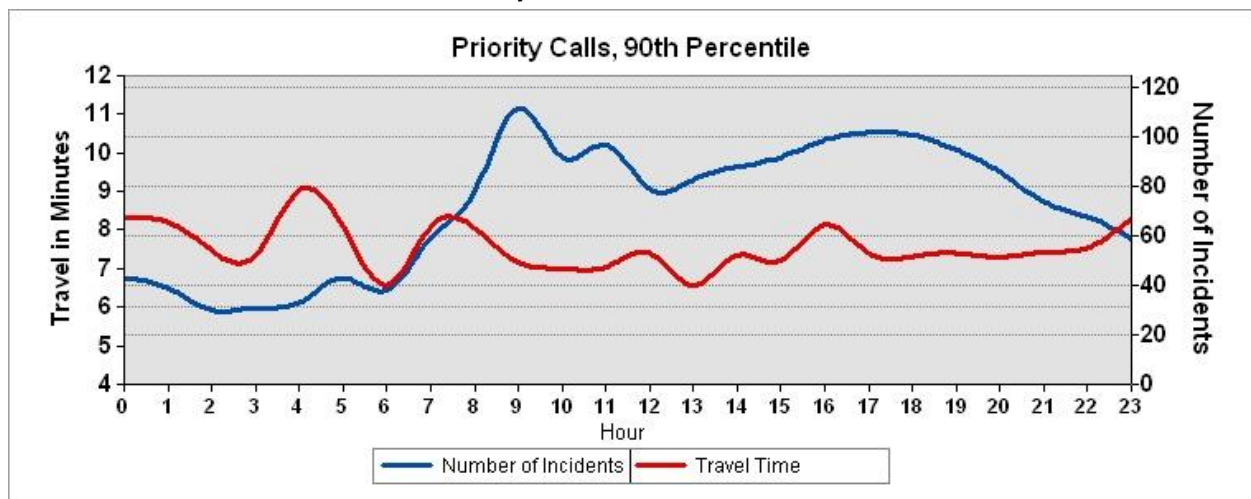
**Figure 72: Response Time Performance, First Arriving Unit,
Calls in the City of Pinole & Both Contract Areas**

Incident Type	Time
EMS	00:08:11
Fire	00:09:32
Other	00:08:37
All Types	00:08:17

Overall, response time for all priority incidents was within 8 minutes, 17 seconds, 90 percent of the time.

The following figure represents the number of calls in 2018, where the travel time was greater than 4 minutes. There are notable spikes at the commute hours, 7 to 9 a.m. and again from 5 to 8 p.m.

**Figure 73: PFD Number of Calls Over a Four-Minute Travel Time by the Incident Hour,
Calls in the City of Pinole & Both Contract Areas**



First Arriving Unit Received to Arrival Time

From the customer's standpoint, response time begins when the emergency occurs. Their first contact with emergency services is when they call for help, usually by dialing 911. Received to arrival time combines answer/transfer, call processing, turnout, and travel time. As described in the "Call Processing" discussion in this section, data for call answer and transfer time is not available. The time the call was "received" will either be the actual answer time for calls created by PSAPs other than CCRFCC or the time CCRFCC received the call transferred by another agency. When the PFD performance goals are combined, received to arrival time should be within 6 minutes, 90 percent of the time.

The next figure shows received to arrival performance during 2018 at the 90th percentile for priority incidents within the PFD service area. Overall, received time to arrival time is within 9 minutes, 55 seconds, 90 percent of the time.

**Figure 74: Received to Arrival Time, First Arriving Unit
Calls in the City of Pinole & Both Contract Areas**

Incident Type	Time
EMS	00:10:00
Fire	00:10:30
Other	00:09:33
All Types	00:09:55

Second Unit Arrival Time

The PFD fire engine is staffed with three personnel. Safety regulations require that at least four firefighters be on scene before firefighters can enter a burning building. The only exception is if it is known that a person is inside the building and needs to be rescued. Current staffing levels at PFD require the arrival of a second response unit before non-rescue interior firefighting activities can be initiated.

Incident data for building fires during the study period were analyzed to determine the time the second response unit arrived on the scene. The data indicated that the second unit arrived on the scene of a structure fire within 6 minutes, 45 seconds, 90 percent of the time.

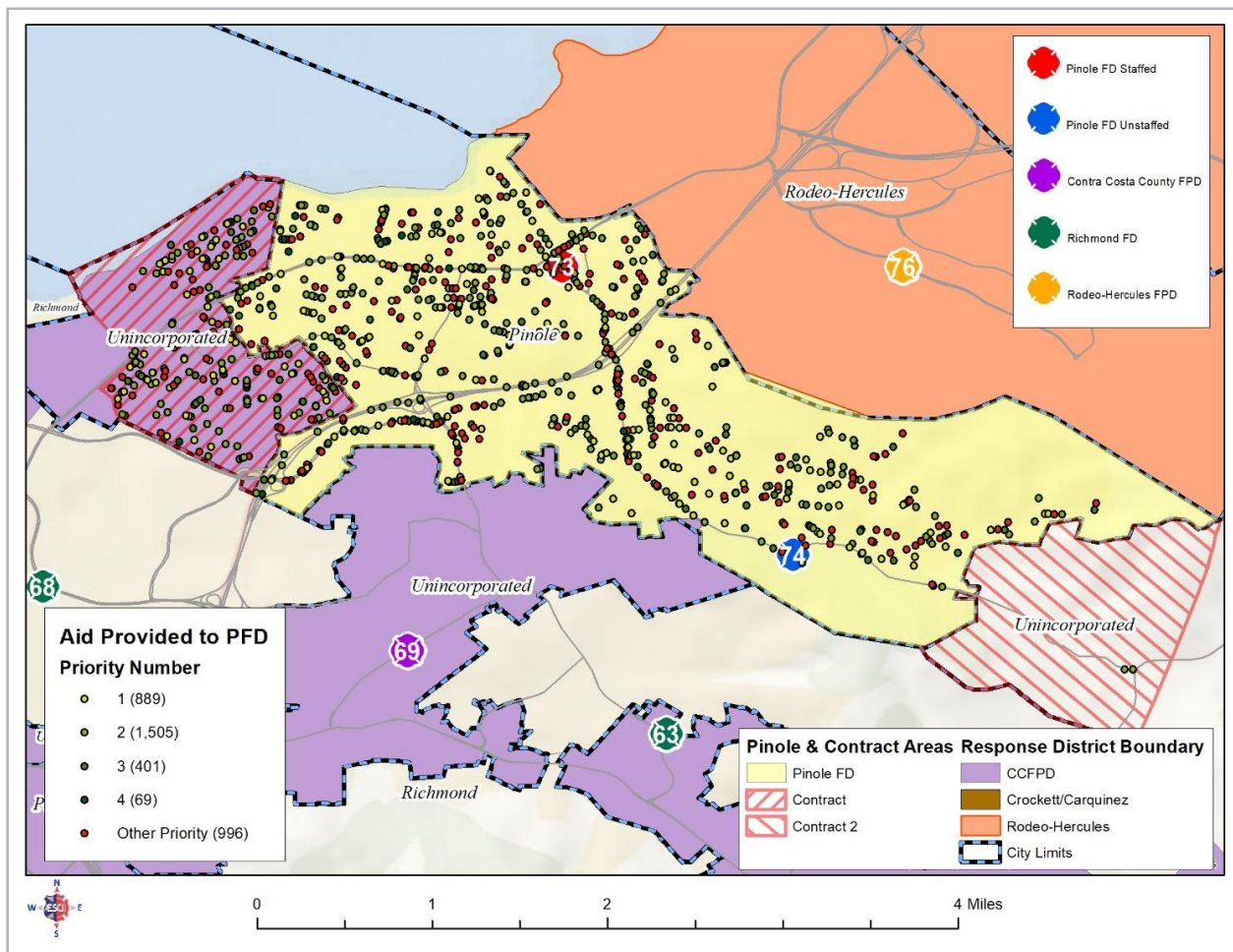
The dispatch data uses a priority coding system for incidents, as shown in the following figure.

Figure 75: CCRFCC Priority Codes

Priority	Description
1	P1 Emergency
2	P2 Emergency
3	P3 Urgent
4	P4 Routine
5	P5 Non-Emergency
6	P6 Non-Emergency
7	P7 Triage status that should be updated to another priority during call taking.
8	P8 No Response
9	P9 Test

Priority 1–4 are Code 3, “lights/sirens.” All other priorities are Code 2, no lights/sirens.

The following figure shows the 2018 incidents within the City of Pinole and the two contract areas where adjacent fire agencies were dispatched. There were 3,860 dispatch requests for aid from adjacent fire agencies. This number reflects the dispatch of multiple units not the total number of calls.

Figure 76: Dispatched Aid for PFD, Calls in the City of Pinole & Both Contract Areas

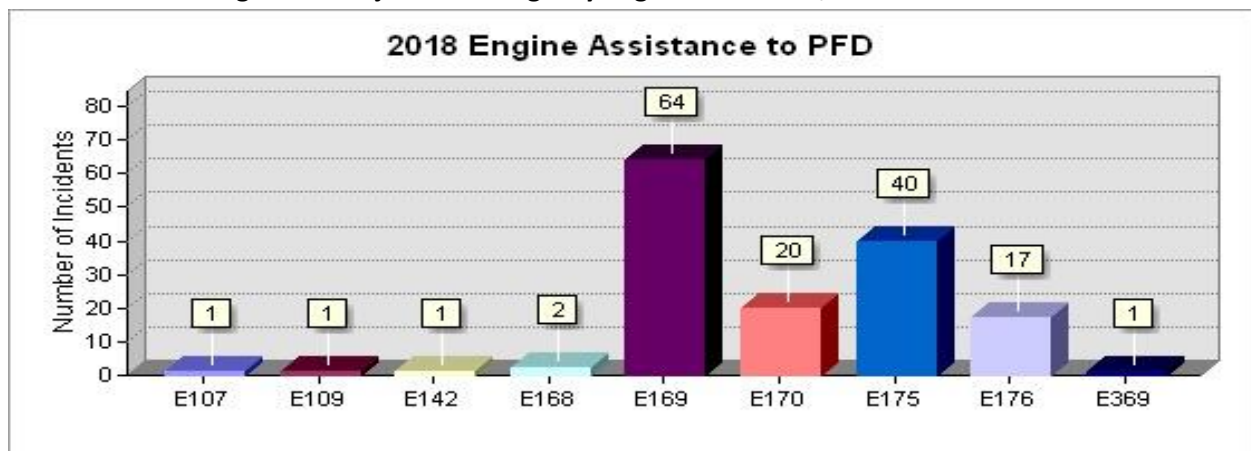
Of those 3,860 requests, 940 incidents did not have a timestamp for “Arrived on Scene”—perhaps these units were canceled en route. The adjacent fire agency units that responded to the remaining 2,920 incidents are shown in the following figure.

Figure 77: Adjacent Fire Agency Assistance, PFD available

Unit	# of Requests	Unit	# of Requests	Unit Name	# of Requests
E169	124	E163	2	E1676	1
Q176	82	E168	2	E369	1
E175	52	E178	2	E372	1
E176	20	E375	2	E376	1
E170	12	E378	2	E379	1
R369	8	1122	1	HM21	1
SQ70	7	BC4	1	HM4	1
BC71	5	E107	1	T114	1
BC64	2	E142	1	USCG	1

In 2018, 27 different fire agency units responded to PFD, while PFD was available. CCFPD Station 69's engine was the most frequent responding engine at 124 requests.

On occasion, the engine from Station 73 was not available to respond to an incident as it had not been cleared from a previous incident. Available engines from the adjacent agencies were dispatched to the City of Pinole and the two contract areas in their stead. The following figure shows the frequency of adjacent agencies' assistance.

Figure 78: Adjacent Fire Agency Engine Assistance, PFD not available

Again, the engine from CCFPD Station 69 was the most frequent responder when E73 was not available, followed by the engine from Rodeo-Hercules Station 75.

The adjacent agencies' engines were dispatched to a variety of incident types, as the next figure shows.

Figure 79: Incident Types; PFD not available

Incident Type	Number of Incidents
5150 PD Request	2
EMS—Alpha (Fall)	1
EMS—Alpha *Code 2	4
EMS—B Ltd	2
EMS—Bravo	12
EMS—Charlie	31
EMS—Delta	39
EMS—Echo	1
EMS—Richmond	2
EMS—Alpha Code 2 With Engine	2
EMS—Medical Emergency	1
Fire—Veh Large	3
Fire Alarm—Commercial	6
Fire Alarm—Residential	7
Fire Exterior	2
On View	4
Single Engine C2	2
Single Engine C3	5
Veh Accident Motorcycle	4

The most frequent type of incident of the adjacent fire agencies' response was a variety of EMS incidents.

The following information relates to codes utilized for EMS calls shown in Figure 79.

**Figure 80: List of Common Emergency Medical Dispatch (EMD) Codes
Used by Most Dispatch Agencies in the United States**

Code	Type	BLS/ALS	Emergency Status
Alpha	Non-Life-Threatening	Basic Life Support	Non-Emergency
Bravo	Possibly Life-Threatening	Basic Life Support	Emergency
Charlie	Life-Threatening	Advanced Life Support	Emergency
Delta	Serious Life Threat	Advanced Life Support	Emergency
Echo	Life Status Questionable	Closest Available (Multiple Resources Sent)	Emergency
Omega "Ω"	Public Assist Only	Basic Life Support	Non-Emergency

FUTURE SYSTEM DEMAND PROJECTIONS

The City provided a population forecast. Future population growth for Pinole is forecast to average 0.79 percent per year through 2050. Using this estimate, the city's population could reach 22,228 by 2050. This projection is based on historical growth. Future growth projections have not been available from other sources. It is unlikely that actual projections will differ much unless city zoning density increases occur.

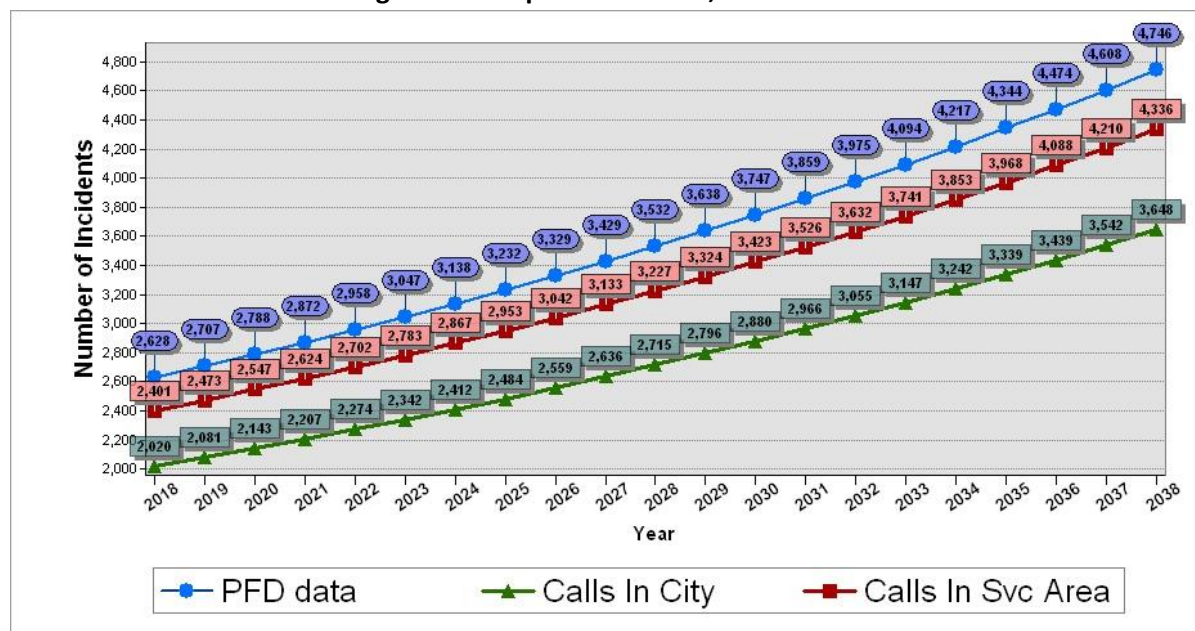
Incident Workload Projection

The most significant predictor of future incident workload is population and historical call volume; 100 percent of requests for emergency medical service is people driven. The National Fire Protection Association reports that approximately 70 percent of all fires are the result of people either doing something they should not have (i.e., misuse of an ignition source) or not doing something they should have (i.e., failure to maintain equipment). It is reasonable to use forecast population growth to predict future fire department response workload.

The current department services utilization rate is 110 incidents per 1,000 population; the PFD has a higher than the regional median number of calls per 1,000 population but slightly lower than the urban high range.

The utilization of fire department services is expected to grow modestly over time at a rate of about 3 percent per year based on the nine years of historical incident data. This, plus expected population growth, will increase the PFD's workload, as shown in the following figure. Response workload could reach approximately 4,300 responses per year by 2038, driven primarily by requests for emergency medical care. Figure 81 utilizes three data sets to provide response forecasts. PFD data is based on the fire department's fire records management system. "Calls in the City" used call history within the city limits, and "Calls in the Service Area," used data from within the city limits and the contract areas.

Figure 81: Response Forecast, 2018–2038



Community Risk Factors

This section analyzes risks that are present within the study area that potentially threaten people and property. These risks are identified to assist the study area agency in planning where to locate response resources in the types and numbers necessary to effectively respond to likely emergencies. While not all hazards of individual occupancies can be considered—that is beyond the scope of the study—there are risks that seem to be relevant to the area. ESCI recommends that the department be aware of and rate the hazard and risks in terms of frequency and severity within the jurisdiction.

The City of Pinole fire service area has many risks, including the shoreline, a significant wildland interface, underground pipelines, a freeway, and a railroad. The arrangement of the service area is constrained by topography such that few areas have grid coverage from the Pinole Fire Station and neighboring automatic aid from other fire departments. Due to this configuration, the response is funneled through gateways at the foot of each valley. Significant challenges and risks exist in the City of Pinole.

The following figure represents a method of identifying and analyzing risks within Pinole. This figure should be reviewed annually by department leadership with the goal of improvement through the continuous re-evaluation of the risks facing the city.

Figure 82: Risk Identification and Analysis Process¹

Step	Action
Hazard Identification	Identify hazards.
	What is the probability this hazard will occur?
	Is this hazard a significant threat to your jurisdiction?
	Approximately how often does this hazard occur in your jurisdiction?
Vulnerability Assessment	For each hazard identified in the hazard identification process, consider each of the five factors. Factor 1: Danger/Destruction/Personal harm Factor 2: Economic Impacts Factor 3: Environmental Impacts Factor 4: Social Impacts Factor 5: Political Considerations
	Score the vulnerability of this hazard.
	Reconsider the priority of each hazard based on vulnerability.
Risk Rating Score	Risk Rating = Probability ² X Vulnerability ²

¹ Adapted from the Community Risk Reduction Model, United States Fire Administration, National Fire Academy

² Probability and Vulnerability are rated as 3 = High, 2 = Moderate, 1 = Low

The fire service assesses the relative risk of properties based on several factors: the service area population and population density, the demographics of the population, local land use and development, and the geography and natural risks present within the community. These factors affect the number and type of resources (both personnel and apparatus) necessary to mitigate an emergency. Properties with high fire and life risk often require greater numbers of personnel and apparatus. Therefore, staffing and deployment decisions should be made with consideration to the level of risk within the geographic sub-areas of a community.

Overall Geospatial Characteristics

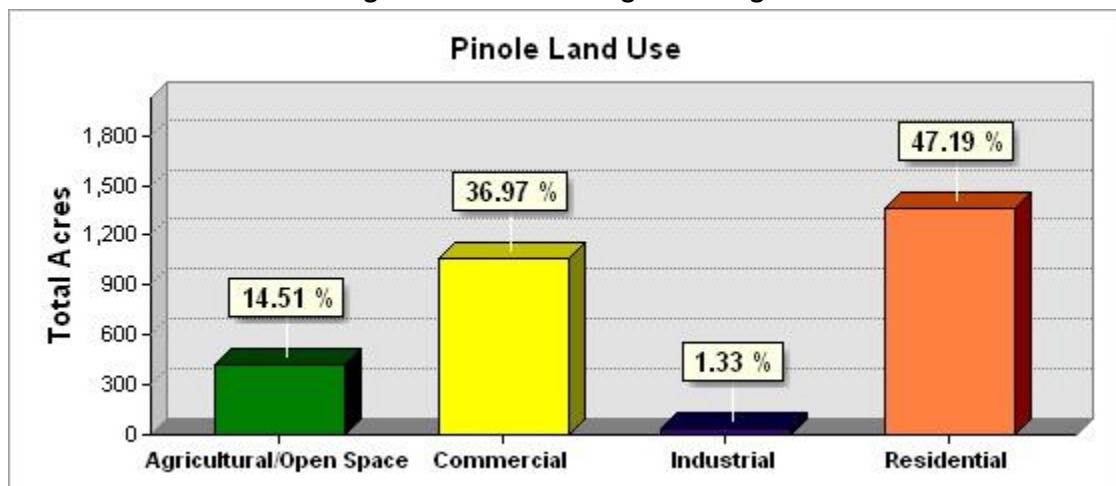
The following community risk assessment has been developed based on intended land uses as described in the zoning designations of the study area. The following figure translates zoning to categories of relative fire and life risk.

Figure 83: Translation of Zoning to Relative Risk Categories

Relative Risk Category	Zoning
Low Risk	Areas zoned and used for agricultural purposes, open space, and very-low-density residential use.
Moderate Risk	Areas zoned for medium-density single-family properties, small commercial and office uses, low-intensity retail sales, and equivalently sized business activities.
High Risk	Areas zoned for Higher-intensity business districts, mixed-use areas, high-density residential, industrial, warehousing, and large mercantile centers.

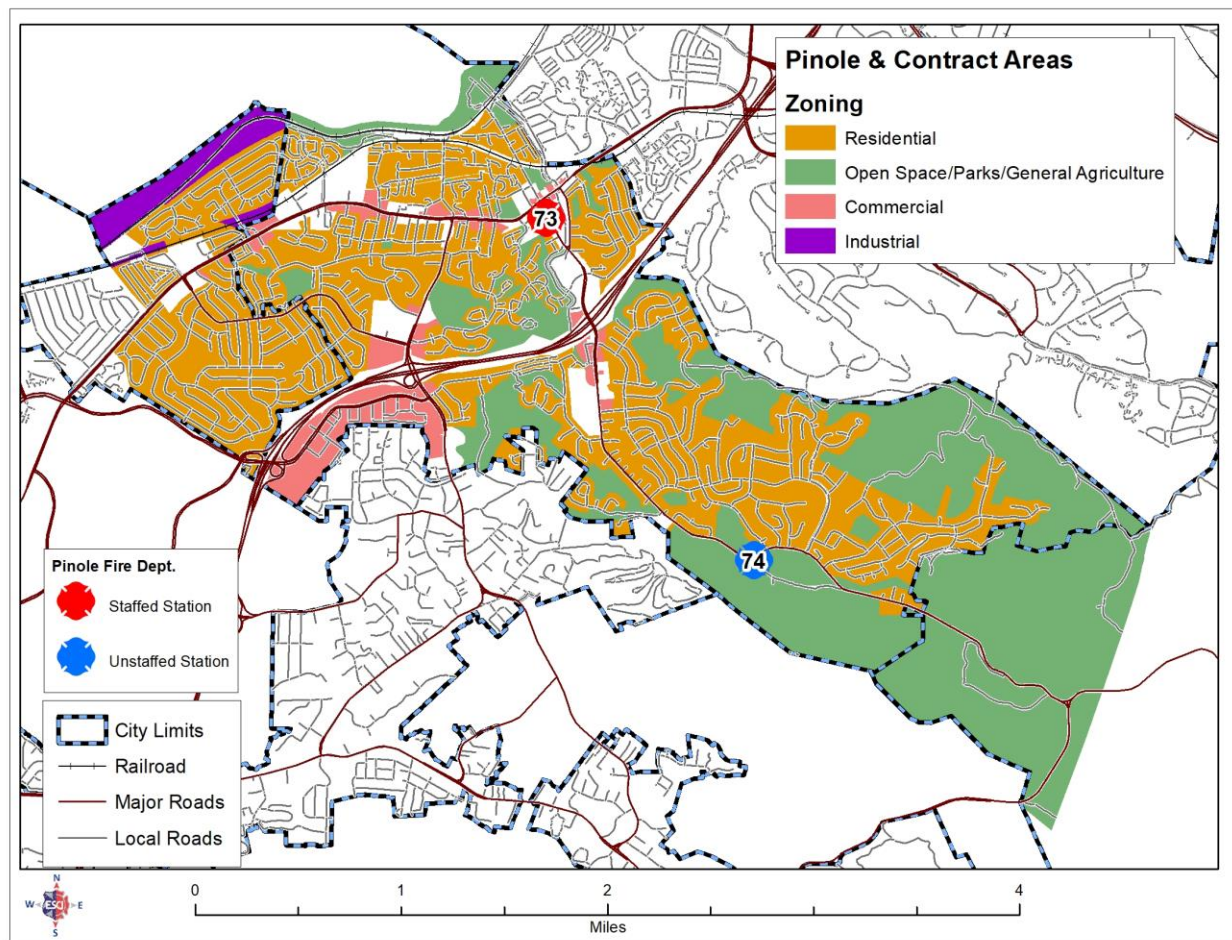
The following shows the relative percentages of zoning in the City of Pinole.

Figure 84: Pinole Zoning Percentages



The following figure illustrates the distribution of the current zoning classifications in the City of Pinole. By acreage, nearly half of the City of Pinole is residential, and 1/3 is zoned commercial. The current zoning data was undergoing review as some of the parcels were without a zoning code, i.e., the white areas within the city. Some of these are likely "Commercial" due to their proximity to existing commercial zoning.

Figure 85: Pinole & Contract Area's Current Zoning



Geographic & Weather-Related Risks

The number and frequency of federal disaster declarations affecting Pinole paint a picture of the risks that natural hazards pose to the region. The next figure is a summary of federal disaster declarations that have occurred in Contra Costa County:¹⁶

- Between 1969 and 2017, Contra Costa County has received 14 presidential disaster declarations and two emergency declarations.
- These events are important to consider in establishing recurrence intervals for hazards of concern.

Figure 86: Summary of Federal Disaster Declarations in Pinole by Type, 1965–2017

Type of Event	Declaration Date	FEMA Disaster #
Severe Winter Storms, Flooding, Mudslides	4/1/2017	DR-4308
Severe Winter Storms, Flooding, and Mudslides	3/16/2017	DR-4305
Severe Storms, Flooding, and Mudslides	2/14/2017	DR-4301
Severe Storms, Flooding, Mudslides, and Landslides	2/3/2006	DR-1628
Severe Winter Storms and Flooding	2/9/1998	DR-1203
Severe Storms, Flooding, Mud and Landslides	1/4/1997	DR-1155
Severe Winter Storms, Flooding Landslides, Mud Flow	3/12/1995	DR-1046
Severe Winter Storms, Flooding, Landslides, Mud Flows	1/10/1995	DR-1044
Severe Winter Storm, Mud and Land Slides, and Flooding	2/3/1993	DR-979
Loma Prieta Earthquake	10/18/1989	DR-845
Severe Storms and Flooding	2/21/1983	DR-758
Coastal Storms, Floods, Slides, and Tornadoes	2/9/1983	DR-677
Severe Storms, Flood, Mudslides, and High Tide	1/7/1982	DR-651
Torrential Rain, High Tide, and Winds	2/1/1980	EM-3078
Drought	1/20/1977	EM-3023
Severe Storms and Flooding	1/26/1969	DR-253

EM = Emergency Declaration; DR = Disaster Declaration

From a planning perspective, there are several weather-related risks of concern to the study area, as noted in the previous figure. Severe storms can include lightning strikes and significant wind events.

¹⁶ Retrieved from <http://www.co.contra-costa.ca.us/DocumentCenter/View/48893/Contra-Costa-County-Draft-Local-Hazard-Mitigation-Plan-Volume-1-January-31-2018?bidId=>.

Weather Risks

The climate for Pinole is moderate. Pinole receives 27 inches of rain, on average, per year, the U.S. average is 38 inches of rain per year. The average annual temperatures range from a high of 80°F in July to a low of 40°F in January—with the average temperature being 71°F. Pinole receives 255 sunny days on average, this is 50 more days than the national average.¹⁷

Flood Risk

There are various risks associated with flooding. It is essential, therefore, that the community in the area of flood zones and areas prone should be informed of the risks, before the flood and as part of the planning process. Further, this should be a part of the public education process to ensure that residents are aware of the risks associated with flooding and the actions they should take to ensure readiness.

During a flooding event, the fire department will be called upon to assist in evacuations and rescues. These evacuations may include facilities with large numbers of people requiring EMS resources. Rescue and emergency evacuations may involve moving water requiring the specialty-trained technical rescue team to intervene.

After a flood as the residents begin recovery, EMS-related incidents will increase as injuries and medical conditions occur. Public education can help the community prepare for the recovery process.

The Contra Costa Hazards Mitigation Plan addresses two principal sources of floods. These two sources are summarized and defined in the next figure.

Figure 87: Sources of Flooding in Contra Costa County¹⁸

Source of Flood	Description
Riverine (river and stream)	Riverine floods described in terms of their extent (including the horizontal area affected and the vertical depth of floodwater) and the related probability of occurrence (expressed as the percentage chance that a flood of a specific extent will occur in any given year).
Flash Flooding	Flash floods occur suddenly after a brief but intense downpour. They move rapidly, end suddenly, and can occur in areas not generally associated with flooding (such as subdivisions not adjacent to a water body and areas serviced by underground drainage systems). Although the duration of these events is usually brief, the damage they cause can be severe. Flash floods cannot be predicted accurately and happen whenever there are heavy storms.

¹⁷ Retrieved from <https://www.bestplaces.net/climate/city/california/pinole>.

¹⁸ Retrieved from <http://www.co.contra-costa.ca.us/DocumentCenter/View/48893/Contra-Costa-County-Draft-Local-Hazard-Mitigation-Plan-Volume-1-January-31-2018?bidId=>.

Garrity Creek Watershed

This 1,790-acre area in western Contra Costa County includes the watershed of Garrity Creek (3.67 miles). This watershed includes sections of the City of Pinole.

Pinole Creek Watershed

Pinole Creek is a perennial creek that runs through the center of the city.

The next figure illustrates the Special Flood Hazard Areas (SFHA) as designated by FEMA. There are areas with the risk of flooding throughout the city. For the most part, the areas that are flood-prone have a one-percent increase in annual flooding. There are small portions of the study area that include a 0.2 percent annual chance of flooding. Station 73 and 74 are located very close to Pinole Creek drainage and potential flood areas, as seen in the following figures.

Figure 88: Watersheds in the Study Area

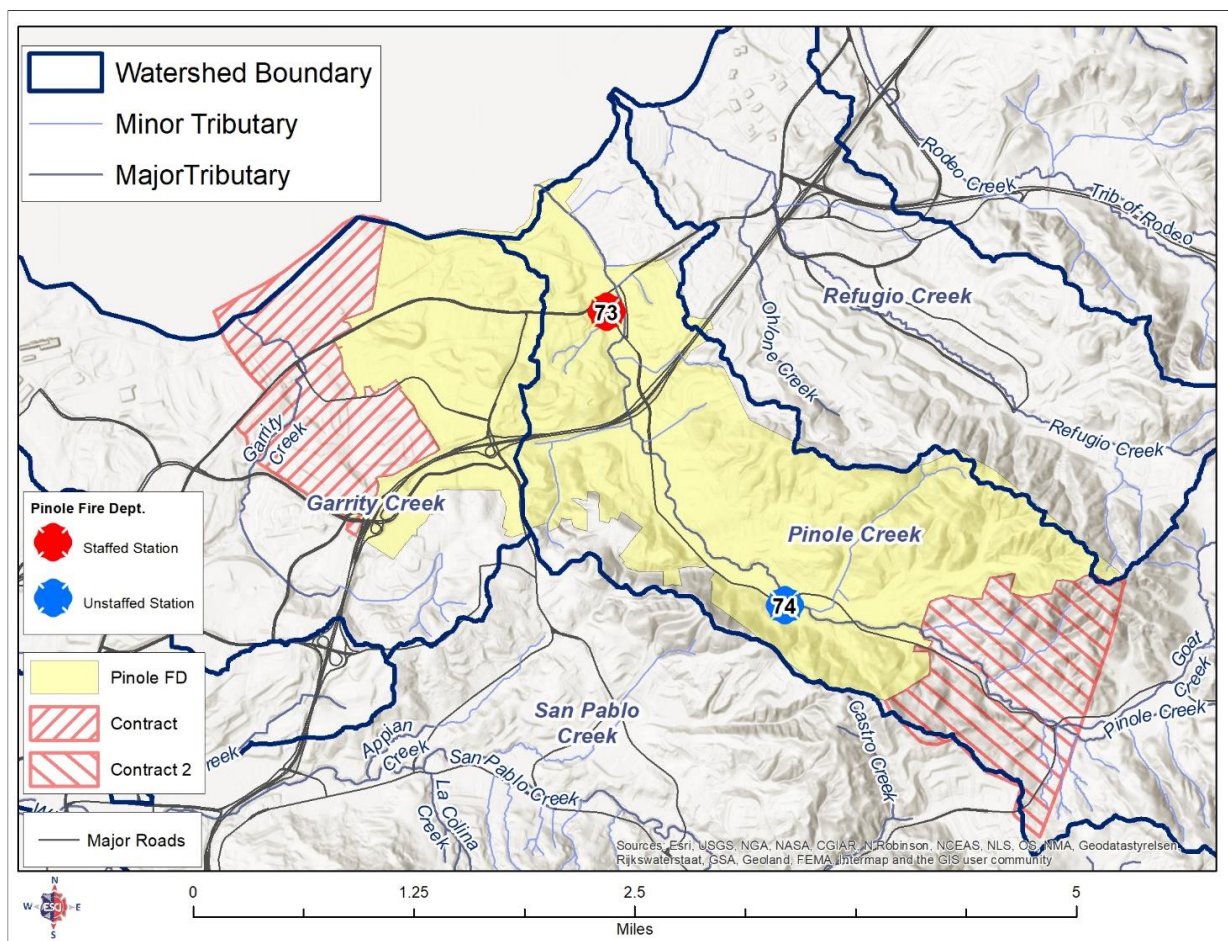
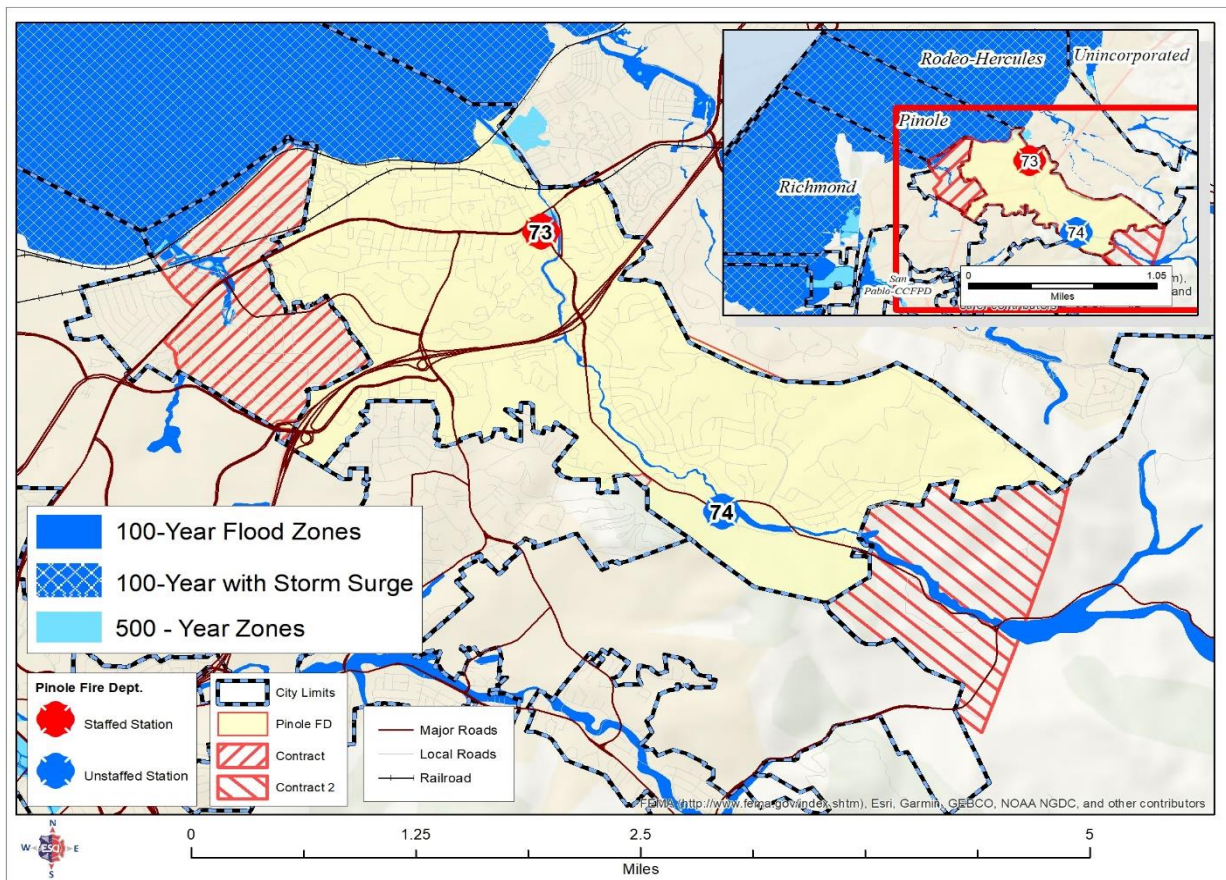


Figure 89: Flood Zones in the Study Area



Flood hazard areas identified on the Flood Insurance Rate Map are identified as an SFHA. SFHA are defined as the area that will be inundated by the flood event having a 1-percent chance of being equaled or exceeded in any given year. The 1-percent annual chance of flood is also referred to as the base flood or 100-year flood. Moderate flood hazard areas are the areas between the limits of the base flood and the 0.2-percent-annual-chance (or 500-year) flood. The Coastal High Hazard area is that part of the coastal floodplain where the wave heights during the base flood will be three feet or more.

There are 145 parcels that intersect various FEMA flood zones. Ten of these parcels are zoned "agricultural/open space," and 25 additional parcels are zoned "commercial," including one corner of a school parcel. The remaining 110 parcels are zoned "residential," including 109 single family parcels and one multifamily parcel with 12 units. Using the 2010 census data, the Pinole average household size is 2.7 persons; this gives an estimated total population of flood risk of 327 persons. The following figure shows the population within the various flood zones.

Figure 90: Flood Hazard Areas

Population Within the 10%, 1%, and 0.2% Annual Chance Flood Hazard Areas					
10% Annual Chance Flood Hazard Area		1% Annual Chance Flood Hazard Area		0.2% Annual Chance Flood Hazard Area	
Population Exposed	% of Total Population	Population Exposed	% of Total Population	Population Exposed	% of Total Population
0	0	0	0	327	1.7%

The commercial and agricultural/open space parcels were located in the 10 percent and 1 percent SFHAs.

Tornadoes

Tornadoes can have winds of over 300 mph, which—at the higher ranges—will cause a significant threat to life and damage to property. The intensity of tornadoes is measured on the Enhanced Fujita Tornado Damage Scale. This scale has an intensity range for tornadoes from EF-0 to EF-5, including wind estimates. The next figure is a summary of the damage associated at the various levels. Pinole has not experienced a tornado within written history.

Figure 91: Tornado Intensity, Enhanced Fujita Scale

Designation	Wind Speed, mph	Typical Damage
EF-0	65–85	Minor or no damage. Peels surface off some roofs; some damage to gutters or siding; branches broken off trees; shallow-rooted trees pushed over. Confirmed tornadoes with no reported damage are always rated EF-0.
EF-1	86–110	Moderate damage. Roofs severely stripped; mobile homes overturned or badly damaged; loss of exterior doors; windows and other glass broken.
EF-2	111–135	Considerable damage. Roofs torn off well-constructed houses; foundations of frame homes shifted; mobile homes completely destroyed; large trees snapped or uprooted; light-object missiles generated; cars lifted off ground.
EF-3	136–165	Severe damage. Entire stories of well-constructed houses destroyed; severe damage to large buildings such as shopping malls; trains overturned; trees debarked; heavy cars lifted off the ground and thrown; structures with weak foundations are badly damaged.
EF-4	166–200	Devastating damage. Well-constructed and whole frame houses completely leveled; cars and other large objects thrown, and small missiles generated.
EF-5	> 200	Extreme damage. Strong-framed, well-built houses leveled off foundations are swept away; steel-reinforced concrete structures are critically damaged; tall buildings collapse or have severe structural deformations; some cars, trucks, and train cars can be thrown approximately 1 mile (1.6 km).

While ranges of winds are listed on the scale, the wind estimate is not exact—nor have they been verified in science or engineering. Different wind speeds may cause similar-looking damage from place to place—even from building to building.

While preventing tornadoes is not possible, the preparation for the potential of a tornado should be considered as a high priority. Tornadoes can occur with little or no warning and can result in devastating damage; departments must consider that as part of their planning for disaster readiness, the likelihood of a tornado occurring is minimal in Pinole.

Tsunamis

A tsunami is a series of high-energy waves radiating outward from an area where a generating event occurs. Earthquakes may produce displacements of the seafloor that can set the overlying column of water in motion, initiating a tsunami, depending on the magnitude of the earthquake and the type of faulting.

The San Pablo Bay area is a likely site of tsunami impacts in Contra Costa County that would rise with floodwaters from a San Francisco Bay tsunami caused by a local earthquake. According to the Contra Costa Hazard Mitigation Plan, Pinole only has a small threat of tsunamis immediately along its coastline vicinity.¹⁹

Additional Weather-Related Hazards

Severe weather hazards also pose a threat to Pinole. Aside from the weather-related hazards described in the preceding section, several other weather-related events have been analyzed as part of the hazard mitigation plan. The next figure—while applicable to the whole County—is a summary of these events, including the definitions, severities, and impacts.

¹⁹ <https://www.contracosta.ca.gov/DocumentCenter/View/48893/Contra-Costa-County-Draft-Local-Hazard-Mitigation-Plan-Volume-1-January-31-2018?bidId=>.

Figure 92: Other Weather-Related Hazards in Contra Costa County²⁰

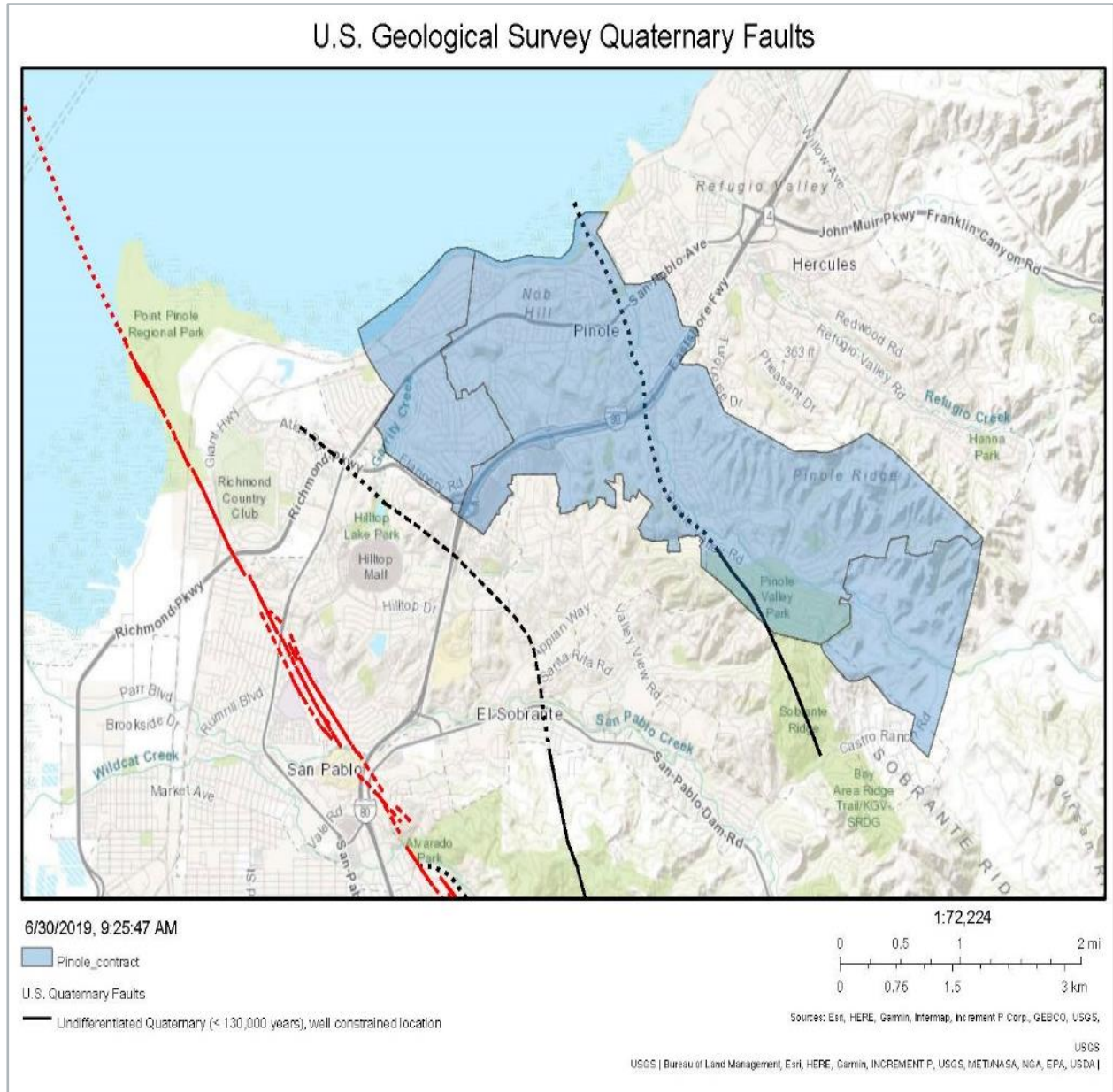
	High Winds	Heavy Rain and Thunderstorms
Definition	The National Weather Service defines high winds as, “sustained wind speeds of 40 mph or greater lasting for one hour or longer, or winds of 58 mph or greater for any duration.”	Heavy rainfall is any amount of rain produced in a relatively short time period that exceeds the capacity of natural systems’ or stormwater infrastructures’ ability to effectively and safely convey the flow of stormwater.
Severity	The entire county is directly or indirectly susceptible to the effects of high-speed winds. Trees are susceptible to blowing over and causing damage to surrounding property. All communities can suffer extended power outages.	The entire county is directly or indirectly susceptible to the effects of heavy rains or thunderstorms. All communities can suffer the impacts of heavy rains or thunderstorms.
Impacts	Widespread power outages. Mass of downed debris on the transportation network impedes the response of emergency personnel and utility crews. Electrical blackouts force the closure of government offices, businesses, and schools. Power outages can disrupt transportation, generating traffic snarls resulting in thousands of motorists seeking few available alternate routes on local arterials and collectors, complicated by blocked roads.	Heavy rain can have significant impacts, including rising rivers, flash flooding, mudslides, and landslides. Stormwater runoff from heavy rains can also impair water quality by washing pollutants into water bodies. When power outages coincide with heavy stormwater flows, public works crews may struggle to provide auxiliary power to sewer lift stations to prevent backups or flooding in suburban and urbanized areas. Thunderstorms carry the same risks as heavy rain events, and depending on the type of storm, they can also include tornadoes, lightning, and heavy winds, increasing risk of injury and property damage.

²⁰ Retrieved from https://www.trpc.org/DocumentCenter/View/4172/HazMit_Ch4-2_Storm?bidId=.

Earthquakes

The Contra Costa Hazard Mitigation Plan rates the hazard profile of earthquakes as a high probability. Earthquakes can cause widespread damage and disrupt many services across the area.

Figure 93: Earthquake Fault Lines In and Around Pinole



The Pinole Fault and the Moraga Fault, both undifferentiated quaternary faults, pass through the study area. The historic Hayward Fault, with a slip rate of 5 mm/year, moves to the southwest of the study area.

The effects of earthquakes are described in the following figure.

Figure 94: Effects of Earthquakes

Effect	Description
Ground Motion	When a fault ruptures, seismic waves radiate, causing the ground to vibrate. This wave movement causes the ground to shake during an earthquake.
Ground Failures	Earthquakes can cause surface faulting, landslides, subsidence, and uplifting. Surface faulting is the differential movement of two sides of a fracture.
Liquefaction	Liquefaction is the phenomenon that occurs when ground shaking causes loose soils to lose strength and act as a viscous fluid. Liquefaction causes two types of ground failure: lateral spread and loss of bearing strength.
Tsunamis	Tsunamis are large ocean waves generated by sudden changes in the seafloor elevation, which displace a significant volume of water.

Wildfire Risk

Like many areas of California, there is a wildfire risk in the Pinole area. The level of risk associated with wildfires in any given area of a community is dependent upon several factors, including climate, vegetation, and topography. Another factor is the number of homes that are built within the Wildland Urban Interface. Pinole has 30 buildings within the Very High Fire Hazard Severity Zone (FHSZ).

According to the Contra Costa Hazards Mitigation Plan, the summary assessment on wildfire reads:

The geography, weather patterns, and vegetation in the East Bay area provide ideal conditions for recurring wildfires. Especially vulnerable are the East Bay Hills in Lamorinda, which includes Lafayette, Moraga, and Orinda. Parts of Walnut Creek, including the area surrounding Rossmoor, are vulnerable to wildfires, as are Clayton, the Danville/San Ramon area, and the San Pablo-El Cerrito, El Sobrante area. Because the natural vegetation and dry-farmed grain areas of the county are extremely flammable during late summer and fall, wildfire is a serious hazard in undeveloped areas and on large lot home sites with extensive areas of un-irrigated vegetation.²¹

The next figure illustrates a summary of the historical wildfire occurrences and impacts. The Castro and the Carson Fires of 2011 were the most significant incidents, with numerous small incidents in the succeeding years.

²¹ Retrieved from https://www.trpc.org/DocumentCenter/View/4172/HazMit_Ch4-2_Storm?bidId=County-Draft-Local-Hazard-Mitigation-Plan-Volume-1-January-31-2018?bidId=.

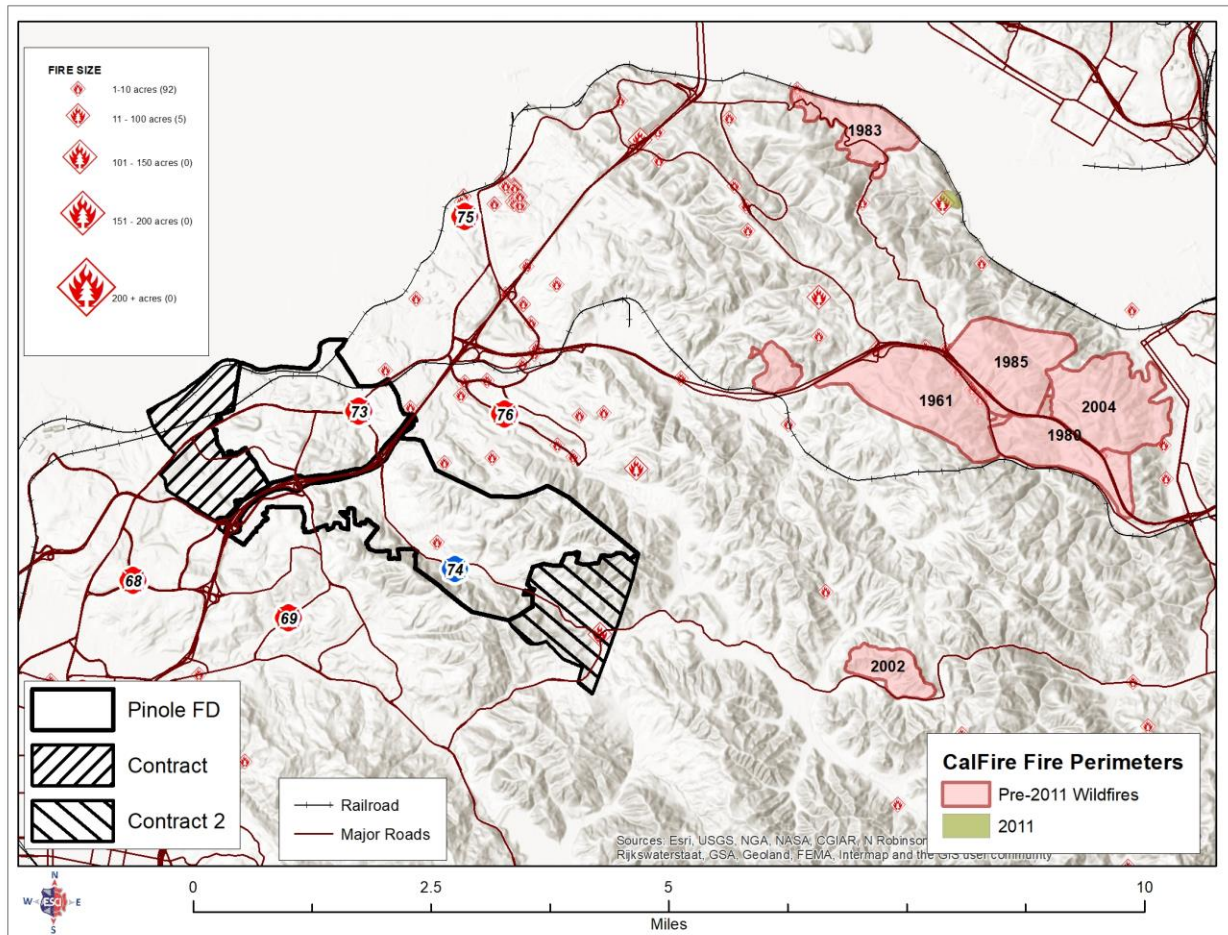
Figure 95: Study Area Historical Wildfire Occurrences and Impacts, 2009–2018²²

Fire Name	Year	Acres	Month
Carson	2011	20	September
Turquoise	2011	1	July
Franklin	2011	1	August
Savage Av Pinole	2011	1	July
Castro	2011	83	September
Refugio Valley Rd	2011	4	June
Unnamed	2011	0.01	August
Unnamed	2011	0.01	June
Unnamed	2011	0.01	June
Brick Yard	2011	17	September
Franklin	2012	1	October
Unnamed	2012	0.01	July
Unnamed	2012	0.1	August
Unnamed	2012	0.4	August
Unnamed	2012	0.01	September
Unnamed	2012	0.5	September
Unnamed	2013	2	May
Unnamed	2013	0.1	November
Unnamed	2013	0.5	November
Unnamed	2014	0.25	June
Toll	2017	43	June

²² Retrieved from Pinole_Incident_Summary_2009-2018.xlsx.

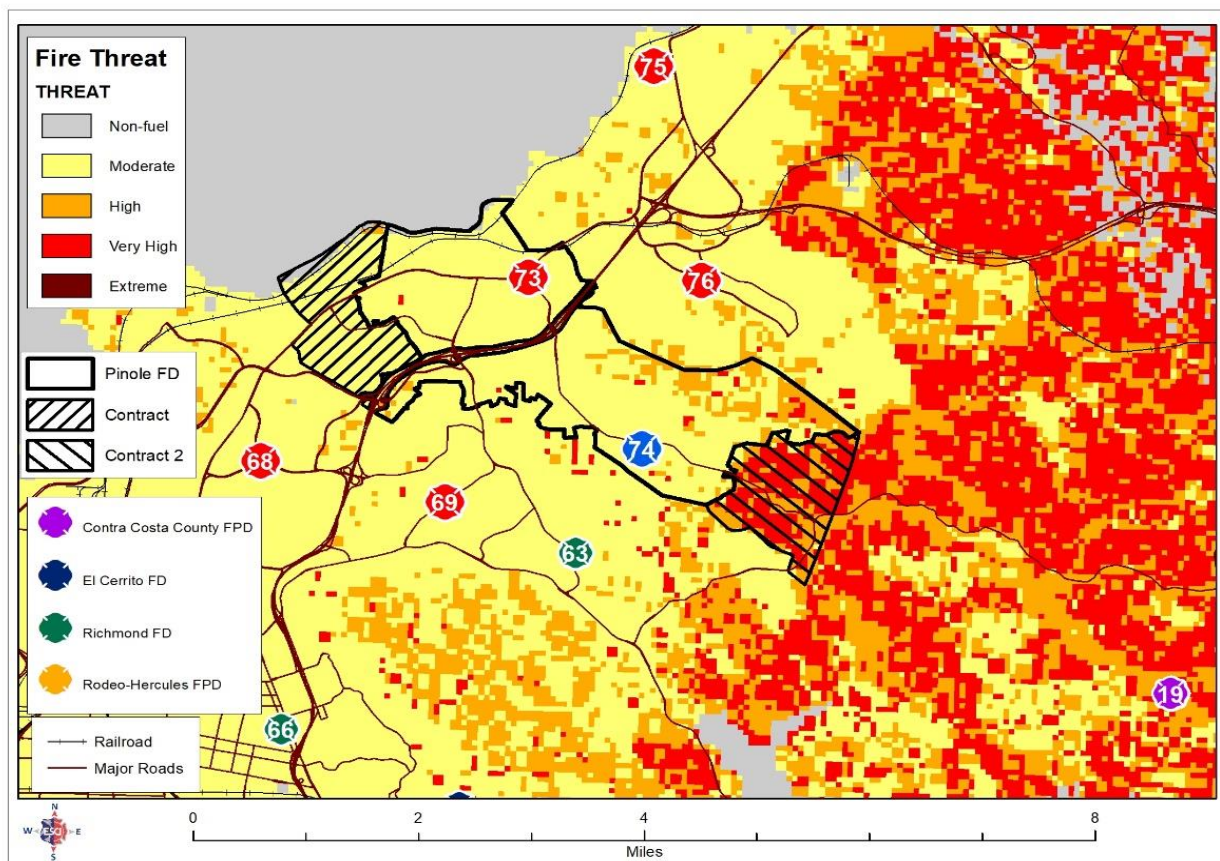
The next figure shows the historical wildfires listed in the previous figure in and near Pinole. There have been many small wildfires (< 10 acres) in the more remote portions of the county.

Figure 96: Historical Wildfires in and Near Pinole through 2018



The next figure shows the wildfire threat in and near Pinole.

Figure 97: Degree of Wildfire Threat



The fire threat is a combination of two factors: 1) fire frequency, or the likelihood of a given area burning, and 2) potential fire behavior (hazard). These two factors are combined to create four threat classes ranging from moderate to extreme (California Department of Forestry and Fire Protection's Fire and Resource Assessment Program [FRAP]).

The next figure shows the estimated land area, population, and dwellings that are in the Wildland Urban Interface areas.

Figure 98: Study Area Current Estimates as Related to the Urban Interface, 2015

Fire Department/District	Population		Residential Dwellings	
	Total	Percent in the Hazard Area	Total	Value in the Hazard Area
Pinole Fire Department	94	.5% ²³	30	\$16,007,875

Of concern is the Galbreath Road neighborhood to the southwest of Station 74. This area is characterized by a single road in, as well as being surrounded by dense vegetation. This is a large concern for the ingress of fire equipment during an emergency (such as a wildfire event) and egress of residents who may be evacuating the Galbreath Road area. Future development should evaluate hazards to the development area and ensure adequate traffic routes are designed and implemented.

Figure 99: Galbreath Road Neighborhood

²³ Retrieved from: <http://www.co.contra-costa.ca.us/DocumentCenter/View/48893/Contra-Costa-County-Draft-Local-Hazard-Mitigation-Plan-Volume-1-January-31-2018?bidId=>.

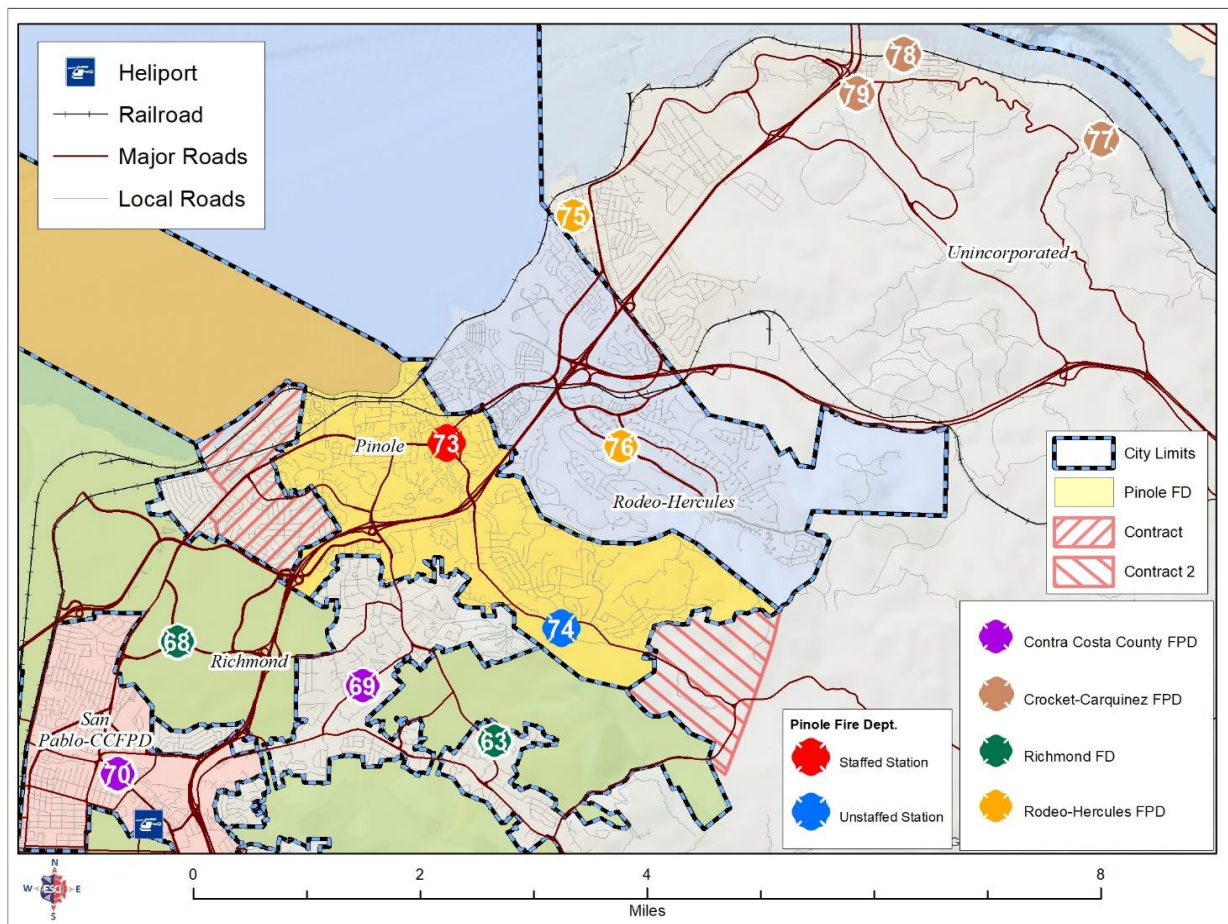
Transportation Risks

Highways

There are several transportation corridors and various modes of transportation that fall within the study area for which the department is responsible. Beginning with major roadways, Interstate 80 goes through the middle of Pinole. Additionally, there are several major local roads within the City, including San Pablo, Appian Way, and Pinole Valley Road. Regardless of the size of the roadway or the speed limit, any roadway has the potential for motor vehicle crashes, vehicle fires, medical emergencies, brush fires, or hazardous material spills/leaks. Each of these is not only a risk to the community, but the responders are also at risk of being struck by vehicles while operating near moving traffic.

Last year, the town of Paradise faced a devastating fire. Evacuations from the town on narrow two-lane roads became problematic to those leaving the fire area. In 2019, Streetlight Data, Inc. listed Pinole as three times the national average in difficulty in evacuating the city in case of emergency due to limited evacuation routes and narrow streets.²⁴ Due to the general geography of Pinole, this road arrangement is nearly unavoidable. The Pinole Police Department has a plan to use all lanes to travel in one direction to evacuate residents from the fire area in an expedient manner.

²⁴ It should be noted that Streetlight Data only studied cities of under 40k in population. The study also made the assumption that people would choose familiar and preferred routes even though other exists exist.

Figure 100: Major Transportation Infrastructure in the Study Area

Airports

The City of Pinole does not have an airport. Two international airports are located nearby, the Oakland International Airport (27 miles) and the San Francisco International Airport (34 miles). There is a heliport in San Pablo.

Railroads

Figure 100 shows the rail line through Pinole. Amtrak provides regular service through the city with over 16 rail stations within a 30-mile radius. In addition, Union Pacific's Martinez Subdivision and BNSF Stockton Subdivision transport freight through the area. Although a comparatively safe mode of transport, railway operations do come with hazards, including accidents involving pedestrians, other vehicles, derailments, and accidental hazardous material releases. The next figure discusses some of these incidents.

Figure 101: Hazard Descriptions Faced by the Pinole Fire Department

Type of Incident	Description/Hazard
Train Collisions	Collisions can be between two or more trains or between trains and infrastructure.
Derailments	Derailments occur when one or more cars of a train leave the tracks; generally, it involves just one train.
Grade Crossings Crashes	There are various scenarios in which accidents occur at railroad crossings.
Railroad Staff Injuries	Railroad staff may get injured while working on or near the tracks. In some cases, accessibility will be a problem.
Dangerous Goods Release	As the railroads carry hazardous goods, there is always the potential for product release.

The effects of these incidents can require large numbers of fire and EMS resources. In review of the previous figure, several of these incidents could require the response of a Haz-Mat team, Technical Rescue, and EMS. Many times, the complexity of the incidents will require multiple operational periods. Risk analysis and planning for these types of incidents must consider the need for higher than usual personnel, equipment, and Automatic or Mutual Aid resources. When incidents occur at a grade crossing, fire and EMS personnel will have to operate near the tracks. Training in proper precautions is essential.

Buildings

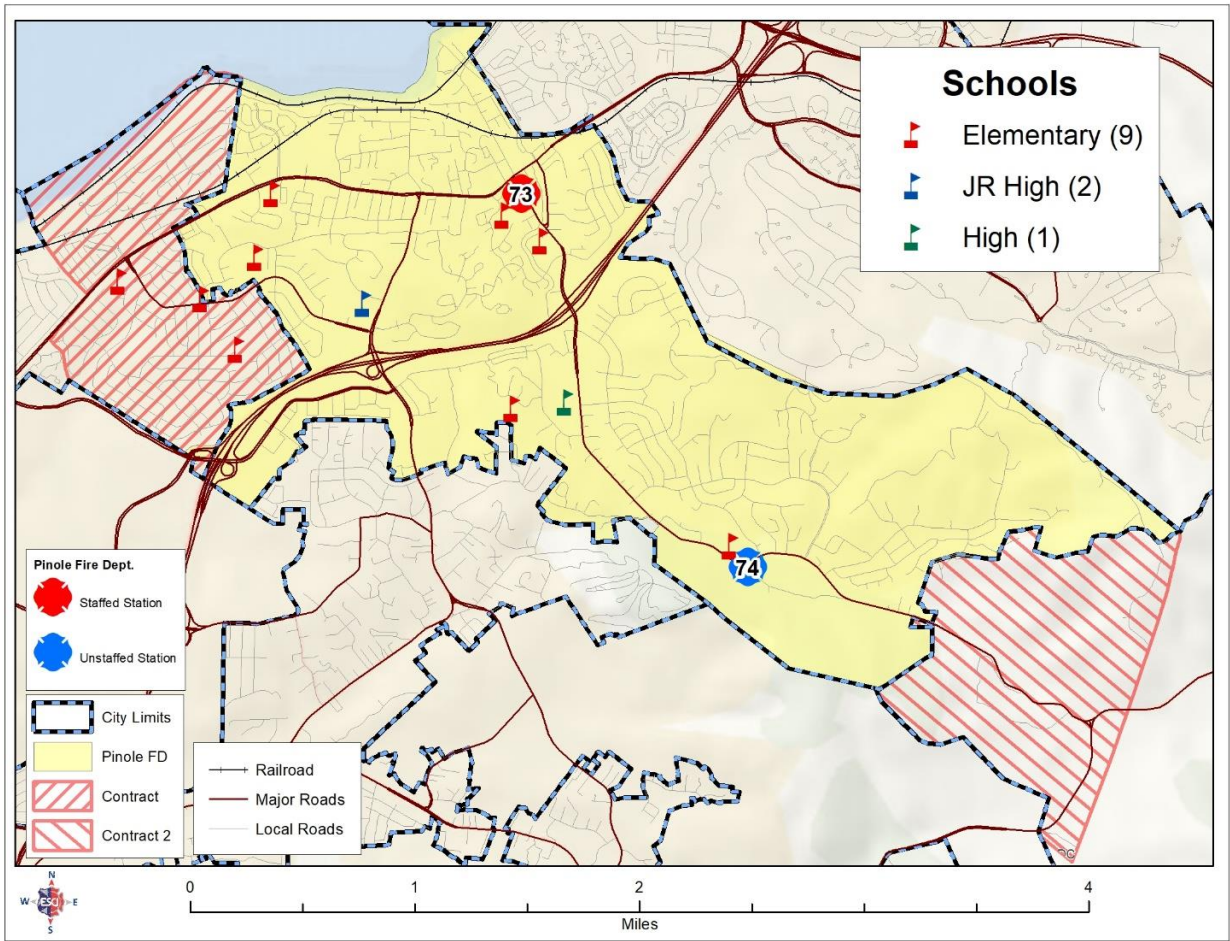
Many buildings in the city are used for purposes that create more significant risks than others during an emergency. High occupancy buildings, facilities providing care to vulnerable populations, and others may require greater numbers of emergency response and resources during an emergency.

Numerous buildings lie within the study area in which large numbers of people gather for entertainment, worship, and other similar events. A variety of small businesses and entertainment venues also exist.

Colleges and Schools

The next figure shows the locations of the educational facilities within the study area. These facilities present additional risk, primarily for mass casualty incidents. Fire, criminal mischief, and potentially terrorism could cause a major medical emergency requiring significant emergency service resources.

Figure 102: Colleges and Schools in the Study Area

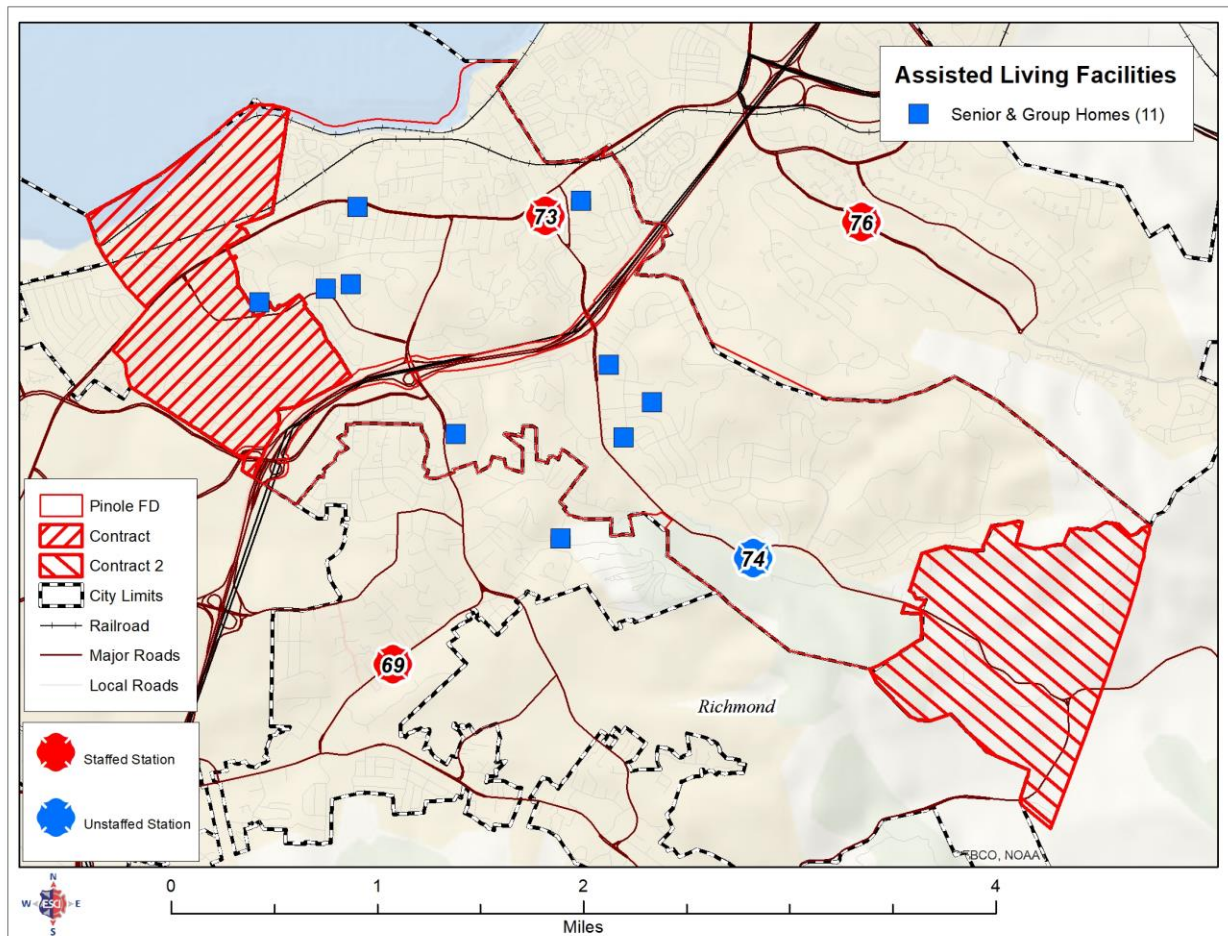


Medical and Congregate Care Facilities

Medical and congregate-care facilities, particularly hospitals and nursing homes. Although these facilities have regular fire safety inspections and are generally built of fire-resistive construction with built-in fire suppression, emergencies still can occur that require the quick movement of patients away from the hazard. Incidents at these facilities will require high resource levels.

Pinole does not have a hospital, but has 11 assisted living facilities, as the next figure depicts.

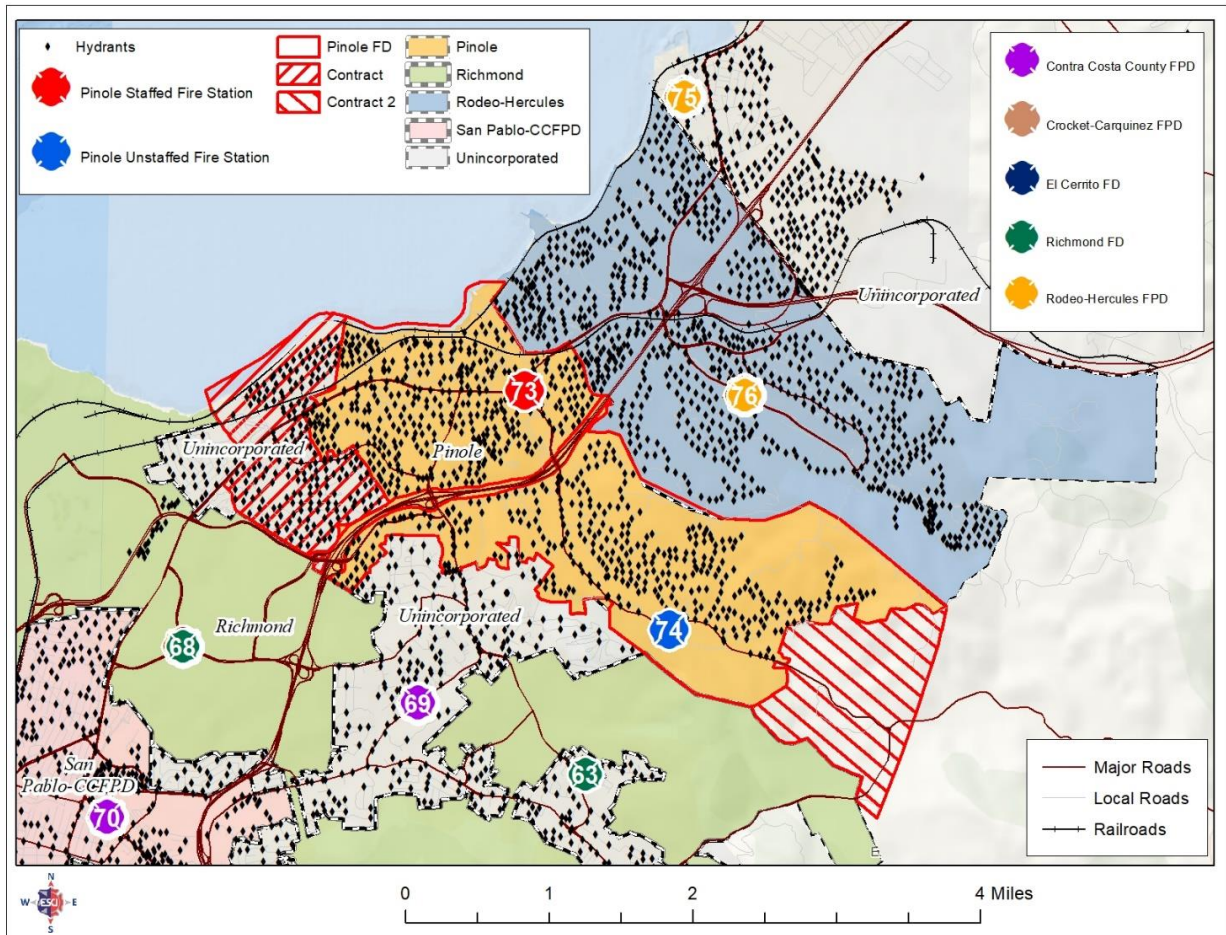
Figure 103: Assisted Living Facilities



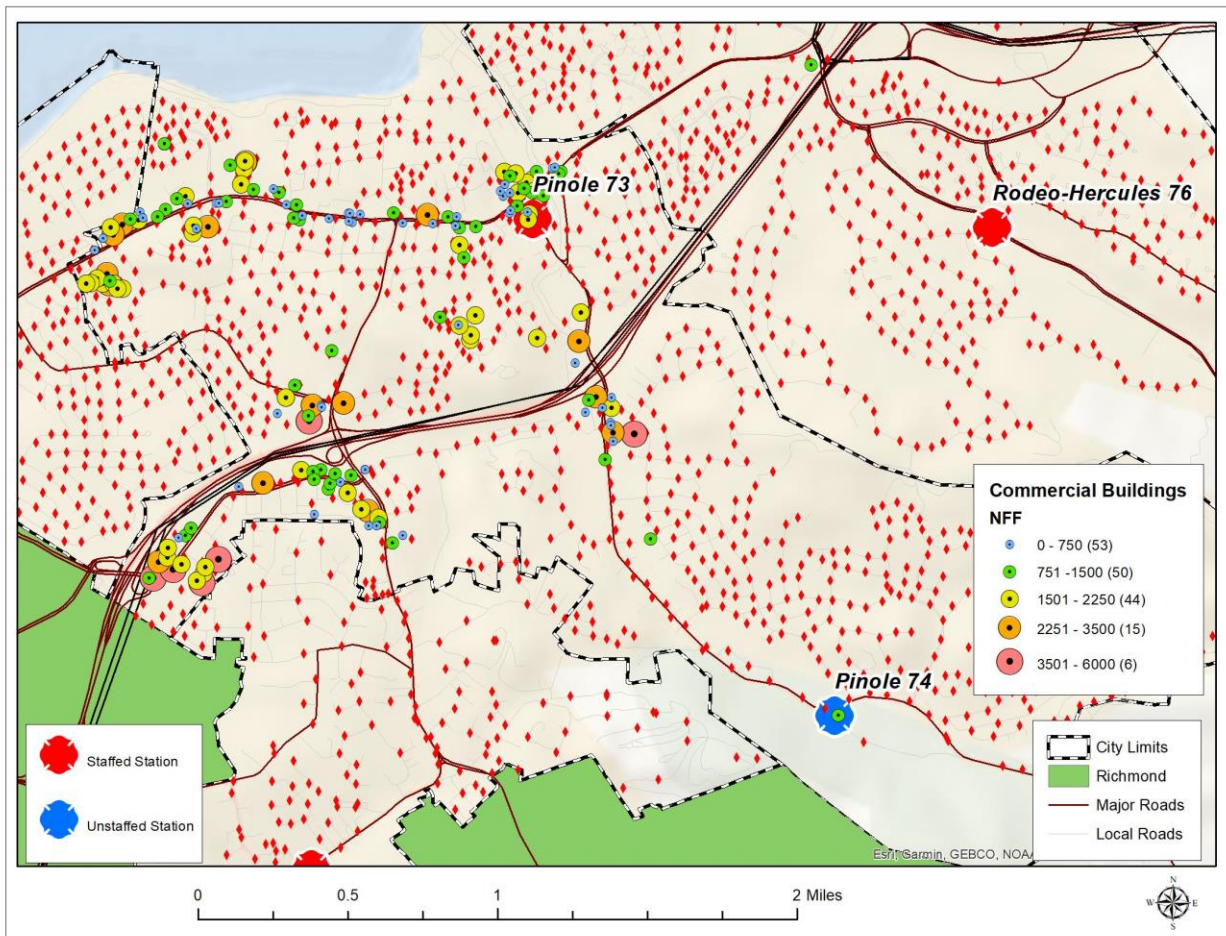
Other Critical Infrastructure

One concern to fire departments is the water and fire hydrant system. Providing enough storage, distribution, and access to this valuable firefighting resource is very important. The next figure illustrates the hydrant system in the study area. As expected, in the more populated urbanized areas, fire hydrants coverage is very good. Some rural areas of the city depend on water delivered by tenders, but generally good hydrant coverage exists throughout the service area. From a risk assessment standpoint, planning consideration must be given to situations when the water system could fail.

Figure 104: Fire Hydrant Distribution in the Study Area



The next figure shows the commercial building and hydrant locations in Pinole. Represented on the map is the Needed Fire Flow (NFF) for each of the commercial buildings. Fire flow is the amount of water that would need to be supplied and pumped from an apparatus to control a building fire. Pinole's fire engine can pump 1,500 gallons per minute. Many buildings in Pinole could require a much higher fire flow to control an established fire.

Figure 105: Fire Hydrant Distribution, Commercial Building with Needed Fire Flow (NFF)

Emergency communication centers and the associated transmitting and receiving equipment are essential facilities for emergency response. The Contra Costa Regional Fire/EMS Communications Center (CCR FCC) provides call receipt and dispatch service to the Pinole Fire Department and many of the neighboring jurisdictions. This center answers 911 calls, dispatches fire and other emergency responders, and provides important support to the on-scene incident management function. This center is the secondary Public Safety Answering Point (PSAP). All 911 calls made from landlines in the city limits are automatically routed to the City of Pinole Police Department, which is the Public Safety Answering Point (PSAP). Calls from landlines in the unincorporated areas within the City's fire service area are automatically routed to the Contra Costa County Sheriff. Once one of these PSAP's dispatchers determines a call requires fire department response, the call is relayed to CCR FCC.

There are other communication facilities and equipment that are equally important to the community and government operations within the study area. These are the telephone company central offices and the transmission lines of local telephone service providers. Internet service providers, along with wireless cellular communication providers, provide essential communication capabilities for the community as well as emergency personnel through their facilities and equipment. Failures in any of these systems can influence emergency services.

Energy

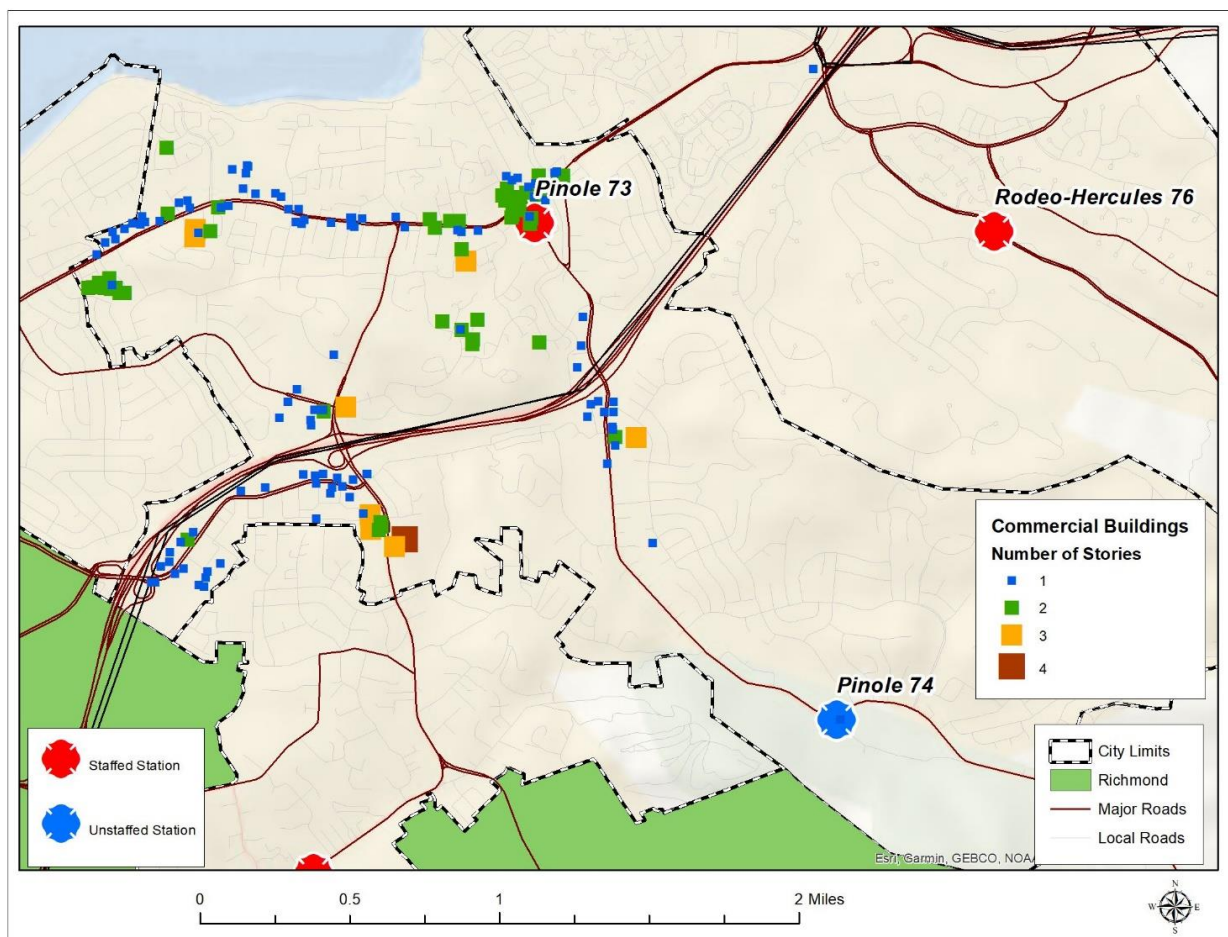
The loss of electrical power is also a risk to the community. Community services, from communications to traffic signals to normal operation of supermarkets, require the use of energy. Whether it is electricity generation and transmission systems, fuel distribution and storage tanks, or natural gas pipelines and regulator stations, the community is dependent upon energy sources. The loss of energy is a planning consideration for response and readiness.

Structural Risks

Certain buildings, contents, functions, and size present a greater firefighting challenge and require special equipment, operations, and training.

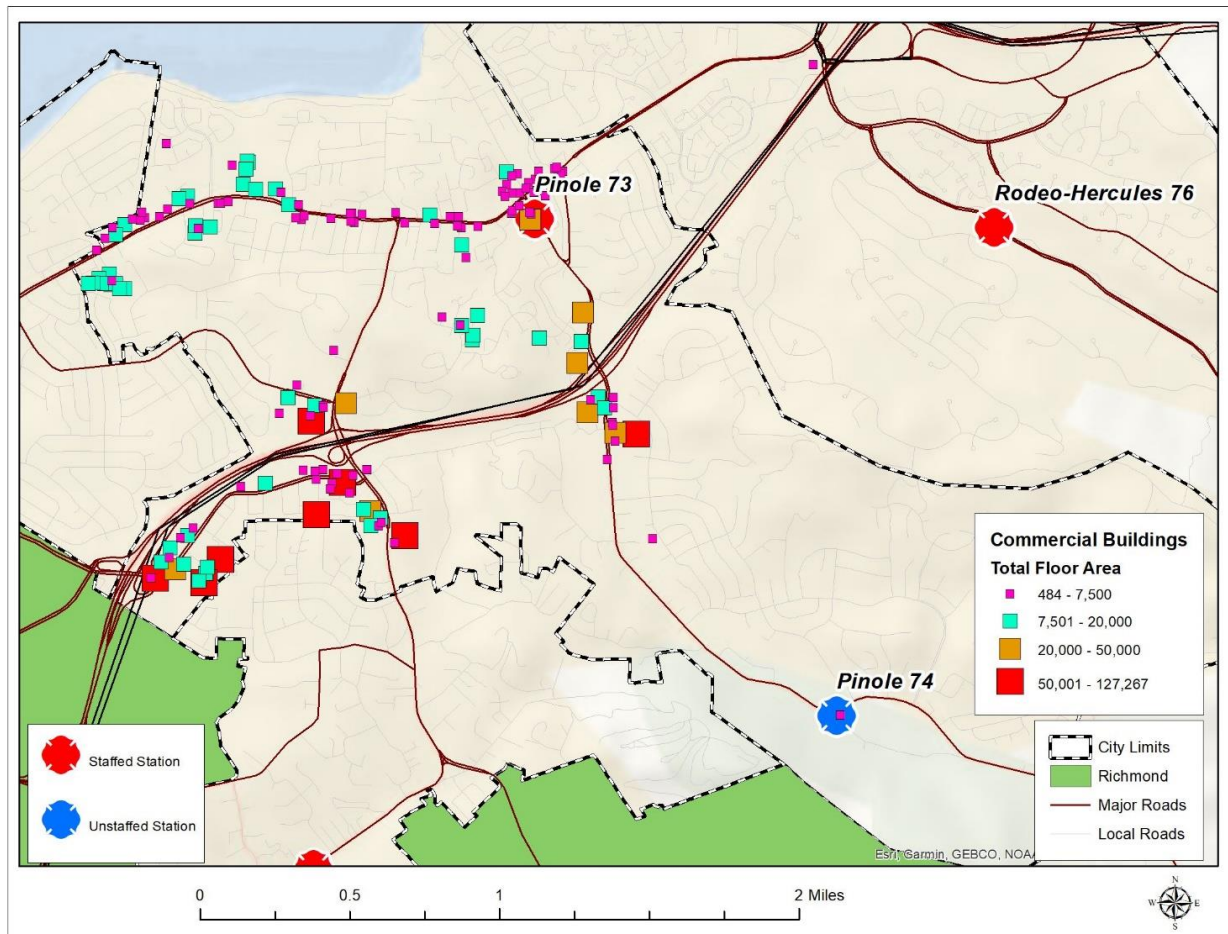
The Insurance Services Office calls for a ladder truck within 2.5 miles of developed areas containing buildings three or more stories in height. Accessing the upper floors and roofs of buildings this tall, typically requires ladder truck capability as ground ladders may not provide access. The next figure documents current commercial facilities and the number of stories each building possesses.

Figure 106: Commercial Buildings, One to Four Stories in Height



Large buildings such as warehouses, malls, and large “box” stores require greater volumes of water for firefighting and require more firefighters to advance hose lines long distances into the building. The following figure demonstrates building locations and their relative total floor space in relationship to Pinole’s Station 73.

Figure 107: Commercial Buildings, Total Floor Area



Terrorism

Pinole is, as is anywhere, a potential target for terrorism. Most of the previously categorized risks in the community are targets for such activity. These include schools, commercial buildings, public infrastructure, and public assembly areas that are located within the study area. In addition, the outdoor public gathering events during the year can also be targets. All fire-rescue departments need to be vigilant in their training and preparedness in the event one or more coordinated acts of terror occur in the region, Pinole is no different. Despite the small likelihood of a terrorist attack, training to ensure coordination and unified command with law enforcement partners is critical.

Demographics

Current Population Information

The next figure is a summary of the service area and population, according to the United States Census Bureau.

Figure 108: Study Area Size and Population Estimates

Fire Department/District	2017 Population Estimate	Area in Sq. Miles	Population Density
Pinole City	19,364	5.32	3,455/sq. mi.

An NFPA report has identified the groups that face a higher risk of being injured or killed in a fire as:²⁵

- Children under 5 years of age;
- Older adults over 65 years of age;
- People with disabilities;
- Those with a language barrier; and
- People in low-income communities.

The following figures were created to provide an overview of the demographics related to these identified groups. Select demographics are provided in the following figure to the extent that the data was available.

Figure 109: Select Population Demographics

	Persons under 5 years	Persons under 18 years	Persons 65 years and over	Persons with Disabilities Under the Age of 65	Language other than English Spoken at Home
Pinole ²⁶	3.7%	17.1%	18.8%	9.1%	36.3%

Based on the preceding figure, 18.8 percent of the population is over 65 years of age, and an additional 3.7 percent of the population is under five years of age. This places a total of approximately 22.5 percent of the populations within the age groups that are at the highest risk in residential fire incidents and account for some of the highest use of emergency medical services.²⁷ Senior citizens can have difficulty escaping from fire due to physical limitations. Seniors also tend to use emergency medical services more frequently than younger persons. As the population ages, this will create an increase in service demand for emergency medical services. In addition, just over 36 percent of the population may have language barriers that make communication with first responders during an emergency difficult.²⁸

²⁵ National Fire Protection Association, 2007; Urban Fire Safety Project, Emmitsburg, MD; retrieved from <http://www.nfpa.org/public-education/by-topic/people-at-risk/urban-fire-safety/reports-and-presentations>.

²⁶ Information retrieved from the United States Census Bureau.

²⁷ This is very close to the national average of 21.7 percent.

²⁸ The national average is 21.8 percent.

As noted, the very young also represent a vulnerable population, both regarding their ability to escape a structure fire as well as their susceptibility to serious medical ailments such as asthma, traumatic events, choking, or injury from vehicular accidents.

The demographics displayed in Figure 110 are factors that indicate that a population is more likely to use fire department services than other populations. Individuals in poverty or with no health insurance are more likely to use local EMS resources compared to individuals with health insurance and a personal physician. A high percentage of owner-occupied homes may indicate a more stable community and residents willing to invest in their community and community services; Pinole with an owner-occupied housing rate of 70 percent is approximately 7 percent higher than the national average.

Figure 110: Other Demographic Comparisons

Subject	Pinole
Persons without health insurance, under age 65 years	4.7%
Owner Occupied Housing Rate, 2012–2016	70.2%
Median household income (in 2017 dollars), 2012–2017	\$84,255
Residents at the poverty level	5.4%

Population Density

Most communities contain areas with different population densities and property risks allowing the community's policymakers to specify different response performance objectives by geographic area. The classifications that are identified by the National Fire Protection Association (NFPA) in Standard 1720 and the percentage of the city in the classification is provided in the following figure.²⁹

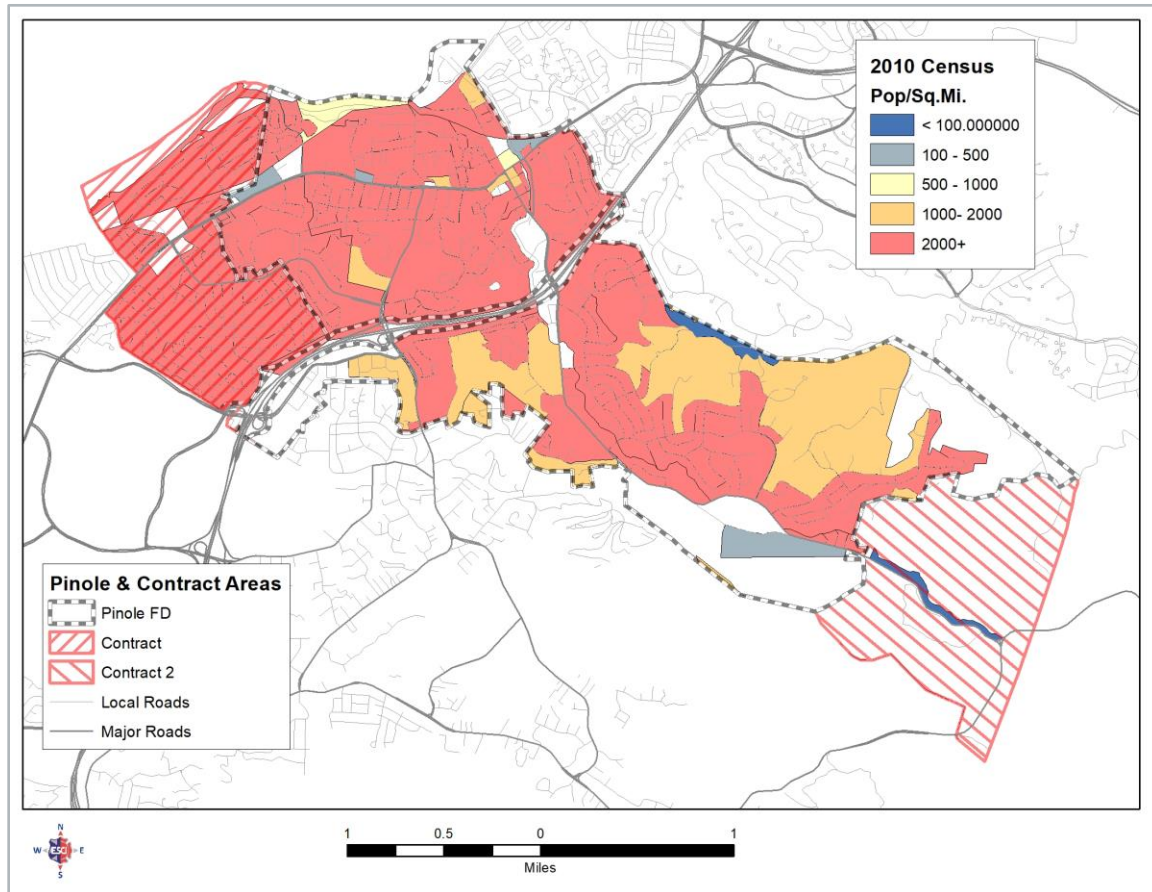
Figure 111: Population Classifications

Classification	Criteria
Urban	> 1,000 people/square mile
Suburban	500–1,000 people/square mile
Rural	< 500 people/square mile
Remote Area	Travel Distance ≥ 8 miles

²⁹ NFPA 1720: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*, 2014 Edition.

The next figure illustrates the population density.

Figure 112: Study Area Population Density



Population Growth Projections

The population in Pinole has grown slowly over the last decades. The population in 1980 was 14,253—in 2019, the population has been estimated to have grown to 19,364.³⁰ This is an overall increase of .077 percent per year. Pinole, in 2010 (during the last national census) had a population was 18,390. The 2019 estimated total is 19,364—an increase of just over 5 percent.

With population growth, there come increases in service demand. More people mean not only more incidents generated, but it also means a need for expanded geographical coverage. Resource additions will need to be planned to provide service delivery and performance at acceptable levels if higher density growth occurs within the service area.

Expansion and growth will affect not only the delivery of fire-rescue services but also other fire department functions, such as code enforcement and community risk reduction. The department must maintain awareness and be involved in monitoring the relationship between population and demand.

³⁰ Retrieved from <https://www.census.gov/quickfacts/pinolecitycalifornia> and <https://datausa.io/profile/geo/pinole-ca>.

Section II:

PUBLIC WORKSHOP & STAKEHOLDER INPUT

PUBLIC INPUT

During the development of the community expectations portion of the Regional Fire Service Delivery Study Scope of Work, the City made it very clear they desired a number of opportunities for public input. The final scope of work included a Community Fire Study Workshop, several days of stakeholder interviews, and no less than two presentations to the City Council that would be conducted with opportunities for public input. This section of the study reflects the results of the Community Fire Study Workshop and the stakeholder interviews.

On May 29, 2019, at 6 p.m., ESCI facilitated the Community Fire Study Workshop, which was attended by approximately 45 people. The format for the workshop was an interactive presentation utilizing Swift Polling on-line platform. This program allowed for a series of questions and input opportunities that could be instantly responded to by the audience with the results displayed in real-time. Responses were collected via text message, internet polling website, or paper polling form as displayed in applicable figures that follow as "SMS," "Web," or "Paper Vote." All polls and inputs were captured and are as follows.

For ESCI to gauge the community's awareness of, access to, and experience with the services provided by the Pinole Fire Department, four questions were presented:

- What services, emergency, and other, are provided by the Pinole Fire Department?
- How many firefighters are on duty daily in Pinole to provide services?
- Have you received any services, emergency, or other, from the Pinole Fire Department?
- If you received services, how satisfied were you with the service?

Responses to the question regarding services provided by the department are summarized in Figure 113. The participants understood the department's primary mission and the services that are or should be available to fulfill that mission.

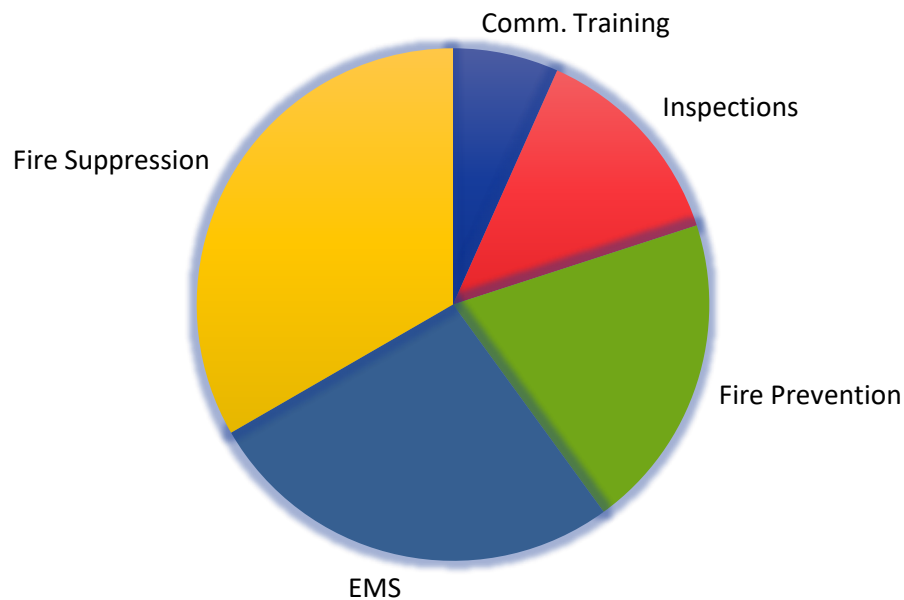
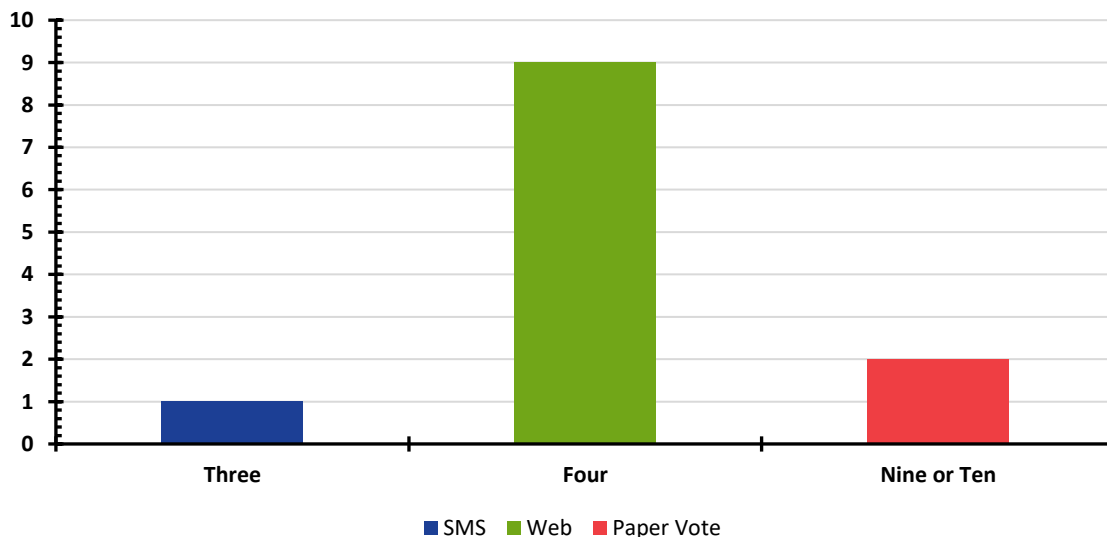
Figure 113: Services Provided by the Pinole Fire Department

Figure 114 indicates that the participants were aware of the department's on-duty force. In addition to daily staffing, the department enjoys effective automatic and mutual aid agreements with surrounding jurisdictions. However, increasing service demands across the spectrum of partnering agencies often leaves Pinole resources stretched thinly.

Figure 114: Number of Firefighters on Duty Daily in Pinole

In the following two figures (Figure 115 and Figure 116), several participants reported having received services from the department, emergency, or other. Of those residents who received services, the majority indicated that they were satisfied with the outcome of those services. This is a very good sign given the minimal resources the department is able to provide at this point in time and is demonstrative of the department's commitment to its service mission.

Figure 115: Have You Received Any Services from PFD?

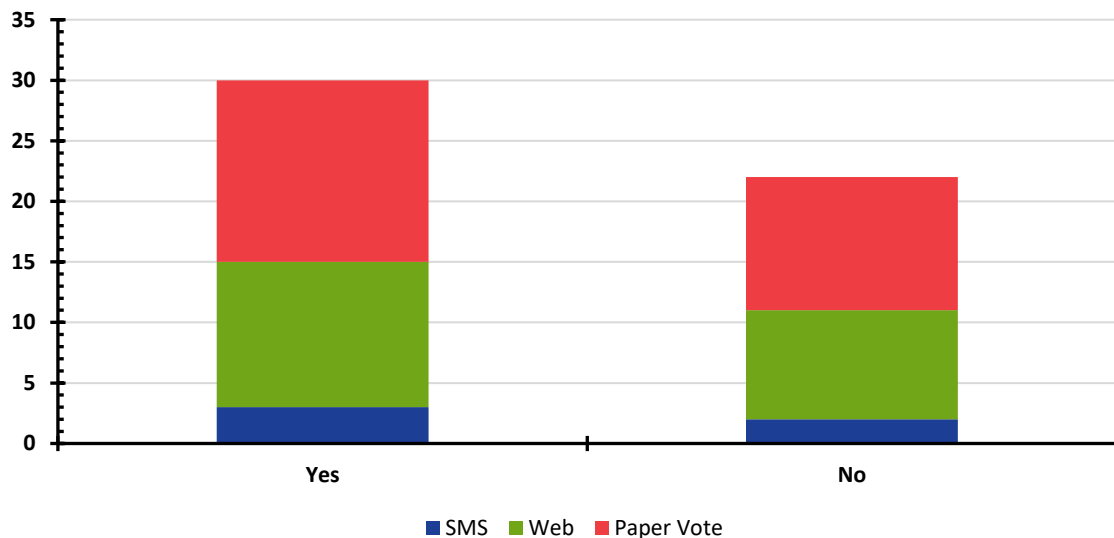
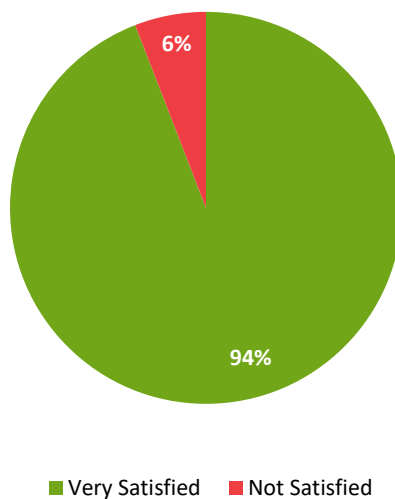


Figure 116: How Satisfied Were You with the Service?



The next set of four questions were designed for ESCI to gain a sense of the community's awareness of the adequacy of the fire protection system in Pinole to meet service demands:

- Is the existing system adequate?
- If not, what is lacking?
- Is the current staffing of the PFD adequate or not?
- How long should it take for resources to arrive from the time that you call?

As displayed in Figure 117, a majority of respondents believe that the existing service delivery system in Pinole is inadequate. Responses to what is lacking regarding the system are summarized in Figure 118

Figure 117: Response to, "Is the Existing System Adequate?"

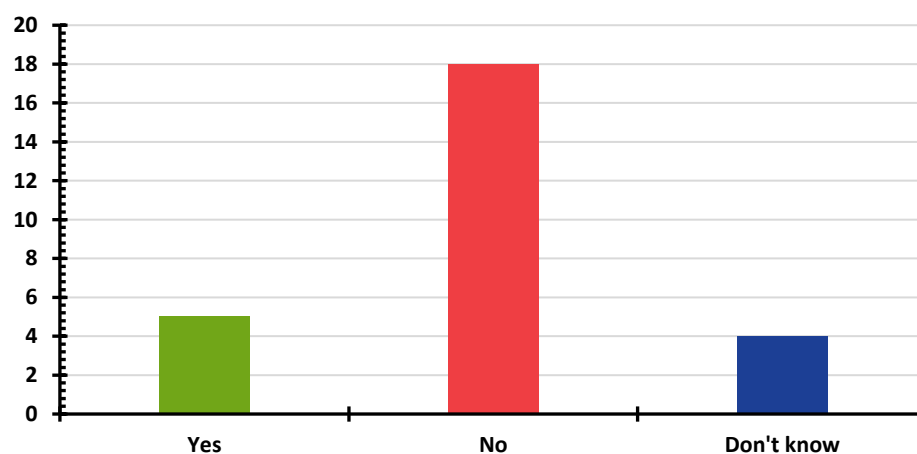
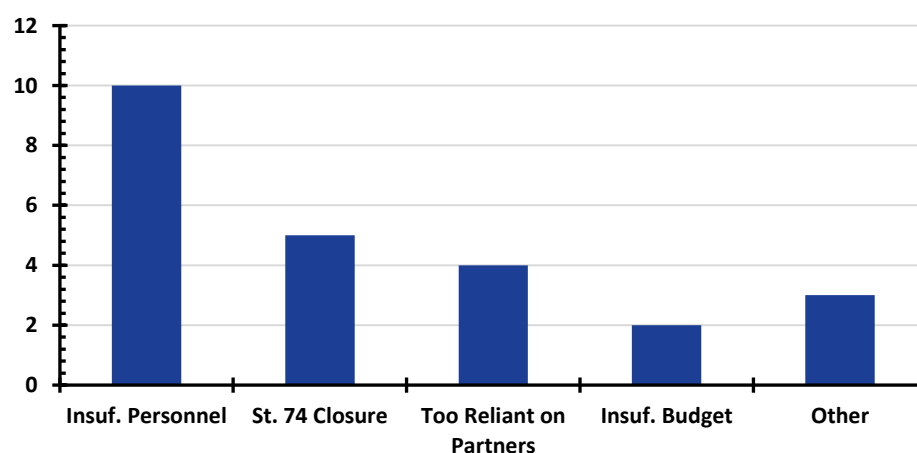


Figure 118: Response to, "What is the Current System Lacking?"



Insufficient personnel and resources were expressed as being the biggest challenges in the current system. Although responses under the category “Other” did not fall under the other four categories, they are important to note here: response time objectives not being met and a lack of preparedness for infrastructure development were noteworthy concerns of some participants.

Responses to current Department staffing in Figure 119 are synonymous with the responses to whether or not the overall existing system is adequate. The respondents believe that their fire department is not adequately staffed at present. This further correlates to the responses in Figure 120 regarding response time expectations. The respondents had a realistic view of how long it should take for resources to arrive when they call, given current staffing of the PFD and automatic/mutual aid agreements.

Figure 119: Response to, “Is Current PFD Staffing Adequate?”

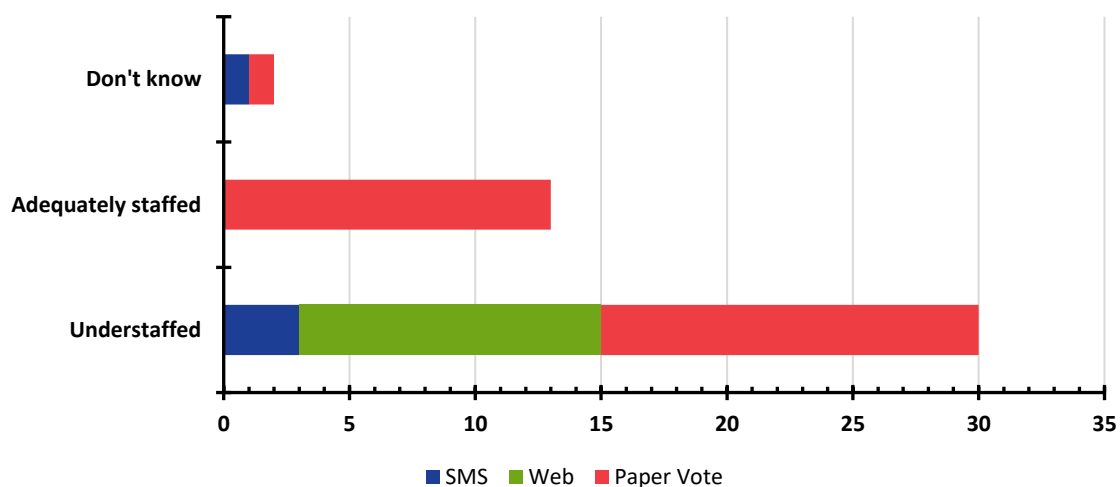
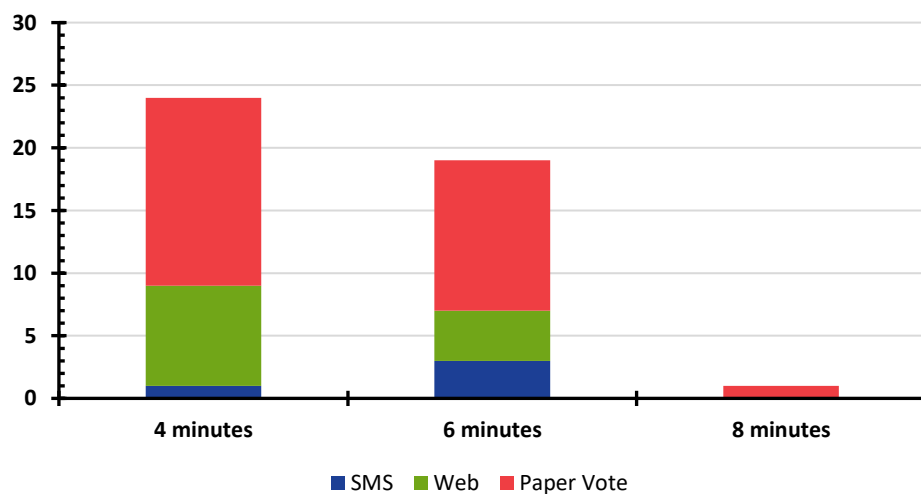


Figure 120: Response to, “How Long Should It Take a Fire Engine to Arrive?”



The final six questions presented were designed to determine the community's awareness and understanding of prospective partnering options, the desirability of those options, and positive or negative impacts that may arise with each option:

- How important is it that the City of Pinole has its own fire department?
- Would there be advantages in contracting with Contra Costa County FPD for fire-based services?
- Would there be advantages in the Rodeo-Hercules FPD annexing the city area to provide fire-based services?
- What advantages would there be in partnering with either agency for services?
- What disadvantages would there be in partnering with either agency for services?
- Would you support a parcel tax measure if the revenue it generated improved services and financial stability either as a sole agency or in a partnering option?

Figure 121: Response to, "How Important is it to the City of Pinole To Have Its Own Fire Department?"

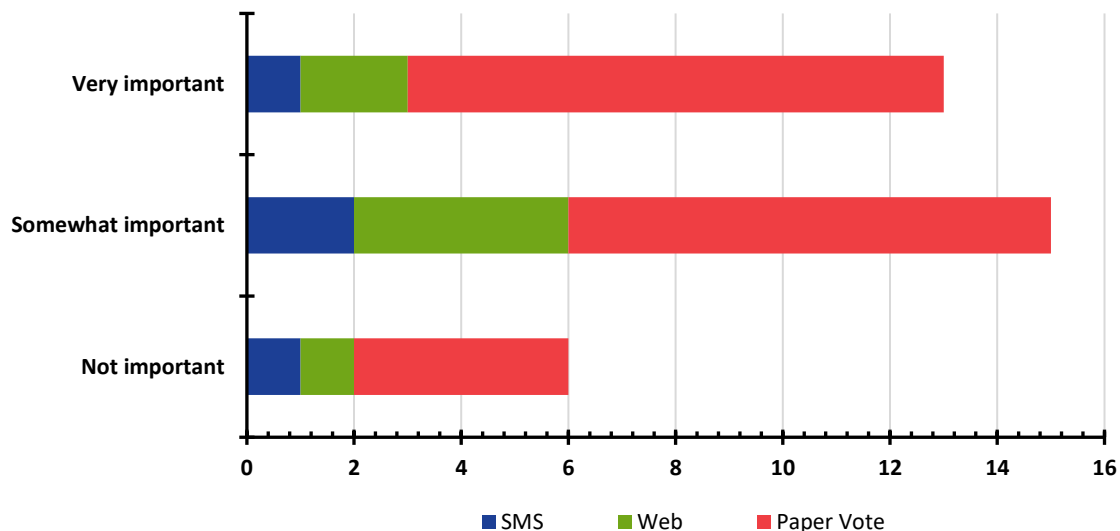


Figure 122: Response to, “Are There Advantages with Contracting With CCCFD?”

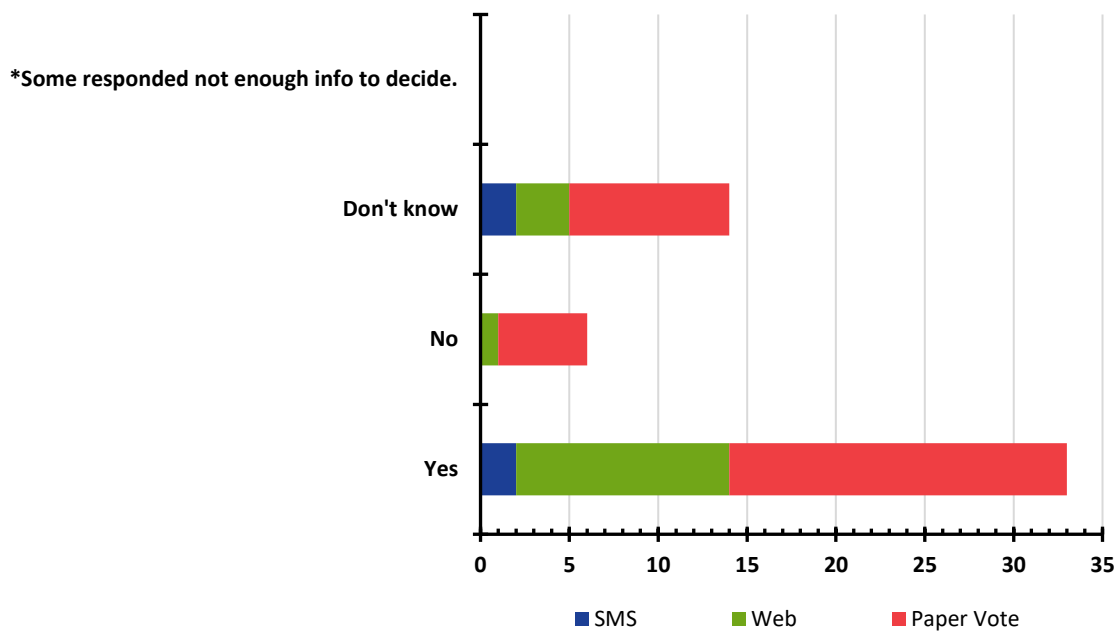


Figure 123: Response to, “Are There Advantages in Rodeo-Hercules Annexing the Pinole Area into the RH Fire Protection District?”

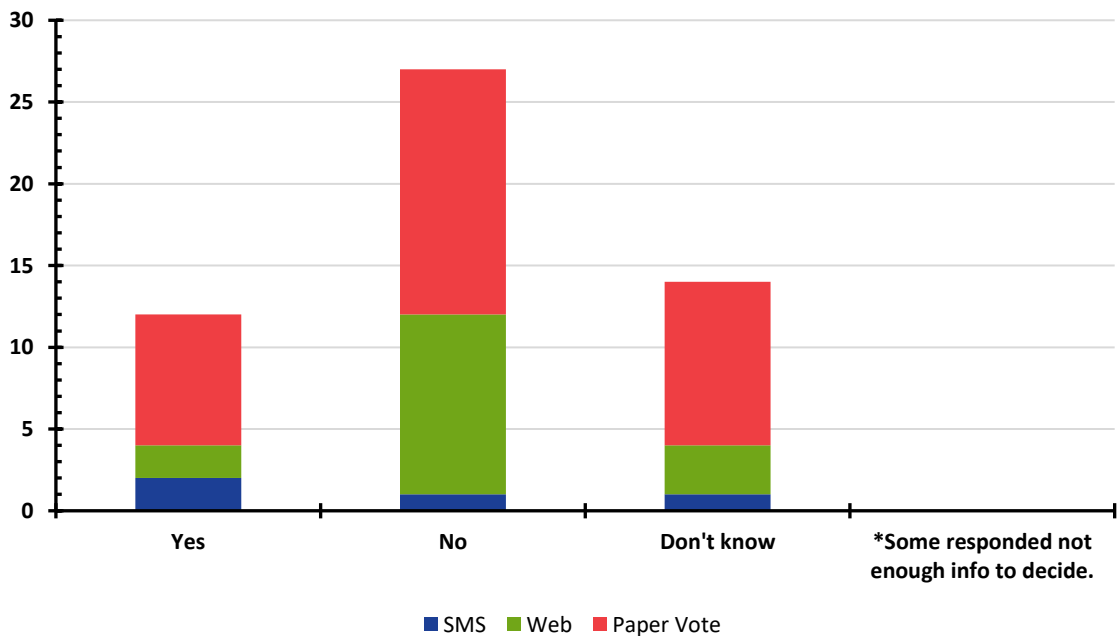


Figure 124: Response to, “What Advantages Would There Be in Partnering with Either Agency for Services?”

Some responded more information needed to make educated decision.

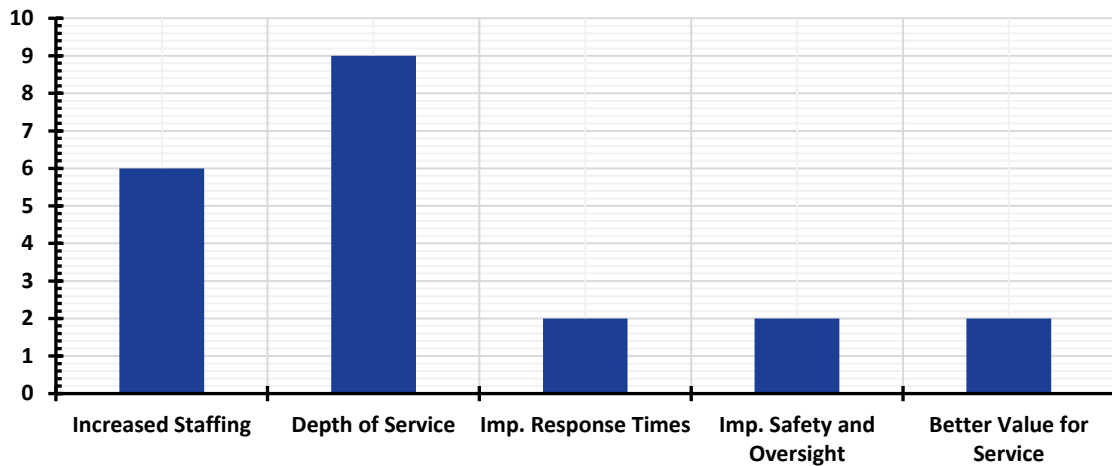
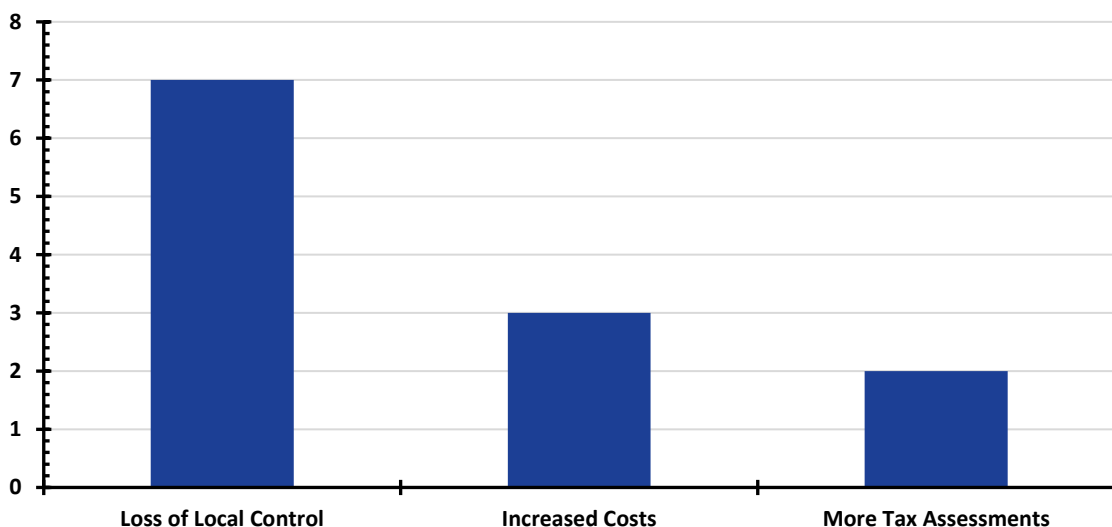
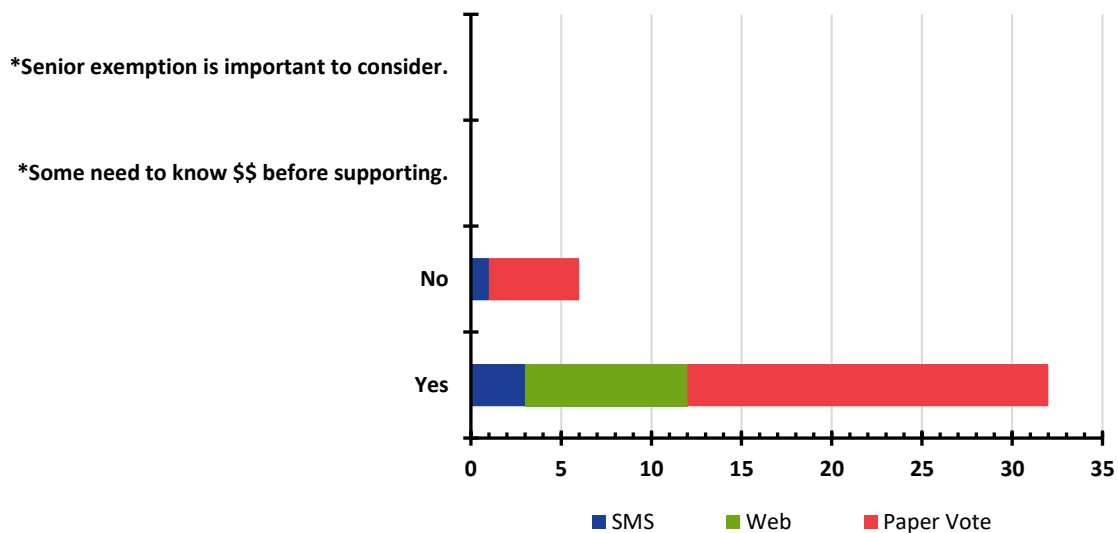


Figure 125: Response to, “What Disadvantages Would There be in Partnering with Either Agency for Services?”



The participants recognized that there are advantages to partnering with one of the surrounding agencies because of the increased staffing and resource depth it would bring. However, several residents expressed that it is important for Pinole to have its own fire department irrespective of whether a partnering option is pursued. Several residents clearly articulated that it is very important that Station 74 be re-opened and staffed full-time. Also expressed was a need for more information regarding partnering options so that the community can make the best-informed decision for service delivery going forward. Increased costs and loss of local control are primary concerns with agency partnering.

Figure 126: Response to, “Would You Support a Parcel Tax Measure if the Revenue it Generated Improved Services and Financial Stability Either as a Sole Agency or in a Partnering Option?”



Support for a parcel tax measure exists among the participants, as indicated in Figure 126. However, consideration of a senior citizen exemption and some idea of a dollar amount per resident are important factors for residents in their deciding whether to support a tax measure.

The second phase of soliciting opinions and expectations about the Pinole Fire Department and the services it delivers were gathered by direct interviews of stakeholders. Eighteen stakeholders were scheduled for interviews that were completed over a two-day period. Of the 18 interviewees, these stakeholders represented the City Council, City Administration, Community Members, Business Community, PFD Labor, Administrative Staff Members, Chief Officers, and surrounding Fire Chiefs.

It is important to note that the information solicited and provided during this process was provided in the form of “individual inputs,” some of which are perceptions as reported by stakeholders. All information was accepted at face value without an in-depth investigation of its origination or reliability. The project team reviewed the information for consistency and frequency of comment to identify specific patterns and/or trends. The stakeholder responses are summarized next.

Elected Officials, Business Community, & Citizens

Are you aware of why we are here and the purpose of this project?

- The majority of those interviewed were aware of why ESCI’s representatives were present.
- Several of those interviewed stated that issues such as the closure of Station 74 and the on-going discussion of merging/consolidating/contracting, etc., with a neighboring fire department or district have been going on for several years.
- Others interviewed indicated that the purpose is to find out where the needs are and where to go from there.
- For those individuals who were not aware of the “why” and “purpose” an update was provided.

In your opinion, what are the advantages/positives/strengths of the existing emergency service delivery system?

- The City Fire Department is providing a service and doing it well.
- Benefits were different between the bargaining groups; now, they are the same which has created harmony amongst the employees.
- The fire department has been serving the City for a long time; and people like the idea of having their own full-service fire department; one station staffed with three firefighters.
- Quick and efficient response by the fire department; impressed with the fire department.
- Responding firefighters are competent, and we have local control.
- Motivated, committed, responsive, well trained, and organized.

What are the disadvantages/negatives/weaknesses of the existing system?

- Understaffed due to disabilities, budgeting for equipment, and excessive repairs.
- The relationship between the fire department and the City could be improved.
- Closure of Station 74, due to the City having zero reserve(s) when the recession occurred in December of 2007. Financial recovery for the City has been slow resulting in not having enough funding to reopen Station 74.
- Adversarial situation due to personnel now paying for a portion of the employer's contribution to the Public Employees Retirement System.
- Strained relationship between elected officials and the fire department.
- Assuming there are services that are not currently provided.
- Pinole Fire Department is understaffed, lacks resources, equipment, and money.
- There are potential disadvantages when reflecting on the wildland fires in California last year and the close proximity of homes, schools, etc., to hills and undeveloped land within the City.
- Strong leadership, need to increase training, develop succession planning, implement performance evaluations.

Does the existing system provide the residents and community with acceptable protection?

- No, due to traffic congestion during commute hours.
- There is a perception that there is a negative impact on surrounding agencies due to Pinole Fire Department having only one fire station.
- Three firefighters is not very many; need to bring in other firefighters from neighboring agencies.
- Yes, the existing system provides acceptable protection.
- No, if the Engine has a mechanical issue; response time is negatively affected and is not an adequate response due to having to depend on our neighboring fire agencies.
- Not sure and want to have resources to respond appropriately to any requests for fire services.

How important do you think it is for the City to have its own fire department?

- The fire department is providing services now.
- Recognizes that there are efficiencies with everyone under the same roof.
- Very important.
- There appears to be a struggle now due to the need for additional resources.
- It is not that important; Stations 73 and 74 are in Pinole; who controls it does not really matter.
- If having our own fire department enables the fire department enhanced ability to respond to emergencies, then it is very important.

Do you believe there would be advantages to the City and level of service if the City were to contract with Contra Costa County FPD or have Rodeo-Hercules annex the area for the provision of fire-based services?

- Yes. Preference is partnering with Rodeo-Hercules Fire Protection District rather than Contra Costa County Fire Protection District.
- Yes, with the assumption that there are services that are not currently provided.
- There definitely would be an advantage.
- Yes, there would be additional training and resources as well as access to services Pinole does not have but the other agencies do.
- Would want this to go to the voters.
- It could be detrimental if the department could not provide—at a minimum—the current level of service.

Do you believe the community would support a parcel tax if the additional funding would improve operations and enhance the financial stability of the department either as a standalone or to fund one of the options mentioned?

- It depends on the dynamics; fixed income recipients are less likely to support an increase in taxes.
- There are competing priorities due to existing conditions of our roadways; should they be addressed at the same time?
- If they understood what improvements were and what the costs are to them; then yes.
- Folks who have wanted the improvements for a while will support it.
- Yes, however, the funds must be allocated specifically for fire service(s).
- The interviewee believes the community will support a parcel tax.
- Possibly; cannot say yes or no. Some communities will support it and other will not.

In the event the City were to contract with Contra Costa County FPD or have Rodeo-Hercules annex the area for the provision of fire-based services, what is the one issue that—if not addressed properly—would be a deal-breaker.

- Financial/cost.
- Identify how services that are provided now will improve and identify the cost.
- Must be able to prove that response times will improve.
- If there is presence in the City.
- Amount of safety personnel provided to the area.
- Taking the time, obtaining appropriate information, making sure that all the agencies coming together are on the same page.

Who do you think would be opposed to the change?

- No—not an organized group.
- There are citizens out there that take pride in having their own fire department.
- Those who do not understand the advantages.
- None; hold on to Pinole's identity.
- People who cannot afford it.
- Those who live in Pinole and only are familiar with Station 73.
- Possibly those who believe they will be stimulating the economy; not supporting the fire department.
- Those who opposed the construction of Station 74.
- Those who oppose spending funds from the City's General Fund.
- Employees affected by combining agencies into one.

Is there anything you would like to add that we have not discussed?

- Hoping for a viable solution that is within the City's financial means.
- What does it take to provide services? A cross section of input is what is anticipated as a result of the current "report."
- Possibly the "study" will put this issue to bed so they can move forward.
- The Pinole Fire Department has always been "spot on."
- 10 years ago, it was appropriate to close Station 74; it should go to a ballot question.
- Residents in this town want more fire coverage; this report is offering the benchmark. What happens when the benchmark is met?
- It is important to come up with a viable solution that the City can afford. If community supports staffing #74—let's do it with a parcel tax. We have options.

Chief Officers, Labor Leaders, & Firefighters Representatives***What are some areas in which you think the department could make improvements?***

- Infrastructure
- Improve labor relations with the City Council
- Administrative support
- Succession Planning
- Leadership stability; in the past 9 years, Pinole Fire Department has had 13 Fire Chiefs
- Battalion Chief training
- Consistent training for all safety personnel
- Open Station 74
- Policies are lacking in various yet needed areas
- Lack of a formal hiring process; at this point in time, there has been no consistency.

What do you see as the top critical issues faced by the City fire department today?

- Lack of supervision on A and C shifts
- Staffing
- Policies; there are none
- Adequate Administration—a good service model
- Morale
- Communication

What opportunities, in your view, are available to improve the service and capabilities?

- Collaboration with others
- On-line training
- Policy Development
- Contra Costa Fire Protection District
- Opportunities prevail with a reorganization

What challenges do you see to the change?

- The will of the Fire Chiefs and Elected Officials
- Going to the Union first before going to the Fire Chief
- Finances
- Public perception(s)
- Collectively reviewing the existing Budget in detail
- Local control

What drawbacks do you see to the City contracting with Contra Costa County FPD or have Rodeo-Hercules annex the area for the provision of fire-based services?

- Price of contracting with Contra Costa Fire Protection District
- Cultural differences between the three entities
- Concerned that Rodeo-Hercules Fire financial status and would not add any depth to existing services currently provided
- Health insurance and retirement benefits differ between agencies

What are the critical issues that you believe will need to be addressed prior to moving forward?

- Feasibility
- Viability
- Identify improvements
- How functioning as one will benefit the safety of personnel
- Retirement (PERS vs County Retirement)
- The type of method that will bring us together, i.e., consolidation/annexation/merger/administrative 5-year agreement

Who or what groups do you believe would oppose the change?

- Some City Council members
- Public opposition

Is there anything that you would like to add that we have not discussed?

- Battalion 7 service model should have a temporary fix; there are multiple safety issues.
- Bringing these three agencies together.
- Trying to train together.
- Salary differences
- Open to hearing the options; Pinole Fire has a stressed response number, no training, etc.

Surrounding Area Fire Chiefs***What are some areas in which you think the department (Pinole) could make improvements?***

- Pinole Fire is a "taker" due to having one fire station and the need to depend on neighboring agencies.
- Open and staff Station 74.
- Increase staffing levels.
- If Pinole cannot stand alone, opportunities exist operationally when working as the same agency.
- The Battalion 7 agreement is being redesigned; however, it is not as good as being one agency.

What opportunities, in your view, are available to improve the service and capabilities within the region?

- Increase the staffing levels and validate why the levels should be increased; i.e., one or two more firefighters per shift.
- Opportunities exist operationally when working as the same agency.

What in your opinion are the top critical issues you believe Pinole Fire is facing over the next 5 years?

- Aging fleet.
- A station in the wrong location based on the population density at the waterfront.
- The constant struggle with funding.
- Expansion of services.
- Having the capability to sustain what they have developed into the future; Pinole Fire has not been able to re-gain staffing levels prior to the Recession.

What are the critical issues that you believe will need to be addressed in the Battalion 7 area in the next 5 years?

- Personnel safety
- Capacity
- Common communications
- Ensuring that each cooperating partner lives up to what they have agreed to

How would you propose to address the coverage challenges in the area around the closed Station 74?

- It is important to review existing numbers, i.e., requests for services/assistance from surrounding agencies, etc.—if the numbers aren't working today how will they work in the future?
- There exists a concern that if Rodeo-Hercules annexes the Pinole Fire Department's response area, how will Rodeo-Hercules Fire be able to maintain an acceptable level of service and staff Station(s) 73 and 74?

In your opinion does the area in and around Pinole need a staffed truck company to compliment the required effective response force?

- If there is an effective training plan, the will of the Firefighters to train, etc., then staff the truck.
- Most likely would not staff it as the Truck Company response responsibilities are contained within the Battalion 7 Agreement.
- Currently, Rodeo-Hercules' Truck Company is the only Truck Company in the area and; is currently first-out for Rodeo-Hercules Fire.

What other information would you like to add?

- This is the third request for a proposal from the City of Pinole.
- Pinole needs to do something; the current situation is not sustainable.
- The City of Pinole has placed "Fire" in the background.

Section III:

OPTIONS FOR SHARED SERVICES

SHARED SERVICES OPTIONS

The following discussion identifies and explains multiple approaches that may be accessed in the State of California for sharing services or partnering in the delivery of services with neighboring agencies.

It is ESCI's understanding based on data review, on-site interviews, and stakeholder input, that since 1971, discussions, studies and proposals, to annex, merge, and/or contract for services between one or more neighboring agencies, have taken place. To date, none of these options have had the administrative, operational, political, or community support necessary to pursue any of the options. While other fire service delivery models are reviewed in this report, an overview of available delivery systems is included to ensure a basic understanding of available partnering strategies.

To adequately discuss the partnering continuum, the terminology and statutory provisions that are available to decision-makers must be understood. The following partner strategies, while not necessarily described by statute, differentiate between various approaches to partnering:

Status Quo

This option continues the current status of PFD without change. PFD continues to do business as they are today. There is no change to governance, staffing, or deployment of resources beyond the level of that is already in place. The current collaborative practices, through the existing cooperative service arrangements and agreements, would remain in effect.

Advanced Auto Aid Systems

When two or more agencies participate in a full boundary drop approach to dispatching the closest resource first regardless of jurisdiction. This process can be greatly enhanced with the utilization of automatic vehicle location technology.

This approach is already in place between PFD, RHFPD, and CCFPD and is memorialized via the "Battalion 7 Agreement."

Functional Consolidation

When two or more agencies enter a collaborative relationship, typically through a contract for service, no permanent organizational commitment is made, and all decision-making power remains with each organization. Interagency collaboration can take many forms and may include shared administrative and support functions, combined operational practices, the participation of fire agencies in activities such as local fire management bodies (such as fire defense boards), mutual aid agreements, and interagency disaster planning exercises. It can also provide for complete service delivery as an integrated/consolidated fire agency from one local agency to another.

One form of functional consolidation is through Contract for Service or Intergovernmental Agreement (IGA), described in greater detail as follows.

Contract for Service—Intergovernmental Agreement (IGA)³¹

In the State of California, authorization for an intergovernmental agreement (contract for service) for the provision of fire services between agencies as provided for by California Statute and Government Code (CGC) Section 55613-55614, and the California Public Contracting Code (CPCC) Section 20811 are commonly referred to as a "Contract for Service."

The California Government Code and Public Contracting Code is written with the intent of being liberally construed relating to contracting for public safety services by cities and fire districts, and states, in part, that:

CPCC 20811. When a district board determines that it is in the public interest, a district may contract with any other public agency for fire protection services, rescue services, emergency medical services, hazardous material emergency response services, ambulance services, and any other emergency services for the protection of lives and property.

This permissive statute allows for a local agency, which includes cities and districts to enter into a written agreement with any other unit or units of a local agency for the performance of any or all fire services and activities that a party to the agreement, its officers or agencies, have authority to perform. The agreement may provide for the performance of a function or activity:

- (1) By a consolidated and fully integrated department;
- (2) By jointly providing for administrative officers and services;
- (3) By means of facilities or equipment jointly constructed, owned, leased, or operated;
- (4) By services and/or functions provided by one of the parties for any other party;

Collaborative approaches under the CGC can include shared or contracted programmatic services, often referred to as *functional unification* or *functional consolidation*. Approaches may include shared administrative service, training programs, fire prevention outreach, or numerous other functional collaborative strategies. This approach can also include a fully integrated/consolidated fire district with services contracted to another local agency.

California law, regulations, and policy directives declare intergovernmental cooperation as a matter of statewide concern and grants special districts broad power to contract with other governmental entities for any function or activity the agencies have authority to perform.

An example of an IGA is the May 29th Fire Services Contract proposal from Contra Costa Fire Protection District to the City of Pinole (Appendix A).

Operational Consolidation

Operational consolidation occurs when two or more separate departments join operationally or administratively to form one organization. The entities remain largely separate; however, they deliver service as if they were one agency.

³¹ California Government Code and California Public Contracting Code, Sections 55513–55614, 55631, 55632, 20811.

Joint Powers Authority

(CGC Section 6500, et seq.)

Joint powers are exercised when the public officials of two or more agencies agree to create another legal entity or establish a joint approach to work on a common problem, fund a project, or act as a representative body for a specific activity.

Before 2016, LAFCOs did not have authority over contracts between government agencies such as Joint Powers Agreements/Agencies (JPA). However, changes in the law require cities and districts to apply to LAFCO for approval of a JPA in certain circumstances.

Many of the changes in the laws governing LAFCO are in response to confusion among citizens regarding who and how their local government services are provided. Also, constituents are requesting increased transparency in government. LAFCOs are expected to provide resources to sort out government service providers, as well as assist in the coordination and long-range planning of those services. LAFCO's role has expanded from oversight of boundary changes to conducting studies that analyze the efficient and economical provision of local government services.

Legal Unification

The concept of legal unification means combining two or more existing organizations into a single, unified, agency. Doing so includes all aspects of the organization's policies, administration, governance, financing, functions, and operations. Legal integration of fire services in California can be achieved in a number of ways, the most common forms for fire districts are district formation, consolidation, reorganization, annexation, or formation of a Joint Powers Agency. District formation, consolidation, reorganization, and annexation are changes of organization which require approval by LAFCO. In some cases, the formation or expansion of a JPA also requires LAFCO approval.

Section IV: OPTIONS FOR DELIVERY OF FIRE-BASED SERVICES

OPTIONS

Per the Regional Fire Service Delivery Study Scope of Work, ESCI was to research possible options for providing fire protection to the community. The alternatives available to accomplish providing these services were limited due to the lack of availability of agencies with capacity and capability in general proximity to Pinole.

Option A: Rodeo-Hercules Fire Protection District

During preliminary discussions with the City of Pinole and the Chief of the Rodeo-Hercules Fire Protection District (RHFPD), ESCI was led to believe that the District was interested in offering a proposal to provide fire protection services under contract to territory within the City of Pinole or annex the area within the City limits into the District so it would receive services comparable to other territories within the District.

Several weeks into developing the baseline analysis of options, the RHFPD Fire Chief transmitted a note via email that RHFPD would not be interested in submitting proposals until the study is completed. Prior to receiving the communication from RHFPD, ESCI had initiated a preliminary analysis of the District's organizational structure and financial condition based on information available via the internet.

RHFPD is similar in operational make up to PFD with the exception being RHFPD operates two staffed stations versus PFD's one. RHFPD, like PFD, has minimal administrative staff to carry out critical administrative tasks. In the event RHFPD were to submit any proposal to provide service, the proposal should include a provision for opening PFD Station 74 as well as staffing key administrative functions.

Should RHFPD express an interest in annexing the area within the Pinole City Limits, the following will need to be considered:

- Expand the boundaries of the Rodeo-Hercules FPD to include territory within the City of Pinole by submitting an annexation proposal to LAFCO.
- Transfer (or lease) City-owned fire service facilities and equipment (i.e., stations, rolling stock, hoses, ladders, etc.) to the Rodeo-Hercules FPD.
- Have the RHFPD hire City of Pinole employees who provide fire protection and wish to become employees of the RHFPD and devise a process to determine relative employee seniority.
- Determine how to fund the additional service responsibilities incurred by the RHFPD such as reallocate a percentage of the City's property tax allocation to RHFPD effective the year the annexation becomes effective. This percentage amount would be negotiated and approved by the City, the District, and the Board of Supervisors and consider extending an existing Special Tax already imposed by Rodeo-Hercules FPD within its current boundaries to the parcels being annexed. It is assumed this would be a condition of LAFCO's approval of the annexation.

- As a result of these changes, (1) the territory within the City would be within the boundaries and service area of the RHFPD, (2) the City would receive a smaller portion of the 1 percent property tax levied within its boundaries but would have fewer municipal expenses since it would no longer provide fire protection services, and (3) property owners within the City would begin paying the special tax which is already being paid by property owners within the Rodeo-Hercules FPD.
- Any proposal from RHFPD should include a plan to staff Pinole Station 74 and provide the administrative functions currently missing within PFD.

Option B: Contra Costa County Fire Protection District

The City of Pinole requested a proposal from Contra Costa County Fire Protection District (CCFPD) to provide services within the Pinole City Limits.

The proposal received from CCFPD is analyzed below. It must be noted that as stated in the document from CCFPD, this is a proposal, not an offer to provide service, and all terms of the proposal would require negotiation.

CCFPD provides fire and emergency medical services to nearly a million people across its 304-square-mile District area, and through mutual aid, in and around the 19 cities and unincorporated communities of Contra Costa County, California. With few exceptions, county emergency ambulance transport services are provided by CCFPD through its unique sub-contractor Alliance model. In 2018, the District responded to nearly 75,000 fire and EMS emergencies and dispatched some 95,000 ambulances, providing expert medical care on more than 74,000 ambulance transports. The District, with 26 fire stations and more than 400 employees, appears to be well funded, well equipped, and is capable of expanding services to include the City of Pinole.

The terms of the proposal include staffing each station with a crew of three personnel on a 24-hour per day, seven days per week basis, and one Battalion Chief-level position on a 56-hour per shift basis with an annual 5 percent escalation for all labor costs. The proposal includes providing components of administration currently understaffed by PFD, such as training, EMS program oversight, duty chief coverage, IT support, and others. The proposal does not include Fire Prevention/Fire Investigation Services or code enforcement that is not cost neutral. The proposal also does not include annual charges for dispatch services. Should Pinole elect to purchase or retain its own equipment, the District would provide maintenance services on those vehicles at an hourly rate of \$100 per hour. The proposal does not include a cost for mobile or hand-held radio equipment. Should Pinole elect to allow the CCFPD to purchase fire trucks for use in the City, the proposal contains a provision for the City to contribute funds to the District's apparatus replacement fund, based on a 10-year replacement cycle for the apparatus.

The City of Pinole may negotiate a contract with CCFPD that would not include acquiring fire apparatus through the service contract; however, it would still be necessary for the City to acquire apparatus to provide the services contemplated under the contract. Operating costs proposed under the contract are indicated in the following figure. Capital costs included in the proposal from CCFPD are separately indicated below the operating costs. The City is in the process of acquiring a new Type I engine. The engine, while capable of comparably performing all the required tasks, does not meet the current specifications of CCFPD.

Figure 127: Contra Costa Fire Protection District Proposal for Fire Protection Services

Contra Costa Fire Protection District Proposal	Projected				
	Year 1	Year 2	Year 3	Year 4	Year 5
Staffing Costs, Including Benefits, Escalates at 5% per Year					
Station 73	3,274,629	3,438,360	3,610,278	3,790,792	3,980,332
Station 74	3,274,629	3,438,360	3,610,278	3,790,792	3,980,332
Shift Battalion Chief	467,880	491,274	515,838	541,630	568,711
Staffing Sub-Total	7,017,138	7,367,995	7,736,395	8,123,214	8,529,375
Administrative Overhead (10%)	701,714	736,799	773,639	812,321	852,938
Total Operating Costs Per the Proposal	7,718,852	8,104,794	8,510,034	8,935,535	9,382,313
Optional Capital Replacement Costs and Staff Vehicle Rental					
Battalion Chief Vehicle	8,700	8,700	8,700	8,700	8,700
Type I Engine—Station 73	94,985	94,985	94,985	94,985	94,985
Type I Engine—Station 74	94,985	94,985	94,985	94,985	94,985
Type III Engine—Station 73	42,150	42,150	42,150	42,150	42,150
Type III Engine—Station 74	42,150	42,150	42,150	42,150	42,150
Capital Replacement Reserve	310,000	310,000	310,000	310,000	310,000
Type I Engine Loose Equipment—73	45,000	-	-	-	-
Type I Engine Loose Equipment—74	45,000	-	-	-	-
Type III Engine Loose Equipment—73	25,000	-	-	-	-
Type III Engine Loose Equipment—74	25,000	-	-	-	-
Battalion Chief Loose Equipment	25,000	-	-	-	-
Equipment Replacement Reserve	22,500	22,500	22,500	22,500	22,500
Totals	\$8,499,322	\$8,720,264	\$9,125,504	\$9,551,006	\$9,997,783

The following figure shows the impact on the City of Pinole's projected budgets through the fifth year. This proposal uses the total operating costs from the CCFPD proposal from Figure 127 as the starting point. These costs would include a minimum of three crew members per shift staffing at both stations, the cost of a Battalion Chief's position, and administrative costs of 10 percent of the total salary and benefits costs. The proposal has an automatic five percent annual escalator included for anticipated cost increases. All current costs associated with the fire department are removed, and the contract fire prevention officer costs added back to determine the impact on the City's General Fund Budget for the five years. These calculations freeze the City's General Fund and Measure S contributions at current levels. To re-open Station 74, an apparatus will be required and, to ensure funds are available to purchase replacement apparatus, an apparatus replacement fund is indicated as being created. While the City would no longer pay for current, normal costs for pensions, the City's unfunded actuarial liabilities would not be extinguished, and payments would be required to pay off that liability. The costs associated with accepting the Contra Costa FPD proposal assume that the City of Pinole will, rather than purchase apparatus through the proposal, purchase its own apparatus and create a fleet replacement fund to provide cash to replace the vehicles at the end its useful life. Accordingly, some amount should be considered for annual maintenance costs related to the apparatus. Similar to the projected amounts contained in prior figures, the information contained in the following figures represents amounts available on October 8, 2019. These amounts will be modified as amended amounts are provided and will be included in the addendum to this report. **The additional funding required for this alternative is in addition to the funds required under the five-year operating costs of the PFD.**

Figure 128: Impact on Future City of Pinole Operating Budgets of Accepting the Contra Costa FPD Proposal

Costs	Year				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Contra Costa Proposed Operating Costs (Figure 127)	7,718,852	8,104,794	8,510,034	8,935,536	9,382,313
Add Fire Prevention Costs	160,000	160,000	160,000	160,000	160,000
UAL Pension Liability Payment	386,129	441,171	506,390	559,659	591,073
Total Operating Costs	8,264,981	8,705,965	9,176,424	9,655,195	10,133,386
Additional Type I Engine Lease	102,948	102,948	102,948	102,948	102,948
Replacement Fund	231,454	231,454	231,454	231,454	231,454
Total Capital Expenditures	334,402	334,402	334,402	334,402	334,402
Total Expenditures	8,599,383	9,040,367	9,510,826	9,989,597	10,467,788
Deduct GF Funding Cap	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)
Projected Funding from Measure S Initiatives	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)
Revised Net Funding from the Parcel Tax	4,100,160	4,541,144	5,011,603	5,490,374	5,968,565
Commercial Tracts	574	574	574	574	574
Parcel Tax Per Tract	886	981	1,083	1,186	1,290
Costs Allocated	508,515	563,207	621,555	680,934	740,240
Multi-Family Tracts	105	105	105	105	105
Parcel Tax Per Tract	738	818	902	989	1,075
Costs Allocated	77,518	85,855	94,749	103,801	112,842
Single Family Tracts	5,950	5,950	5,950	5,950	5,950
Parcel Tax Per Tract	591	654	722	791	860
Costs Allocated	3,514,127	3,892,082	4,295,299	4,705,639	5,115,483
Total Tracts	6,629	6,629	6,629	6,629	6,629
Parcel Tax Per Tract	618.52	685.04	756.01	828.24	900.37
Total Costs Allocated	4,100,160	4,541,144	5,011,603	5,490,374	5,968,565
Escalation		10.76%	10.36%	9.55%	8.71%

The decrease in the annual escalation results from the reduction in the percentage growth rate of the funding for the UAL pension costs.

Option C: Expansion of the Pinole Fire Department System

A third alternative to be considered is the restoration of the service model using the currently closed Station 74 and staffing of key administrative positions. This alternative maintains minimum staffing of three personnel for each of the three shifts at this station and enhances service to the area around Station 74 to include initial attack for fire incidents and the provision of advanced life support (Paramedics). It is contemplated that the officers and engineers for Station 74 will be promoted from the current employees at Station 73 and all new hires will be at the firefighter level and placed under the PEPRA pension system. Salaries for each of the three positions are projected using Step B from the City of Pinole Salary Ranking schedule dated May 31, 2019. Since May 31, 2019, employees have received a 3 percent cost of living adjustment. Overtime costs are projected to be approximately \$100,000 per year higher than those projected at Station 73 or approximately \$400,000 per year, or \$133,333 per shift. Pension and benefit costs are projected by interpolating costs from the FY 19/20 Budget. Medicare costs are calculated at 1.045 percent of gross salaries. Education and certification pay is calculated at \$50 per month per position. Salary costs are escalated at the previously established 3 percent annually. Benefits other than pension costs increase at a 5 percent annual rate. Pension costs are estimated to remain at 13.1 percent per the CalPERS August 2018 PEPRA Safety Fire Plan Annual Valuation report as of June 30, 2017, for the new employees.

There will be other miscellaneous but minimal station operating expenses resulting from the occupancy of the station on a full-time basis. There will be additional supplies, including the annual employee clothing allowances and start-up costs for turnout gear for new employees.

Additionally, capital expenditures may include the acquisition of a new Type I engine to be used by the expanded crews at Station 74.

The following figure indicates the costs associated with adding Station 74 back into the deployment model.

Figure 129: Projected Costs to Re-Open Station 74, Years 1–5

Station 74 Staffing Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Station 74 Staffing Costs					
Captain	95,539	98,405	101,357	104,398	107,530
Engineer	86,337	88,927	91,595	94,343	97,173
Firefighter/Paramedic	82,724	85,206	87,762	90,395	93,107
Overtime Costs	133,333	133,333	133,333	133,333	133,333
Per Shift	397,933	405,871	414,047	422,469	431,143
Number of Shifts	3	3	3	3	3
<i>Compensation</i>	<i>1,193,800</i>	<i>1,217,614</i>	<i>1,242,140</i>	<i>1,267,407</i>	<i>1,293,429</i>
Pension Costs	157,009	160,141	163,366	166,689	170,112
Estimated Health Insurance	248,462	260,885	273,929	287,625	302,007
Life And AD&D Insurance	3,445	3,617	3,798	3,988	4,187
Medicare	17,310	17,655	18,011	18,377	18,755
Estimated Education/Certification Pay	5,400	5,400	5,400	5,400	5,400
<i>Benefits</i>	<i>431,625</i>	<i>447,698</i>	<i>464,504</i>	<i>482,080</i>	<i>500,460</i>
Compensation and Benefits—Station 74	1,625,425	1,665,312	1,706,643	1,749,487	1,793,889
Clothing Allowance	9,000	7,200	7,200	7,200	7,200
Turnout Gear	31,500	—	—	—	—
<i>Total Supplies</i>	<i>40,500</i>	<i>7,200</i>	<i>7,200</i>	<i>7,200</i>	<i>7,200</i>
Total Operating Costs	1,665,925	1,672,512	1,713,843	1,756,687	1,801,089
Type I Engine Lease	102,948	102,948	102,948	102,948	102,948
Apparatus Replacement Fund	231,454	231,454	231,454	231,454	231,454
Total Capital Expenditures	334,402	334,402	334,402	334,402	334,402
Total Costs	\$2,000,327	\$2,006,914	\$2,048,245	\$2,091,089	\$2,135,491

Based on ESCI's review of critical administrative functions, PFD will need additional full-time staffing to manage programs and other administrative tasks. ESCI is recommending the creation of three 40-hour per week positions to assist in managing the organization. The first position would be an Administrative Battalion Chief, responsible for the EMS program, training program oversight, policies and procedures, and provide an additional chief officer for supervision. The second position would be a Training Captain responsible for the training program with oversight from the Administrative Battalion Chief. A third recommended position would be a Fire Prevention Officer responsible for all fire prevention duties, including those carried out by the current contract inspector. The following figure provides an estimated cost for each position and in total.

Figure 130: Projected Costs of Additional Administrative Positions, FY 19/20–FY 23/24

Projected Administrative Position Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
<i>Battalion Chief—Administration</i>	152,894	157,481	162,205	167,072	172,084
Pension Costs	20,029	20,630	21,249	21,886	22,543
Estimated Health Insurance	26,292	27,607	28,987	30,437	31,958
Life and AD&D Insurance	420	441	463	486	511
Medicare	2,217	2,328	2,444	2,566	2,695
Estimated Education/Certification Pay	600	630	662	695	729
<i>Benefits</i>	49,558	51,636	53,805	56,070	58,436
Salary & Benefits—Admin BC	202,452	209,117	216,010	223,142	230,520
<i>Captain—Training</i>	88,339	90,989	93,719	96,530	99,426
Pension Costs	11,572	11,920	12,277	12,645	13,025
Estimated Health Insurance	26,292	27,607	28,987	30,437	31,958
Life and AD&D Insurance	243	255	268	281	295
Medicare	1,281	1,345	1,412	1,483	1,557
Estimated Education/Certification Pay	600	630	662	695	729
<i>Benefits</i>	39,988	41,757	43,606	45,541	47,564
Salary & Benefits—Training Capt.	128,327	132,746	137,325	142,071	146,990
<i>Fire Prevention Officer (Building Inspector pay)</i>	67,601	69,629	71,718	73,870	76,086
Pension Costs	8,856	9,121	9,395	9,677	9,967
Estimated Health Insurance	26,292	27,607	28,987	30,437	31,958
Life and AD&D Insurance	186	195	205	215	226
Medicare	980	1,029	1,081	1,135	1,191
Estimated Education/Certification Pay	600	630	662	695	729
<i>Benefits</i>	36,914	38,582	40,330	42,159	44,071
Salary & Benefits—Prevention Capt.	104,515	108,211	112,048	116,029	120,157
Total Administrative Personnel Costs	\$435,295	\$450,074	\$465,382	\$481,240	\$497,669

The following figure combines the current projections, projected costs associated with re-opening Station 74, and the costs to increase administrative positions for the fire department. This alternative includes setting a fixed amount to be funded from the City's General Fund Budget that is limited to the funding amount in the adopted FY 19/20 budget. The Measure S initiatives from both 2014 and 2006 are frozen in a similar manner. The funds to provide for these costs are proposed to be derived from the implementation of a parcel tax.

Current fire department operating costs, as identified in Figure 27 and the following figure, includes payments under the legacy CalPERS pension system, which is anticipated to increase dramatically over the next several years. Pension costs on salaries included in the proposed Station 74 and Administrative positions are calculated under the less expensive PEPR system.

**Figure 131: Projected Fire Department Costs Including Station 74 and Administrative Staffing,
FY 20/21–FY 24/25**

Projected Fire Department Operating Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Current Fire Dept Operating Projections (Figure 27)	5,272,626	5,829,220	6,434,978	7,095,984	7,854,198
Less Contract Fire Prevention Costs	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)
Station 74 Operating Costs (Figure 129)	1,665,925	1,672,512	1,713,843	1,756,687	1,801,089
Administrative Positions (Figure 130)	435,295	450,074	465,382	481,240	497,669
Type I Engine	102,948	102,948	102,948	102,948	102,948
Apparatus Replacement Fund	231,454	231,454	231,454	231,454	231,454
Total Costs	7,548,248	8,126,208	8,788,605	9,508,313	10,327,358
Measure S Initiatives (Figure 27)					
Measure S 2006	794,698	794,698	794,698	794,698	794,698
Measure S 2014	309,189	309,189	309,189	309,189	309,189
Total Other Revenues	1,103,887	1,103,887	1,103,887	1,103,887	1,103,887
General Fund Maximum Amount	3,395,335	3,395,335	3,395,335	3,395,335	3,395,335
Total Projected Funding	4,499,222	4,499,222	4,499,222	4,499,222	4,499,222
Balance to Fund from Proposed Parcel Tax	3,049,026	3,626,986	4,289,383	5,009,091	5,828,136
Commercial Parcels	574	574	574	574	574
Per Parcel	658.80	783.68	926.80	1,082.31	1,259.28
Total Allocation	378,150	449,830	531,983	621,243	722,824
Multi-Family Parcels	105	105	105	105	105
Per Parcel	549.00	653.06	772.33	901.92	1,049.40
Total Allocation	57,645	68,572	81,095	94,702	110,187
Single-Family Parcels	5,950	5,950	5,950	5,950	5,950
Per Parcel	439.20	522.45	617.87	721.54	839.52
Total Allocation	2,613,231	3,108,584	3,676,305	4,293,146	4,995,125
Total Costs Allocated	3,049,026	3,626,986	4,289,383	5,009,091	5,828,136
All Tracts w/o Regard to Classification	6,629	6,629	6,629	6,629	6,629
Parcel Tax Per Tract	459.95	547.14	647.06	755.63	879.19
Percentage Increase in Parcel Tax, Annual		18.96%	18.26%	16.78%	16.35%

Option D: Staffing of Station 74 Service Area Utilizing Two-Person Unit

A fourth alternative to consider is the implementation of a service model using the currently closed Station 74 and utilizing a quick response/attack unit staffed with two qualified personnel. This option enhances service to the area around Station 74 to include limited initial attack for fire incidents and improved provision of advanced life support (Paramedics). Salaries for the two positions are projected using Step B from the City of Pinole Salary Ranking schedule dated May 31, 2019. Pension costs are calculated at the PEPRA rate of 13.1 percent, and benefit costs are projected by interpolating costs from the FY 19/20 Budget. Medicare costs are calculated at 1.045 percent of gross salaries. Education and certification pay is calculated at \$50 per month per position. Salary costs are escalated at the previously established 3 percent annually. Benefits other than pension costs increase at a 5 percent annual rate. Pension costs are estimated to remain at 13.1 percent per the CalPERS August 2018 PEPRA Safety Fire Plan Annual Valuation report as of June 30, 2017, for the new employees. This alternative, while not recommended, restores the minimum staffing of two personnel for each of the three shifts at this station.

Figure 132: Estimated Cost of Reopening and Staffing a Quick Response Pumper at Station 74

Station 74 Staffing Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Engineer	86,337	88,927	91,595	94,343	97,173
Firefighter/Paramedic	82,724	85,206	87,762	90,395	93,107
Overtime Costs	66,667	66,667	66,667	66,667	66,667
Per Shift	235,727	240,799	246,023	251,404	256,946
Number of Shifts	3	3	3	3	3
<i>Compensation</i>	<i>707,182</i>	<i>722,398</i>	<i>738,070</i>	<i>754,212</i>	<i>770,838</i>
Pension Costs	92,641	94,634	96,687	98,802	100,980
Estimated Health Insurance	165,641	173,923	182,619	191,750	201,338
Life and AD&D Insurance	2,041	2,143	2,250	2,362	2,480
Medicare	10,254	10,475	10,702	10,936	11,177
Estimated Education/Certification Pay	5,400	5,400	5,400	5,400	5,400
<i>Benefits</i>	<i>275,977</i>	<i>286,575</i>	<i>297,658</i>	<i>309,250</i>	<i>321,375</i>
Compensation and Benefits—Station 74	983,159	1,008,973	1,035,728	1,063,462	1,092,213
Station 74 Supplies					
Clothing Allowance	9,000	7,200	7,200	7,200	7,200
Turnout Gear	31,500	—	—	—	—
<i>Total Supplies</i>	<i>40,500</i>	<i>7,200</i>	<i>7,200</i>	<i>7,200</i>	<i>7,200</i>
Total Station 74 Costs	1,023,659	1,016,173	1,042,928	1,070,662	1,099,413
PFD Projected Operating Costs	5,272,626	5,829,220	6,434,978	7,095,984	7,854,198
Quick Attack Pumper Lease	24,048	24,048	24,048	24,048	24,048
Projected Costs	6,320,333	6,869,441	7,501,954	8,190,694	8,977,659
General Fund Maximum Contributions	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)
Measure S Initiatives—Maximum	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)

Station 74 Staffing Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Amount to Fund from Parcel Tax	1,821,110	2,370,217	3,002,731	3,691,471	4,478,436
Commercial Tracts	574	574	574	574	574
Parcel Tax Per Tract	393.48	512.13	648.79	797.61	967.65
Costs Allocated	225,860	293,962	372,408	457,828	555,430
Multi-Family Tracts	105	105	105	105	105
Parcel Tax Per Tract	327.90	426.77	540.66	664.67	806.37
Costs Allocated	34,430	44,811	56,770	69,791	84,669
Single Family Tracts	5,950	5,950	5,950	5,950	5,950
Parcel Tax Per Tract	262.32	341.42	432.53	531.74	645.10
Costs Allocated	1,560,820	2,031,444	2,573,553	3,163,852	3,838,337
Total Costs Allocated	1,821,110	2,370,217	3,002,731	3,691,471	4,478,436
All Tracts w/o Regard to Classification	6,629	6,629	6,629	6,629	6,629
Parcel Tax Per Tract	274.72	357.55	452.97	556.87	675.58
Escalation		30.15%	26.69%	22.94%	21.32%

Capital Costs to Implement the Expansion of Services

To accomplish the reopening of Station 74 as a firefighting unit with medical first response capabilities and to fill the administrative and prevention positions recommended above, it will be necessary to invest in capital resources. The following figure estimates the amounts necessary to acquire the vehicles identified in the preceding recommendations.

Figure 133: Costs of Capital Resources to Reopen Station 74 and Add Administrative and Prevention Staff

Description	Vehicle Cost	Equipment Cost	Total Cost
Quick attack	\$150,000	\$50,000	\$200,000
Or Type I Engine	\$850,000	\$50,000	\$900,000
Battalion Chief SUV	\$45,000	\$30,000	\$75,000
Training Captain Pickup	\$35,000	\$20,000	\$55,000
Fire Prevention Officer	\$35,000	\$5,000	\$40,000

In comparing the costs between a Type I engine with a crew of three and a Type VI quick attack pumper with a crew of two, several issues need to be considered in the decision. The first issue is the expectation of the community as to the effectiveness of the smaller crew of the Type VI in arriving on a structure fire and being expected to safely perform the tasks of the larger crew of the Type I engine. Placing a Type I engine in Station 74 would improve response times to the area served by the station and would increase firefighter safety as well as effectiveness throughout the system. Personnel costs would increase approximately \$400,000 per year to add the third firefighter position per shift at Station 74.

Potential Revenue Source to Provide Funding for Restoration of Services from Station 74

Costs required to improve the performance of the Pinole Fire Department by restoring fire and EMS response services from Station 74 are significant and include operations as well as capital costs. As the City of Pinole continues to experience fiscal issues associated with, among other demands, increased pension funding requirements, an additional source of revenue is necessary to provide funding for the increased costs associated with Station 74. Figure 129 indicates the projected first five-years of costs associated with PFD providing service from Station 74.

ESCI evaluated various service fee lists provided by the City of Pinole to determine if any were a suitable model for an allocation schedule that fairly distributes the costs among the types of parcels. ESCI determined that none of the provided fee allocation schedules were appropriate and elected to develop a model based on differences in assumed risk between the three categories; commercial, multi-family residential, and single-family residential. The methodology assumes that single-family residential would be the base risk upon which the other categories would be viewed and would assign it a 1.0 risk factor. Multi-family residential would be assigned a risk factor of 1.25 or 25 percent higher risk than that of a single-family residence, the thought is that the impact to multiple residents is greater due to the proximity of a neighboring residence (two layers of sheetrock versus a required separation between single-family homes). Commercial parcels are assigned a risk factor of 1.5 or 50 percent higher than single-family residential units due to, typically, larger floor space, more flammable contents and the risk extending beyond the typical life hazards found in residential structures to the potential economic impact of the loss of an employer and sales tax generator in the city. This methodology creates a higher parcel assessment for multi-family residential and commercial parcels than single-family residential parcels. The same methodology was utilized to evaluate the various alternatives to provide fire protection services. An additional per parcel calculation is included that spreads the increased costs over the total number of parcels.

The above calculation does not recognize any discounts for senior citizens. Proposed discounts may be calculated and totaled to determine the impact on the total assessment and, to offset that impact, a formula may be developed using the revenue generated by each \$0.01 to compensate for the discounts.

Section V:

CONCLUSIONS & RECOMMENDATIONS

KEY FINDINGS

This section of the report contains findings as well as recommendations that have been noted and or developed during the course of this study. The following lists ESCI's key findings:

- Due to the lack of sufficient command and administrative staff, the department struggles to maintain compliance with performance goals, industry standards, and workload.
- Data collection and records management analysis was challenging due to inconsistencies.
- The department needs additional staffing to fulfill all fire prevention related functions satisfactorily.
- PFD does not have a designated individual committed to the training function for the department. The responsibility for conducting all needs assessments relative to training, as well as program design, coordination, and records keeping.
- The department does not have adequate training props, although funding has been included in the FY 19/20 budget to purchase some.
- The minimum staffing level for PFD does not provide for the two-in/two-out structure firefighting per OSHA mandates.³²
- PFD is fully dependent on automatic and mutual aid for any call requiring more than one unit.
- In the event of concurrent incidents requiring more than the one staffed Pinole Engine, service to the residents of Pinole for the additional incidents must be provided by other agencies.
- In 2018, none of the reported fire incidents achieved the stated performance objective of 21 firefighters on-scene, nor did the travel time for all apparatus on-scene approach 8 minutes.
- Projected General Fund revenues are not sufficient to provide for Fire Department General Fund expenditures on an annual basis and will require a continued drawdown of General Fund reserve balances.
- Station 73's crew quarters need remodeling and updating, which may include ADA accommodation.
- PFD apparatus specifications have not been standardized with the Battalion 7 apparatus.
- Absent automatic and mutual aid from surrounding agencies, standalone PFD is not capable of handling an incident, such as a trash fire, car fire, or medical incident requiring more than one apparatus, much less a more complex incident.
- At 110 calls per 1,000 population, PFD has a higher median number of calls per 1,000 population than the region but slightly lower than the urban high range.
- Much of the developed residential area in the eastern part of the city is beyond 1.5 miles of Station 73.
- Due to Station 74 being closed, a portion of the developed residential area in the southeast part of the city is beyond the 4-minute travel time footprint.

³² Section (g)(4) of OSHA's Respiratory Protection Standard, 29 CFR 1910.134.

- Funding does not appear to be available to cash purchase the required Type I apparatus for Station 74, should that station be reopened.
- The contact proposal from Contra Costa Fire Protection District would result in increased services and depth of support; however, the proposed contract costs exceed the costs of providing those services if the City were to remain a standalone department, open Station 74, and add staff as recommended in Option C.

Short-Term Recommendations

Recommendation A: Adopt Response Performance Goals that are Achievable

A community's desired level of service is a uniquely individual decision. No two communities are exactly alike. Performance goals must be tailored to match community expectations, community conditions, and the ability to pay for the resources necessary to attain the desired level of service.

Levels of service and resource allocation decisions are the responsibility of the community's elected officials, in this case, the Pinole City Council. The policymaking body must carefully balance the needs and expectations of its citizenry when deciding how to allocate money to all the services it provides.

ESCI recommends the following as PFD fire and life safety response performance goals. Formal adoption of goals allows PFD management to report progress on the achievement of these goals, conditions that are impeding progress, and resources needed to improve service regularly.

Call-Processing Performance Goal

The first phase of overall response time is call processing time. This phase begins when the call is received at the PSAP center and ends when response resources are notified of an emergency. There are two components: answer time and dispatch time.

Recommended Call-Processing Goal:

- 911 calls will be answered at the primary PSAP within 15 seconds, 95 percent of the time.
- Response resources shall be notified of a priority incident within 64 seconds from receipt of the call at the dispatch center, 90 percent of the time.

Turnout Time Performance Goal

Turnout time is one area over which the fire department has total control and is not affected by outside influences. Turnout time, or the time between when the call is received by the response units (dispatched) and when the unit is en route to the incident location (responding), affects overall response times. Reducing this time component reduces total response time.

NFPA 1710 recommends turnout time performance of 80 seconds or less for fire and special operations responses, and 60 seconds or less for all other priority responses.

Recommended Turnout Goal:

- Response personnel shall initiate the response of a unit capable of mitigating an incident to a priority fire and special operations incident 80 seconds from notification, 90 percent of the time.
- Response personnel shall initiate a response to all other priority incidents within 60 seconds from notification, 90 percent of the time.

Response Time for the First-Due Unit Goal

The time required to deliver the first response unit capable of intervening in the emergency includes both turnout time and travel time but not call processing time. Based on current performance and implementation of operational improvements, the following are recommended.

Recommended First-Due Response Time Goal:

- The first response unit capable of initiating effective incident intervention shall arrive at a priority fire or special operations incident within 5 minutes, 20 seconds from notification of response personnel, 90 percent of the time.
- The first response unit capable of initiating effective incident intervention shall arrive at all other priority incidents within 5 minutes from notification of response personnel, 90 percent of the time.

Effective Response Force Performance Goal

A fire department's resource *concentration* is the spacing of multiple resources close enough together so that an initial "Effective Response Force" (ERF) for a given risk can be assembled on the scene of an emergency within the specific time frame identified in the community's performance goals for that risk type. An initial effective response force is defined as that which will be most likely to stop the escalation of the emergency.

The minimum ERF for a low-rise structure fire is identified as the arrival of at least four fire engines, one ladder truck, and one Battalion Chief (17 personnel total). This initial ERF does not necessarily represent the entire alarm assignment, as additional units may be assigned based on long-term incident needs and risks. Additional engines, ladders, or other specialty companies are assigned to higher risk responses to accomplish additional critical tasks that are necessary beyond the initial attack and containment.

Recommended Effective Response Force Goal:

- The full effective response force shall arrive at a moderate risk structure fire within 9 minutes, 20 seconds of notification of response personnel, 90 percent of the time.

Estimated Cost: None

Recommendation B: The City should consider moving forward with the necessary steps to improve service via reopening Station 74, and staffing and administrative support, as funding becomes available.

Based on ESCI's review of all options and associated costs to implement, the recommendation is for the City to consider moving forward with Option C: Expansion of Pinole Fire Department System as discussed and portrayed in Figure 129, Figure 130, and Figure 131 and summarized in the following.

To create a safer environment for the firefighters and citizens and provide an appropriate administrative workforce, the restoration of the service model using the currently closed Station 74 and staffing of key administrative positions is essential.

Moving forward with this option will restore all-risk services to the area around the currently closed Station 74, increase the safety of the firefighters by allowing for compliance with the OSHA two-in/two-out rule for structure fires, provide for enhanced Advanced Life Support (Paramedic) response to requests for emergency medical services, make available a second unit in the city for concurrent incidents, and provide staffing of key administrative positions.

Consider a lease-purchase of the new apparatus for Station 74, which will minimize the fluctuations in the amounts of the parcel tax assessments.

Recommendation C: Consider initiating the process of securing additional funding.

ESCI recommends that the City consider moving forward with the process of pursuing an additional funding source such as a parcel tax as shown in Figure 131 and restated below:

Figure 134: Projected Fire Department Costs Including Station 74 and Administrative Staffing, FY 20/21–FY 24/25

Projected Fire Department Operating Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Current Fire Dept Operating Projections (Figure 27)	5,272,626	5,829,220	6,434,978	7,095,984	7,854,198
Less Contract Fire Prevention Costs	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)
Station 74 Operating Costs (Figure 129)	1,665,925	1,672,512	1,713,843	1,756,687	1,801,089
Administrative Positions (Figure 130)	435,295	450,074	465,382	481,240	497,669
Type I Engine	102,948	102,948	102,948	102,948	102,948
Apparatus Replacement Fund					
Total Costs	7,548,248	8,126,208	8,788,605	9,508,313	10,327,358
Measure S Initiatives (Figure 27)					
Measure S 2006	794,698	794,698	794,698	794,698	794,698
Measure S 2014	309,189	309,189	309,189	309,189	309,189
Total Other Revenues	1,103,887	1,103,887	1,103,887	1,103,887	1,103,887
General Fund Maximum Amount	3,395,335	3,395,335	3,395,335	3,395,335	3,395,335
Total projected funding	4,499,222	4,499,222	4,499,222	4,499,222	4,499,222
Balance to Fund from Proposed Parcel Tax	3,049,026	3,626,986	4,289,383	5,009,091	5,828,136
Commercial Parcels	574	574	574	574	574
Per Parcel	658.80	783.68	926.80	1,082.31	1,259.28
Total Allocation	378,150	449,830	531,983	621,243	722,824
Multi-Family Parcels	105	105	105	105	105
Per Parcel	549.00	653.06	772.33	901.92	1,049.40
Total Allocation	57,645	68,572	81,095	94,702	110,187
Single-Family Parcels	5,950	5,950	5,950	5,950	5,950
Per Parcel	439.20	522.45	617.87	721.54	839.52
Total Allocation	2,613,231	3,108,584	3,676,305	4,293,146	4,995,125
Total Costs Allocated	3,049,026	3,626,986	4,289,383	5,009,091	5,828,136
All Tracts w/o Regard to Classification	6,629	6,629	6,629	6,629	6,629
Parcel Tax Per Tract	459.95	547.14	647.06	755.63	879.19
Percentage Increase in Parcel Tax, Annual		18.96%	18.26%	16.78%	16.35%

ESCI, in conjunction with the recommendation to adopt a parcel tax, recommends that the City consider the use of a lease/purchase facility to acquire the Type I engine required in Recommendation A.

Regardless of the option chosen, additional funding must be developed to fill the gap between existing financing of the current fire service deployment model and the proposed expanded deployment model. Available options for California jurisdictions include special sales tax assessments and parcel tax assessments. ESCI recommends that consideration be given that the selected alternative be restricted to funding only costs associated with funding the expanded deployment model.

Recommendation D: Standardize apparatus specifications.

Consideration should be given to the standardization of apparatus specifications throughout Battalion 7. Standardization of specifications will enhance operational efficiency and could result in cost savings via group purchasing.

Recommendation E: Review all current fire department alarm assignments.

Consideration should be given to reviewing the department's alarm assignments and determine the number of resources required for an effective response force based on risk.

Recommendation F: Improve the collection and analysis of incident data.

Much can be revealed by collecting and evaluating incident data accurately and regularly. Challenges to quick response can be identified and solutions proposed. Trends can be discovered, allowing the fire department to prepare for changes and or increases in response workload. Frequent incident types can be identified, and steps can be taken to reduce their occurrences, such as public safety education or building engineering.

Mid- to Long-Term Recommendations**Recommendation G: Initiate recruitment of additional staff.**

As soon as funding is available, ESCI recommends that the City recruit the positions identified in Option C: "Expansion of Pinole Fire Department System." This would include:

- 3 Captains
- 3 Fire Apparatus Operators
- 3 Firefighters
- 1 Administrative Battalion Chief
- 1 Training Captain
- 1 Fire Prevention Officer

Recommendation H: Remodel Station 73

Fire Station 73's crew quarters require remodeling to accommodate the relocation of the shared shift Battalion Chief and additional administrative staff.

Recommendation G: Capital Equipment and Facilities Fund

Establish a capital equipment and facilities replacement fund. A portion of the proposed parcel tax could be used to fund this recommendation.

IMPLEMENTATION PLAN

This section cannot be completed until the City Council determines which, if any, of the options they wish to pursue.

Section VI: APPENDICES

APPENDIX A: PROPOSAL FROM CONTRA COSTA FPD



CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT

May 29, 2019

Michelle Fitzer, City Manager
City of Pinole
2131 Pear Street
Pinole, CA 94564

Dear City Manager Fitzer,

Please see the attached proposal to provide fire, emergency medical, rescue, administration, and fire prevention services to the City of Pinole. This proposal is a best effort at identifying the Fire District's costs for such services prior to any meaningful discussions with your consultant or representative from the city. As such the figures are estimates and subject to change based on further discussions or additional information that would be relevant to our ability to provide certain services to the city.

I look forward to meeting with ESCI this week for a more detailed discussion.

Please let me know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Lewis T. Broschard III".

Lewis T. Broschard III
Fire Chief

CC: File

4005 Port Chicago Highway, Suite 250 • Concord, CA 94520-1180
Telephone: (925) 941-3300 • Fax: (925) 941-3309 • www.cccfpd.org



CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT

Fire Services Contract Proposal for the City of Pinole (5-30-19)

Fire/EMS/Rescue Services

The District will provide staffing of three (3) full-time positions at Fire Station 73 and Fire Station 74. At least one position at each station on each shift will be a paramedic. All other positions will be an EMT. Each station will be staffed by one (1) Fire Captain, one (1) Engineer, and one (1) Firefighter or Firefighter-Paramedic. The District reserves the right to use qualified acting positions when necessary.

ANNUAL COSTS

Fire Station 73 (crew of three)	\$3,274,629
Fire Station 74 (crew of three)	\$3,274,629
One (1) 56-hour Battalion Chief	\$ 467,880
Subtotal	\$7,017,138
Administrative Overhead (10%)	\$ 701,713
Total	\$7,718,851*

These rates include all components of administration, annual/ongoing training, EMS certifications, medical direction, administration, duty chief coverage, access to specialized/technical services and resources, ePCR program administration, personal protective equipment replacement for all personnel, IT support, and PIO coverage.

These rates do not include CCRFCC annual charges for dispatch and communications center support.

*These rates shall be increased at 5% per year to account for labor cost increases and other benefit cost escalation factors.

Fire Prevention/Fire Investigation Services

Traditional code enforcement and new construction plan review and inspections are generally cost neutral. Additional data and information is needed from the City in order to provide a specific cost estimate and quote for these services. Weed abatement and exterior hazard control services, specifically, would not be cost neutral and detailed discussion is needed to understand the needs of the city for this program. Additional data and discussion is needed to understand the needs of the city for fire investigation services and what, if any, additional costs would be to provide these services.

Apparatus Maintenance

Apparatus maintenance for all non-District owned apparatus will be provided at the hourly shop rate plus parts/equipment. The current shop rate is \$100/hour.

Apparatus

The information provided below assumes the following: (1) all prices are based on 2018 costs, (2) annual price inflation of 3%, (3) apparatus is purchased new at time of contract commencement, (4) all

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fire engines are replaced at 10 year intervals consistent with CCCFPD standards, (5) CCCFPD provides spare engines as needed.

Pierce Velocity Type I Engine x2 (CCCFPD Spec)	\$800,000 (including tax)
Type III Engine x2 (Cal Fire Spec)	\$355,000 (including tax)
Battalion Chief Vehicle	\$725 (monthly lease)
Annual replacement allocation	\$310,000

Equipment for Fire Apparatus

Generally, equipment is purchased new with each fire apparatus purchase and replaced throughout its lifetime as needed. The information below represents estimates for total cost of outfitting each apparatus with our standardized inventory.

Type I Engine Loose Equipment (x2)	\$45,000
Type III Engine Loose Equipment (x2)	\$25,000
Battalion Chief Vehicle Upfitting (x1)	\$25,000
Annual replacement allocation	\$22,500

Mobile and Portable Radios

Additional data is needed to understand current radio inventory and future replacement needs. Current costs of EBRCS compliant portable radios is approximately \$8,000 each and mobile radios can be as much as \$10,000 each. Expected service life is approximately 10 years. Replacement costs for these items is not currently included in our proposal.

TOTAL ANNUAL COSTS

Fire Station Staffing	\$ 6,549,258
Battalion Chief	\$ 467,880
Administrative Overhead	\$ 701,713
Apparatus Replacement Allocation	\$ 310,000
Equipment Replacement Allocation	\$ 22,500
Fire Prevention/Investigation Services	\$ TBD
Radio/Communication Equipment	\$ TBD
Total	\$ 8,051,351

This proposal is not binding or final. The District reserves the right to modify or amend this proposal based on additional information received, revised cost estimates, or any other materially significant information that has not been accounted for or was otherwise omitted in creating this initial proposal.

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Pinole Fire Department
Pinole, California

REGIONAL FIRE SERVICE DELIVERY STUDY ADDENDUM

March 2020

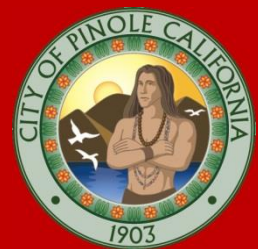


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EXECUTIVE SUMMARY

In April 2019, Emergency Services Consulting International (ESCI) was retained by the City of Pinole to evaluate the following opportunities; 1) Regional cooperation, to include consideration of consolidation or contract for Fire and Rescue Services; 2) Cost estimate to re-open and operate Station 74; and 3) applicable cost to residents through a parcel tax. During a presentation of the initial draft of the study to Pinole City Council on October 8, 2019, the City Council requested an addendum with additional research. The analysis within this addendum reflects the work completed consistent with the original contract *and* the additional research requested by the City Council. The additional updates/research items are as follows: Updated original financial calculations utilizing the most current budget to actuals; Development of additional parcel tax options; Development of a Reserve Firefighter Program; Analysis of placing a single-role advanced life support ambulance in the City in lieu of staffing an additional all-risk response unit. Highlighted and/or asterisked tables or narrative indicates changes and additions resulting from the supplementary research and related changes.

The analysis completed during the original study revealed a number of important findings. These include:

- Due to the lack of sufficient command and administrative staff, the department struggles to maintain compliance with performance goals, industry standards, and workload.
- Data collection and records management analysis was challenging due to inconsistencies.
- The department needs additional staffing to fulfill all fire prevention related functions satisfactorily.
- PFD does not have a designated individual committed to the training function for the department. The responsibility for conducting all needs assessments relative to training, as well as program design, coordination, and records keeping.
- The department does not have adequate training props, although funding has been included in the FY 19/20 budget to purchase some.
- The minimum staffing level for PFD does not provide for the two-in/two-out structure firefighting per OSHA mandates.
- PFD is fully dependent on automatic and mutual aid for any call requiring more than one unit.
- In the event of concurrent incidents requiring more than the one staffed Pinole Engine, service to the residents of Pinole for the additional incidents must be provided by other agencies.
- In 2018, none of the reported fire incidents achieved the stated performance objective of 21 firefighters on-scene, nor did the travel time for all apparatus on-scene approach 8 minutes.
- Projected General Fund revenues are not sufficient to provide for Fire Department General Fund expenditures on an annual basis and will require a continued drawdown of General Fund reserve balances.
- Station 73's crew quarters need remodeling and updating, which may include ADA accommodation.
- PFD apparatus specifications have not been standardized with the Battalion 7 apparatus.
- Absent automatic and mutual aid from surrounding agencies, standalone PFD is not capable of handling an incident, such as a trash fire, car fire, or medical incident requiring more than one apparatus, much less a more complex incident.

- At 110 calls per 1,000 population, PFD has a higher median number of calls per 1,000 population than the region but slightly lower than the urban lower range.
- Much of the developed residential area in the eastern part of the city is beyond 1.5 miles of Station 73.
- Due to Station 74 being closed, a portion of the developed residential area in the southeast part of the city is beyond the 4-minute travel time footprint.
- Funding does not appear to be available to cash purchase the required Type I apparatus for Station 74, should that station be reopened.

The analysis conducted during the evaluation phase of this process identified several opportunities to improve service (improvement goals). ESCI offers the following improvement goals for consideration. These goals and specific recommendations for each are described in more detail at the end of this report in the *Conclusions* section.

Short-Term Recommendations

Recommendation A: Adopt response performance goals that are achievable.

A community's desired level of service is a uniquely individual decision. No two communities are exactly alike. Performance goals must be tailored to match community expectations, community conditions, and the ability to pay for the resources necessary to attain the desired level of service.

Recommendation B: The City should consider moving forward with the necessary steps to improve service via reopening Station 74, and staffing and administrative support, as funding becomes available.

Recommendation B-1: As a temporary measure until sufficient funding is developed to implement Recommendation B, to improve cost-effective response performance to both medical as well as fire and other emergency incidents, the City should consider acquiring and staffing a two-person, advanced life support equipped, quick response apparatus (Type VI) appropriately. Included in this recommendation is the hiring of an Administrative Captain to manage, among other administrative tasks, a continuing education program for fire and medical personnel.

Recommendation C: Consider initiating the process of securing additional funding.

ESCI recommends that the City consider moving forward with the process of pursuing an additional funding source such as a parcel tax.

Recommendation D: Standardize apparatus specifications.

Consideration should be given to the standardization of apparatus specifications throughout Battalion 7. Standardization of specifications will enhance operational efficiency and could result in cost savings via group purchasing.

Recommendation E: Review all current fire department alarm assignments.

Consideration should be given to reviewing the department's alarm assignments and determine the number of resources required for an effective response force based on risk.

Recommendation F: Improve the collection and analysis of incident data.

Much can be revealed by collecting and evaluating incident data accurately and regularly. Challenges to quick response can be identified and solutions proposed.

Mid- to Long-Term Recommendations**Recommendation G: Initiate recruitment of additional staff.**

As soon as funding is available, ESCI recommends that the City recruit the positions identified in Option C: "Expansion of Pinole Fire Department System."

Recommendation H: Remodel Station 73

Fire Station 73's crew quarters require remodeling to accommodate the relocation of the shared shift Battalion Chief and additional administrative staff.

Recommendation I: Capital Equipment and Facilities Fund

Establish a Capital Equipment and Facilities Replacement Fund. A portion of the proposed parcel tax could be used to fund this recommendation.

Section I: EVALUATION OF CURRENT CONDITIONS

CURRENT CONDITIONS

Organizational Overview

ESCI combined data provided by the participating fire agencies with information collected in the course of our fieldwork and used to develop an overview of the organizations. The purpose of the following organizational overview is two-fold. First, it verifies the accuracy of the baseline information and ESCI's understanding of each agency's composition—the foundation from which the study is developed. Second, the overview serves as a reference for the reader, who may not be familiar with the details of each agency's operations.

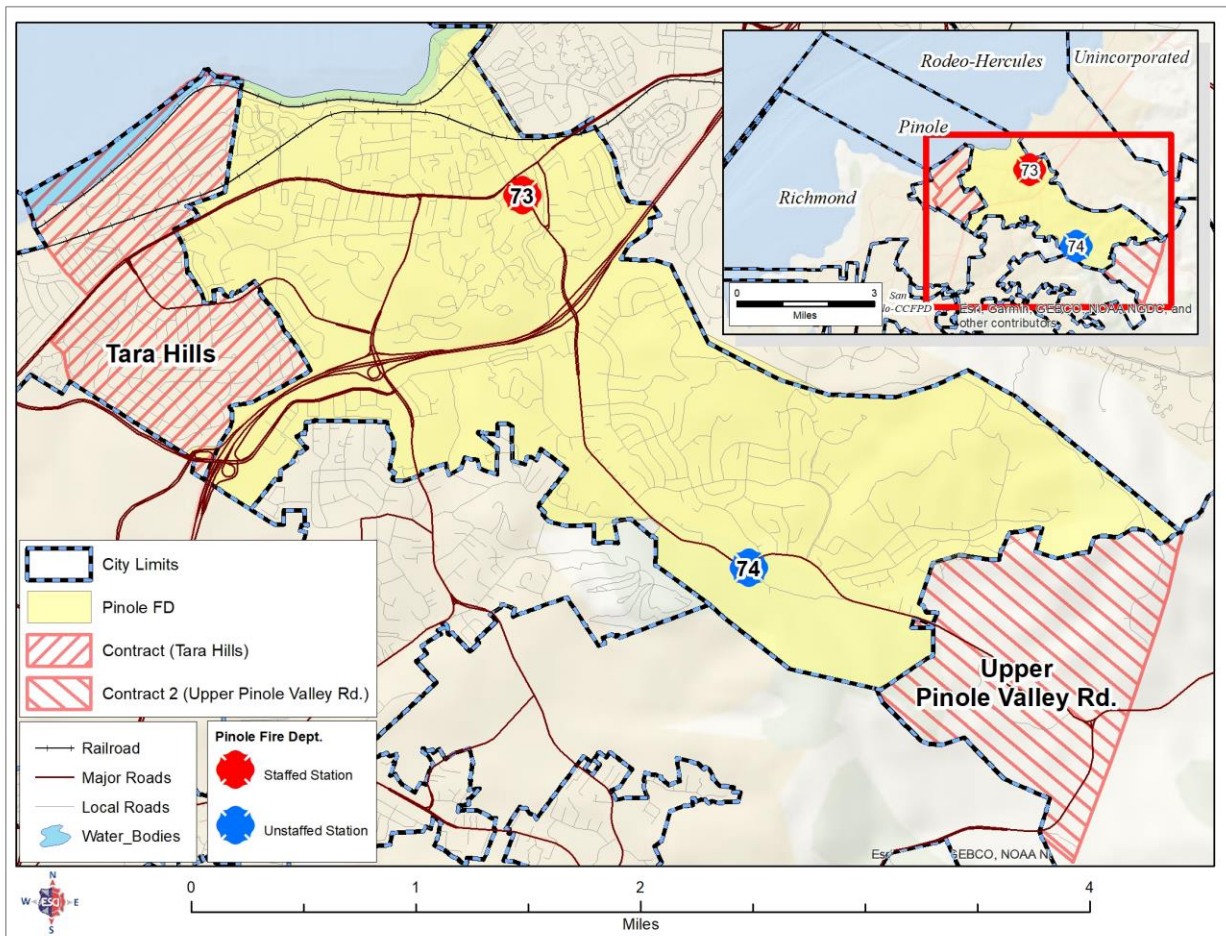
City of Pinole Fire Department

Governance & Lines of Authority

The City of Pinole was incorporated in 1903 and commenced providing fire protection the same year. Policy direction for the Pinole Fire Department (PFD) is provided by five elected City Council members (Council). The Council is provided the necessary power and authority to govern the provision of fire protection and emergency services. The Council appoints a City Manager who is responsible for implementing Council policy and overseeing the operation of the Organization. The City Manager appoints the Fire Chief to oversee the Fire Department operations.

The Pinole Fire Department (PFD) service area is comprised of the City of Pinole and two informally contracted areas of Contra Costa County, as depicted in the following figure. The Rodeo-Hercules service area is to the north and the southern boundary alternates between the City of Richmond and unincorporated Contra Costa County.

Figure 1: Study Service Area



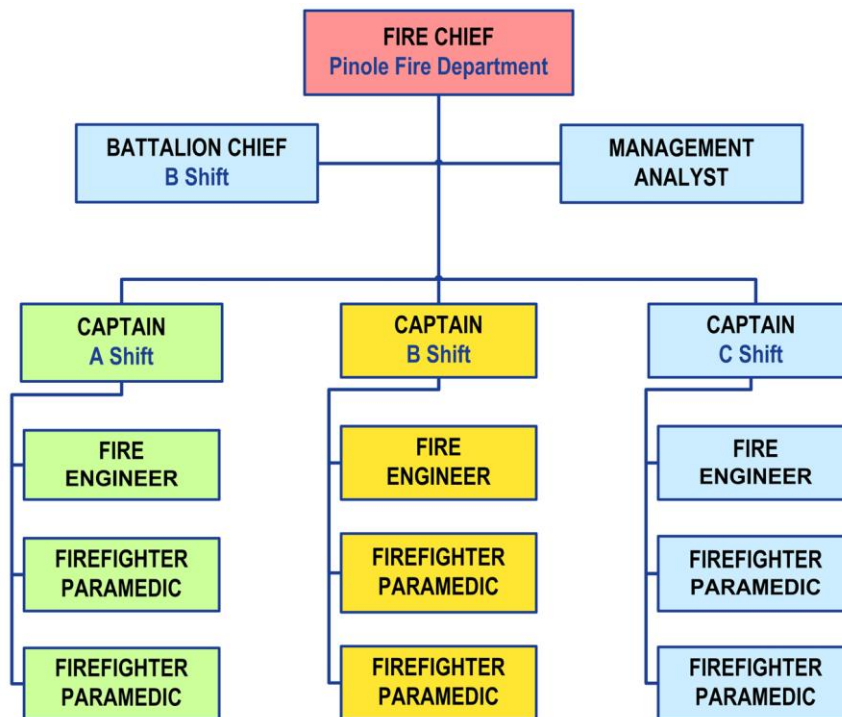
Design

The organizational design of PFD mimics a paramilitary organization, which is a common design among first responders and emergency services agencies. PFD is an all career agency, meaning all staff are full-time regular employees of the City of Pinole.

Organizational Structure

To operate effectively, a fire department needs an organizational chart that clearly defines its structure. The chart institutionalizes the agency's hierarchy, identifies roles, and, most importantly, clarifies reporting authority. It also helps to ensure that communication flows appropriately and limits opportunities to circumvent the reporting structure.

PFD has a well-defined organizational chart that achieves this purpose and operates under a traditional top-down approach. Lines of authority are clear and depicted; however, the department is minimally staffed. The following figure illustrates the organizational chart for PFD.

Figure 2: Pinole Fire Department Organizational Chart (2019)

Governance & Decision-Making

From a governance and decision-making standpoint, the organization appears to have a clear direction and ability to operate. Lines of authority and the ability to carry out decisions appear to flow appropriately. The administrative staff understands the process to accomplish its mission. The chain of command is identified and clear on responsibilities. The span of control is adequate related to operations; however, as noted later in this report, the organization is lacking key positions necessary for an all-risk fire department.

Service Area & Infrastructure

The size and composition of a fire department's service area affect the type and number of personnel, fire stations, and vehicles that are needed to provide services efficiently. Sometimes complex decisions need to be made regarding deployment strategies to properly position resources based on land area, geography, risk, and similar factors. The following offers a summary of PFD's service area and service infrastructure resources:

Figure 3: Service Area & Apparatus Resources

Agency Description	PFD Observations
Agency type (district, municipality, etc.)	City
Land Area in square miles	5.2/2.4 contract areas ¹
Headquarters location (physical address)	880 Tennent Ave
Number of fire stations	2 (one currently closed)
Engine	1
Engine, reserve	1
Wildland Engine Type 3	1
Wildland Engine Type 6	1
Ladder truck	0
Ladder, reserve	0
Duty BC Command Response Vehicle	1

From 2005 to 2011, PFD was able to deploy personnel and apparatus from two strategically located facilities. During the economic downturn, the second PFD station (74) was browned out and eventually closed. This closure has resulted in an increase in response times to the area in the eastern portion of the City.

Decisions on deployment define the Department's response capability. These decisions need to weigh multiple considerations, including risk exposure, response times, access challenges, deployment, community expectations, personnel safety, and fire department capacity. Furthermore, these decisions not only need to balance the financial considerations but also need to be strategic and in the purview of the elected officials and City Manager, in consultation with the Fire Chief. Ultimately, these individuals are responsible to the public to provide the level of service that the citizens desire and for which they are willing to pay.

¹ The City of Pinole encompasses approximately 11.6 square miles. Of that, 5.2 square miles are land, with the remaining 6.4 sq. miles comprised of the bay.

Staffing Analysis

An organization's greatest asset lies in its people, yet its people also typically comprise its greatest financial cost. Thus, organizations must pay special attention to managing human resources in a way that achieves maximum productivity while ensuring a high level of employee job satisfaction. Consistent management practices combined with a safe working environment, equitable treatment, the opportunity for input, and awards and recognition all comprise key components impacting job satisfaction.

The size and structure of an organization's staffing remain dependent upon the organization's specific needs. These needs must directly correlate with the needs of the community and the available revenue stream. A structure that works for one entity may not necessarily work for another agency. This section provides an overview of the PFD's staffing configuration and management practices.

One can divide Department staffing into two distinctly different groups: the first is what the citizens typically recognize and is commonly known as the operations unit, generally classified as the emergency response personnel; the second group, commonly known as the administrative section, typically works behind the scenes to provide the support that the operation's personnel need to deliver effective emergency response.

In addition to providing fire suppression services, PFD is tasked with providing emergency medical response, fire investigation, fire prevention, life safety education, community risk reduction, disaster/emergency operations planning, and hazardous materials response.

Personnel Responsibilities & Activity Levels

The leadership of PFD has established work responsibilities beyond the emergency response requirements. For example, these additional duties include fleet management, respiratory protection compliance, and training. Due to the lack of sufficient management staff, the department struggles to maintain compliance with performance goals, industry standards, and workload.

Administrative & Support Staffing

One of the primary responsibilities of a response team's administration is to ensure that the operations segment of the organization has the ability and means to respond to and mitigate emergencies safely and efficiently. An effective administration and support services system proves critical to the success of a response agency.

Typical responsibilities of the administration and support staff include planning, organizing, directing, coordinating, and evaluating the various programs within the Department. This list of functions is not exhaustive, and other functions may be added. It is also important to understand that these functions do not occur linearly and can more often coincide. This requires the Fire Chief and the one shift Battalion Chief to focus on many different areas at the same time.

The following figure reviews the administration and the organizational support structure of PFD:

Figure 4: PFD Administrative and Support Staffing

Position	Number
Fire Chief	1
Management Analyst	1
Battalion Chief (Shift)	1
TOTAL	3

Like any other part of a municipal fire department, administration and support need appropriate resources to function properly. By analyzing the administrative and support positions within an organization, we can create a common understanding of the relative resources committed to this function compared to industry best practices and similar organizations. The appropriate balance of administration and support compared to operational resources and service levels is a crucial factor in ensuring the department can accomplish its mission.

Administration

The positions of the Fire Chief, one shift Battalion Chief, and one Management Analyst currently establish the administrative function of the department. Some of the typical responsibilities of the Fire Chief include planning, organizing, directing, and budgeting for all aspects of the department's operations. The current number of positions assigned to this activity is insufficient to meet supervisory expectations; in addition, the daily operational needs can detract from the ability to focus on administrative requirements.

PFD currently operates with a limited number of administrative support staff. The position assigned to administration is one Management Analyst. This one Management Analyst provides critical support to all of the department's administrative functions. In addition, during extreme emergencies, administrative staff are typically called upon to staff numerous duties in support of operations and logistics. One cannot overstate the value of administrative support as these staff members free up fire management staff to concentrate on other areas of operation. The level of administrative support appears to be inadequate for PFD.

Emergency Management

The responsibility for the City's emergency management planning and preparedness is assigned to the Fire Chief and the Police Chief. This shared responsibility is expected to provide for overall management and delivery of emergency management activities for the City of Pinole. Given the current duties of the Fire Chief, there is little time available to devote to this responsibility.

Fire Prevention

Typical fire prevention functions include building plan reviews, building inspections, weed abatement, community outreach, and vegetation management. The department currently outsources some of these functions through contracts; additional staffing would be required to satisfactorily fulfill these functions internally. Currently, the Fire Inspector duties are carried out via a contracted position. This includes the review and approval of building plans and providing building and construction inspections.

Fire Prevention Programs

An aggressive risk management program, through proactive fire and life safety services, is a fire department's best opportunity to minimize the losses and human trauma associated with fires and other community risks.

The National Fire Protection Association recommends a multifaceted, coordinated risk reduction process at the community level to address local risks. This requires engaging all segments of the community, identifying the highest priority risks, and then developing and implementing strategies designed to mitigate the risks.²

A fire department needs to review and understand the importance of fire prevention and public education, appreciating its role in the planning process of a community with diversified zoning, including residential, commercial, and industrial properties. The fundamental components of an effective fire prevention program are listed in the following figure, accompanied by the elements needed to address each component.

Figure 5: Fire Prevention Program Components

Program Components	Elements Needed
Fire Code Enforcement	- Proposed construction and plans review - New construction inspections - Existing structure/occupancy inspections - Internal protection systems design review - Storage and handling of hazardous materials
Public Fire & Life Safety Education	- Public education - Specialized education - Juvenile fire setter intervention - Prevention information dissemination
Fire Cause Investigation	- Fire cause and origin determination - Fire death investigation - Arson investigation and prosecution

² NFPA Standard 1730: *Organizing and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations*, 2019 Edition.

Fire & Life-Safety Code Enforcement

The most effective way to combat fires is to prevent them. A strong fire prevention program, based on locally identified risks and relevant codes and ordinances, reduces the loss of property, life, and the often-crippling impact on a community's economy. The following figure summarizes the new construction and fire protection system plan review programs, and ancillary programs typically found in fire prevention programs.

Figure 6: New Construction Inspections & Involvement

Program Elements	Pinole Fire Department
FD consulted on proposed new construction?	Yes, by utilizing contractors
FD consulted on proposed occupancy changes/tenant improvements?	Yes, via contractor
Perform fire & life-safety plan reviews?	Yes, by utilizing contractors
Charges for inspections or reviews?	Yes
Special risk inspections?	Yes, via contractor
Storage tank inspections?	No, this is a function of the Contra Costa CUPA
Key-box entry program in place?	Yes
Hydrant flow records maintained?	No ³

The following sections provide detail on the qualifications and resources dedicated to fire and life safety code enforcement provided by the Pinole Fire Department.

Pinole Fire Prevention

The Fire Chief has the primary responsibility of ensuring fire prevention activities are conducted to state and local regulations. This is supported by one contract Inspector and the on-duty engine company personnel when they are available. Current services offered include:

- Inspect new or repaired fire protection systems requiring a fire construction permit;
- Inspect existing occupancies required to have an operational permit and those required by the California Health and Safety Code to be inspected on an annual basis;
- Respond to complaints regarding fire and life safety code violations; and
- Investigate major fires and work with law enforcement to make arrests of persons responsible for unlawful actions related to fire.

³ The water and hydrant system are maintained by East Bay Municipal Utilities District (EBMUD). At the time of this report, the hydrant maintenance schedule and flow records could not be acquired from EBMUD.

Community Risk Reduction Program

Lately, U.S. fire departments have begun to recognize the value of Community Risk Reduction (CRR) programs that go beyond traditional fire prevention activities. Some have gone so far as to re-name their “fire prevention” divisions to “Community Risk Reduction Divisions.”

Regardless of the name, fire departments should be able to accurately identify the various potential community risks before developing prevention programs. This is not meant to imply diminishing the focus and importance of addressing the fire problem in a community, rather it affords an opportunity to identify and mitigate additional community risks through targeted prevention activities.

The first step in developing an effective CRR plan is identifying risks unique to a specific community by conducting a community risk assessment. A key component of the assessment process is the collection and analysis of incident data. However, firefighters, officers, and inspectors can also provide substantial anecdotal information on the various risks found within their respective response-areas.

Figure 7: Six Steps of CRR Planning



Fire & Life-Safety Public Education Program

Providing fire and life safety education to the public to minimize the number of emergencies while training the community to take appropriate actions when an emergency occurs is essential to a fire and life safety program. Life and fire safety education provides the best chance for minimizing the effects of fire, injury, and illness to the community.

Public education and outreach are conducted in various ways in each department. The following is a summary of the programs commonly offered by area fire departments.

Figure 8: Life Safety & Public Education Services

Life Safety & Public Education	Description	Pinole Fire Department
PIO/Public Educator	This position often works with the community to identify and eliminate fire and life safety risks.	Not a filled position, delegated as needed if available.
911 Education Program	This program works to reduce the number of unnecessary 911 calls and provide education to the public on available services.	Website
Exit Drills In The Home (EDITH)	This program is typically offered to elementary school-age children through annual school visits.	Engine company upon request
Smoke Alarm Installation	Often, residents are encouraged to notify their fire departments when they need assistance replacing alarm or alarm batteries.	Engine company upon request.
Carbon Monoxide Alarm Installation	Carbon monoxide alarm installation assistance.	Not available
Bike Helmet Program	Provides information on bicycle helmet use to school-aged children.	Not available
Elder Safety/Fall prevention	Provides information and inspections to seniors to reduce accidents and falls.	Not available
Home Safety Inspections	A home safety program that aims to reduce fire and safety hazards in the household.	Upon request; crews not formally trained.
CPR/First Aid Classes	Classes that offer training in CPR and first aid to citizen groups, city employees, and individuals.	Not available
BP Checks	Often offered at the fire station for any resident on a walk-in basis.	Not available
Car Seat Safety Inspections	Classes, inspection, or training to ensure citizens are properly installing car seats into vehicles.	Not available
Fire Extinguisher Classes	Hands-on training to business employees and citizens on the proper selection and use of fire extinguishers.	Not available
K, 12 Fire Prevention curriculum delivery in schools	Fire Prevention classes designed for school-aged children to reduce burns and fires in the home.	Not available; demos upon request.
Wildfire Defensible Space Education	Education offered to neighborhood associations or individuals on the proper wildfire mitigation efforts around residential and commercial structures.	Website
Water Safety Program	Pool safety, swimming classes, and information on how to safely rescue an individual in the water.	Not available
Safety Fairs	Fairs offered to large groups of individuals with the intention of offering numerous public safety classes at one location.	Not available

Fire Prevention Discussion

In today's fire service, public fire and injury prevention education is much more important than in the past. This is likely the result of evolving community expectations, coupled with the realization by fire departments that community engagement and safety education outreach can build tremendous community support.

Consideration should be given to conducting a formal Community Risk Assessment. The U.S. Fire Administration identified a five-step assessment process for improving public safety education:⁴

1. Conduct a Community Analysis.
2. Develop Community Partnerships.
3. Create an Implementation Strategy.
4. Implement the Strategy.
5. Evaluate the Results.

Fire Cause & Origin Investigation

Accurately determining the cause of a fire is an essential element of a fire prevention program. When fires are intentionally set, identification and/or prosecution of the responsible offender is critical in preventing additional fires, injuries and fatalities, and catastrophic economic impact. Further, identifying the cause and potential trends enables the department to provide specific public information and fire prevention education to prevent reoccurrence.

Pinole receives fire investigation services through mutual aid from Contra Costa County Fire Protection District.

The results of professional and thorough fire investigations can be extremely powerful in:

- Prosecuting arsonists.
- Identifying product safety issues.
- Educating the public about the outcomes of unsafe behaviors and conditions.
- Assisting insurance companies and property owners with insurance claims.
- Providing solid evidence in criminal and civil court proceedings.
- Identifying necessary life safety code changes.

⁴ <https://www.usfa.fema.gov/downloads/pdf/publications/fa-219.pdf>

Training

PFD does not have a designated individual committed to the training function for the department. The responsibility for conducting all needs assessments relative to training, as well as program design, coordination, and evaluation falls to the Fire Chief. The result of this arrangement is that the training of all personnel is delivered inconsistently due to the other duties assigned to the Fire Chief.

While the design and staffing of a fire department are dependent upon the specific needs of the community, the reality is that most of the needed training is common among California fire departments. In addition to maximizing resources through sharing training resources and opportunities, fire departments that train together tend to work better together during mutual aid incidents. This also lends itself to making the firefighters more well-rounded, as they are exposed to other lines of thinking. Finally, a coordinated regionalized, collaborative approach to training delivery, in addition to the benefits noted, can substantially reduce costs, and increase the efficiency of educational efforts. To capitalize on local and regional training opportunities, the department needs an individual whose primary duties include this important function.

Training officers are often assigned to act as the department Safety Officer, reviewing standard operating procedures, adherence to proper personal protective equipment, inspecting facilities for safety hazards, and examining work practices to ensure they meet OSHA and Cal OSHA requirements. Safety Officers review accidents and design training classes to reduce accidents in the workplace.

Training Overview

Providing safe and effective fire protection, EMS, and other emergency services requires a well-trained workforce. Initial, ongoing, and high-quality training and education are critical for fire department effectiveness and the safety of its personnel. A comprehensive training program is necessary to achieve this goal; this is true in all-career or combination fire departments that provide a broad range of services throughout the community. Pinole Fire Department allocated \$25,000 in the fiscal year 2019/2020 budget to provide for this training.

To ensure maximum effectiveness and safety in complex environments, firefighters and officers must acquire and maintain initial training, ongoing training, and EMS Continuing Education (CE). Failure to provide necessary training endangers firefighters and citizens and exposes fire departments to liability. In addition, a well-trained workforce substantially contributes to better emergency incident outcomes and community services.

Newly hired firefighters must participate in a structured recruit training and testing process. The *California State Fire Training* utilizes NFPA 1001: *Standard for Fire Fighter Professional Qualifications* (2013), NFPA 1051: *Standard for Wildland Fire Fighter Professional Qualifications* (2016), and NFPA 472: *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents* to provide the qualifications for State Fire Training's Fire Fighter I certification. These standards identify the minimum training requirements that serve as the basis for entry-level firefighters. The NFPA recommends other standards that address initial and ongoing training for firefighters and officers in a variety of specific topics. In addition, new recruits must complete or have previously completed basic emergency medical training.

Following initial training, firefighters (i.e., all emergency services personnel) must actively participate in ongoing training that includes testing as well as ensuring practical skills and knowledge are maintained. In its *Fire & Emergency Service Self-Assessment Manual (9th edition)*, the Commission on Fire Accreditation International (CFAI) addresses “Training and Competency,” and lists numerous performance indicators under the headings of training and education program requirements, performance, and resources.

To accomplish this, fire departments must have access to qualified instructors and training resources—either within the organization, externally with regional partners, or both.

Training programs must go beyond simply fulfilling mandatory hours. Emergency services training administrators and instructors must ensure that firefighters, EMS personnel, and officers are not only competent but also self-confident in the variety of skills necessary to perform effectively in high-stress situations. Industry standards outline specific areas that are considered integral to effective training programs. The program should include the following:

- Training administration
- Recordkeeping (records management systems)
- Training facilities and resources
- General training competencies
- Training methodologies

Training Administration

Typically, even smaller fire departments have a dedicated individual assigned to the training division who oversees the training program, sets program goals and objectives, develops training manuals, produces annual reports, and ensures state and local mandatory training is completed. Pinole Fire does not have a dedicated Training Officer.

Contra Costa County Training Officers Association

Under the auspices of the *Contra Costa Fire Chiefs Association*, training officers from the fire departments meet regularly to develop and share resources, as well as promote fire training locally. Pinole participates regularly in the Training Officers’ Association.

Training Facilities & Resources

Pinole does not possess a fire training facility and has limited access to shared resources due to daily staffing arrangements and the need to be available to respond to incidents. The following figure contains common considerations for fire service training and indicates if these training services are available within the PFD service area.

Figure 9: Training Facilities & Resources Findings

Description	Pinole Fire Department
Adequate training ground space/equipment	No
Live fire props	No
Fire & driving grounds	No
Training facility maintenance adequate	Not applicable
Classroom facilities adequate	Shared classroom facilities are available
Video & computer simulations available	No
Instructional materials available	Yes

Training Facilities in Contra Costa County

The Rodeo Hercules Fire Protection District training center is equipped with a wide variety of equipment, props, and other facilities. This facility is available for use by PFD; however, utilizing it requires moving the on-duty fire crew out of the City of Pinole and placing them out-of-service or causing a delay in response.

General Training Records

Fire departments must maintain records to demonstrate competencies and completion of annual mandated (local, state, and federal) training. These records are important to internal processes such as promotions and qualifications for special operations. Externally, training records are often used in defense of litigation, for investigations, and to prove competencies in the Master Mutual Aid System.

Figure 10: Training Records Maintenance

Description	Pinole Fire Department
Individual training files maintained	No ⁵
Records & files computerized	Limited
Daily training records kept	Yes, via hard copy journal
Annual training hours tracked	No
Company training records kept	No
Responsibility for records	Fire Chief
Training equipment inventoried	Props are limited & in need of refurbishment ⁶

General Training Competencies

For training to be fully effective, it should be based on established standards. The next figure lists the general training competencies regularly delivered to the members of the Pinole Fire Department.

Figure 11: General Training Competencies

Description	Pinole Fire Department
Incident command system	No, "Blue Card" is being implemented.
Accountability procedures in place	No, Lexipol policy & procedure system has been purchased and will soon be implemented.
Policy & procedures for training	No, Lexipol policy & procedures purchased and soon to be implemented.
Safety procedures in place	No, Lexipol policy & procedures purchased and soon to be implemented.
Recruit academy	Two recruits will start at the Berkeley Fire Dept Academy in October 2019. Two went through in October 2017.
Special rescue	No
Hazmat certification	No
Wildland firefighter	Yes
Vehicle extrication	Yes
Defensive driving	Yes
Use, safety, & care of small tools	Yes
Use & care of power equipment	Yes
Radio communications & dispatch	Yes
EMS skills & protocols	Yes

⁵ PFD is in the process of configuring Target Solutions to maintain training records and reports.

⁶ In fiscal year 2019/2020, \$2,500 has been allocated for this purpose. This amount is generally enough to maintain one training prop, but as PFD expands its training capabilities, additional funding should be added to the budget for prop maintenance.

EMS Training & Continuing Medical Education

Pinole Fire Department relies on in-house (PFD developed) and other regional sources for training for basic and advanced life support continuing medical education. Pinole personnel are preparing to use Target Solutions to deliver ongoing continuing education for paramedics and emergency medical technicians at a fixed annual cost. The use of online training reduces the need to hire instructors and pay employees overtime as they attend mandated training as well as ensuring annual training mandate records are well kept.

Training Methodologies

Certain resources are necessary to arm the instructor with the tools necessary to deliver adequate educational content to provide effective training to fire and EMS personnel. In addition to such tools, effective methodologies must be employed if training delivery is to be enough to meet the needs.

The following figure lists the various training methodologies and training operations utilized by PFD.

Figure 12: Training Methodologies & Operations

Description	Pinole Fire Department
Manipulative skills	Manipulative training drills for individual and company are conducted weekly.
Task performances/frequency	Manipulative training drills for individual and company are conducted weekly.
Annual training hour requirements	24 hours of EMS "Continuous Education" is accomplished annually.
Use of lesson plans	Each firefighter employee has a task book containing lesson plans. Fire Engineer and Captain task books are being developed.
Produced in-house or commercially	Training plans are produced by PFD members.
Night drills	Annual structure fire drills are held at night.
Multi-agency drills	Annual multi-agency structure fire, wildland, & EMS are held.
Disaster drills conducted	No
Pre-fire planning included in training	Yes
Safety incorporated in training	On large drills, a safety plan is developed as part of a training Incident Action Plan.
Post-incident analysis conducted	On large drills and incidents, an incident or training analysis is completed.

Training Discussion

Ongoing training reduces injuries and other risks associated with firefighting. Mandatory training is required by OSHA, Cal OSHA, and the State of California that must be undertaken and completed on an annual basis by firefighters. In addition, the Insurance Services Office (ISO) reviews training hours to ensure the adequate training of fire service responders.

Emergency Response Staffing

It takes an adequate and properly trained staff of emergency responders to put the appropriate emergency apparatus and equipment to its best use in mitigating incidents. Insufficient staffing at an operational scene decreases the effectiveness of the response and increases the risk of injury to all individuals involved.

One can break down critical tasks performed at a fire into two key components—life safety and fire flow. Life safety tasks are based on the number of building occupants and their location, status, and ability to take self-preservation action. Life safety-related tasks involve search, rescue, and evacuation of victims. The fire-flow component involves delivering enough water to extinguish the fire and to create an environment within the building that allows firefighters' entry.

The number and types of tasks needing simultaneous action will dictate the minimum number of firefighters required to combat different types of fires. In the absence of adequate personnel to perform concurrent action, the Command Officer must prioritize the tasks and complete some in chronological order, rather than concurrently. These tasks include:

- Command
- Scene safety
- Search and rescue
- Fire attack
- Water supply
- Pump operation
- Ventilation
- Back-up/rapid intervention

The first 10 minutes are the most crucial period in the suppression of a fire. The timing of these 10 minutes does not start when the firefighters arrive at the scene but begin when the fire initially starts. How effectively and efficiently firefighters perform during this period has a significant impact on the overall outcome of the event. This general concept is applicable to fire, rescue, and medical situations. Critical tasks must be conducted promptly to control a fire or to treat a patient. PFD is responsible for ensuring those responding companies can perform all the described tasks in a prompt, efficient, and safe manner.

Setting the staffing levels is a determination made at the community level based on risk, capability, and citizen expectations and is guided by national recommendations such as those found in the National Fire Protection Association Standard 1710.

When a fire escalates beyond what the initial assignment can handle, or if the fire has unusual characteristics such as a wind-driven fire or has been accelerated with a highly flammable compound, additional personnel are needed. Other types of scenarios may not include fires but rather mass casualty incidents, explosions, etc., that may need additional staffing. It proves difficult or impossible to staff for these worst-case incidents; they require a robust mutual aid or automatic aid plan for assistance.

The staffing level that PFD is expected to provide is a decision based on a risk assessment and community expectations. A funding level must be established that matches the fire department's deployment capability to mitigate the risk to a level that meets the community's expectations. This funding level is developed through the political process of citizens meeting with local legislators and expressing approval of the level of service being received or indicating improvements that need to be made and the level of additional financial support they are willing to bear to obtain satisfaction with the services. This additional financial support is usually in the form of assessing property through ad valorem taxes or other taxes to generate the necessary revenue. No mandated requirement fits all possible situations, although NFPA 1710 guides the number of personnel and apparatus required for typical scenarios. Incidents may escalate beyond the capability of the initial assignment of units and staff, resulting in additional apparatus and personnel required. It may prove difficult or financially impossible to staff for those worst-case incidents. In those instances, a robust mutual or automatic aid system is required.

On a typical day in Pinole, as in most jurisdictions, the full staffing required by response needs are not available due to budget constraints.⁷ Currently, Pinole has determined that the minimum acceptable department staffing is three operations personnel and a shared Battalion Chief on each shift. This staffing level is generally only adequate for basic calls for service such as low acuity medical aids, small incipient fires, or motor-vehicle accidents with minor injuries. This staffing arrangement results in reliance on other jurisdictions assistance through automatic and mutual aid agreements for calls requiring two or more units, as identified in critical tasking Figure 32.

Battalion 7 designates the geographical area in western Contra Costa County comprised of the Contra Costa County Fire Protection District (CCFPD), City of Pinole Fire Department (PFD), and the Rodeo-Hercules Fire Protection District (RHFPD). Per an agreement with CCFPD, RHFPD, and PFD, each agency provides and shares shift Battalion Chiefs. These chief officers are assigned to Duty Chief coverage for each shift for the area described as "Battalion 7."

While this agreement provides for operational duties at the shift Battalion Chief level, it does not enhance critical administrative support needs for PFD.

The following figure depicts PFD's emergency staffing—with all authorized positions filled for the combined three shifts that PFD employs.

⁷ As an example, a residential structure fire generally requires multiple fire engine crews to accomplish the tasks required to extinguish the fire, located victims, and provide any necessary medical interventions. Another example occurs when two or more calls for service occur within a short time frame. In Pinole, only one fire engine is staffed per day. The capability to respond to complex calls requiring additional personnel or to respond to multiple incidents occurring simultaneously is fully dependent on automatic and mutual aid. See Figure 32 for additional details.

Figure 13: PFD Emergency Response Staffing

Position	Total Authorized Positions	Daily Staffing
Battalion Chief (shared)	1	0 to 1 ⁸
Fire Captain	3	1
Engineer	3	1
Firefighter	6	1
Totals:	13	3 or 4

PFD is authorized at 14 emergency response personnel for EMS, rescue, and fire suppression activities, including the Battalion Chief and Fire Chief. At the end of FY 2018, three of the authorized 12 firefighters in the Fire Operations Division were vacant. This means 25 percent of the response force positions, primarily in the firefighter rank, are vacant.

The resident population of the PFD service area inclusive of contact areas is estimated to be approximately 24,624 (this includes the City of Pinole population of 19,498 and two nearby unincorporated areas located within the service area). PFD provides its community with .69 career firefighters per 1,000 population. This compares to a national average of .99 firefighters per 1,000 population for cities of comparable size in Western states or almost a third less than the average.⁹

The suppression personnel are assigned to one of three shifts, each working 48-hours on/96-hours off and working a total of 2,912 hours each year.

PFD operates from one station, staffed with full-time personnel. The following figure shows the staffing configuration at full utilization of authorized personnel. ESCI notes that the minimum staffing level for PFD absent automatic aid does provide for the two-in/two-out structure firefighting per OSHA mandates.¹⁰

Figure 14: Station Units & Staffing Levels

Station	Apparatus	Minimum On-Duty Staffing
Station 73	Engine 73	3
	Reserve Engine 73A	0
	Type III Engine E273	Cross Staffed
	Wildland Type VI E473	Cross Staffed
	Utility Vehicle U73	As needed
Station 74	Battalion Chief (B shift)	1
Totals:		4

⁸ Chief Officer coverage is not provided for all three shifts by PFD.

⁹ NFPA Research—Career Firefighters per 1,000 population for All Career Fire Departments, 2013–2015. Retrieved from: <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Emergency-responders/osCareerFF1000Population.ashx?la=en>

¹⁰ Two-in/two-out refers to section (g)(4) of OSHA's Respiratory Protection Standard, 29 CFR 1910.134.

CURRENT FINANCIAL ANALYSIS

Economic Conditions

The state and local economies have followed the trend of modest growth that the national economy has experienced since the economic downturn of 2008/2009. Though current national and international policies have created concerns that have harmed certain sections of the stock market and the economy, the consensus is that the current growth trends are expected to continue at least through the end of 2019.

California's economy has outpaced that of the United States since the third quarter of 2012. Retail sales in the state have increased by 20 percent between 2013 and 2017. While the California unemployment rate continues to be higher than that of the U.S. in general, the gap has been reduced to .4 percent.

California's personal income grew 4.7 percent in 2018 versus a 4.5 percent U.S. personal income growth for the same period. A similar gap was experienced in 2017 with personal income growth at 4.6 percent and 4.4 percent for California and the U.S., respectively.

Contra Costa County is one of the original 27 counties established in California in 1850 and is home to more than a million residents. The county is located in the northern portion of the East Bay region of the San Francisco Bay Area. The county is included in the San Francisco-Oakland-Hayward Metropolitan Statistical Area. The county has a total area of 804 square miles with 716 square miles of land and 88 square miles of water area. There are 19 cities, including Pinole, and numerous established communities in the county.

Due to Contra Costa County's extensive waterfront along the bays in the San Francisco area, significant heavy industry development has occurred, including oil refineries and chemical plants. Agriculture contributes to employment opportunities in the county.

Information from the 2018 Census Bureau indicates that Pinole boasts the second-highest median earnings per worker of \$57,784 of all places in the area. The "area" against which the comparisons were made includes the communities of Montalvin Manor, Bayview-Contra Costa County, West Contra Costa, El Sobrante-Contra Costa County, Tara Hills, San Jose-San Francisco-Oakland, and Hercules.¹¹ This compares with the median earnings of \$46,022 throughout the U.S. Household median income of \$84,255, also places it as the second-highest in the area, and compares favorably against the U.S median household income of \$57,652. Pinole's unemployment rate was 3.7 percent. A significant number of Pinole's residents work outside the city, elsewhere in the Bay Area. This would indicate Pinole serves more like a "bedroom community" than a commerce center.

The area continues to grow but at a very modest rate, gaining 40 new residents in 2018. Significant growth is not expected as Pinole is primarily built-out and bordered by other municipalities, creating little to no opportunity for expansion.

¹¹ TownCharts, <http://www.towncharts.com/California/Economy/Pinole-city-CA-Economy> Data.

Historical Revenue & Expense

The City of Pinole is primarily a residential community located in West Contra Costa County, approximately 30 miles northeast of San Francisco and 20 miles north of Oakland. The city covers a land area of roughly five square miles and is home to approximately 19,200 residents.

The City operates under a Council/Manager form of government. The Council is comprised of a Mayor and four Council members serving four-year terms. The Council is elected in staggered two-year periods with three members standing for election in one cycle and the remaining two positions following in the next cycle two years subsequent. The Mayor is selected by the Council on a rotating annual basis. The Council appoints the City Manager, City Attorney, and City Clerk. As is the case with most municipal governments, the Council is responsible for policymaking decisions and legislative responsibilities, which include, among other items, adopting ordinances, appointing committees, and adopting the budget. The City Manager is responsible for implementing the policies, overseeing the day-to-day operations of the City, and appointing department directors.

Pinole provides all public services including fire, police, road and street maintenance, community development, recreation programs, parks, wastewater, and fiscal services through a staff of 100 full-time and 39 part-time positions.

The local economy has continued to improve following the economic downturn. Sales tax revenues continue to increase, property values have improved, and the local unemployment rate decreased from 4.9 percent in 2017 to 3.1 percent in 2018. A new shopping center has been developed with a portion opening in 2018 and the balance to open in the second half of 2019. Three significant retailers closed their doors during FY 2018. A 15,000 square foot CVS Pharmacy was completed in early 2019.

The City of Pinole employs an accounting and budgeting system that is like most municipal forms of government. This system utilizes multiple "funds," more easily described as separate operating companies, to track expenditures made by and revenues attributable to the operation of each fund. The General Fund typically reflects the operations of the performance of the core services provided by the City, such as law enforcement, fire protection, human resources, legal, debt service, finance, and the administrative side of the City's operations. Within the General Fund, separate budgets for each of the departments are prepared. The City operates on a fiscal year beginning July 1 and ending on June 30.

Additional funds may be created to manage specific projects, programs, special or specific income streams, or to account for allocation of revenue from an assessment of taxes. Pinole employs the use of multiple funds to manage specialized activities such as Housing Programs, Community Development, Wastewater, road maintenance, debt service, and capital projects. Additional funds track police and fire department pension activities. These multiple funds require a detailed review to determine the total activity of any department that has activity in more than one fund to gain a complete picture of the revenues and costs pertaining to the department.

A significant amount of financial information and supporting data was provided to ESCI by the staff of the City of Pinole. ESCI has analyzed the historical actual revenues and expenses from FY 13/14 through FY 17/18 for the City to develop relevant financial trends, strengths, and weaknesses which, in conjunction with the annual budget information for FY 18/19, will assist in the completion of the financial forecasts presented later in this report.

Revenue

A critical component of the success and operation of any business, private or public, is a consistent and reliable funding stream. In the instance of public agencies, this funding is usually provided by the assessment and collection of various forms of taxation such as ad valorem (real estate) taxes, sales taxes, special assessments, and fees for services. Recognizing the limits of public funding, public safety agencies are limited in the level of service they may provide to their communities by the types and levels of revenues that the authority having jurisdiction is willing, or limited by the legislative process, to assess. California's legislative process created Proposition 13 in 1978, restricting the growth of tax revenues to municipal and other government agencies. Public agencies also may charge fees for services under contractual arrangements or interagency agreements to other agencies or areas outside of their political boundaries.

General Fund revenues are classified as recurring or non-recurring. Recurring revenues are those expected to continue annually, such as property taxes, sales taxes, and contracts for service. Non-recurring revenues are those sources that are expected to not continue, such as sales of assets, grant revenues, loan proceeds, and insurance proceeds. Loan proceeds may be received in one fiscal year but not be utilized until a future fiscal year, which may significantly distort the cash flows in both years. The City has sold surplus properties during four of the past five years, supplementing its cash flow for those years, but this source should not be expected on an annual basis.

The City of Pinole is allowed by statute to assess and collect a variety of taxes. The City assesses a property tax as well as a general sales tax. Revenues included in the General Fund to provide for various operations, including fire and police activities, are provided through two Measure "S" sales tax initiatives. The 2006 Measure created a 0.5 percent sales tax, which has been allocated by budget appropriations to fund fire and police department operations. The Measure S 2014 added a .5 percent sales tax to fund City operations, a portion of which has also been allocated to public safety activities. Neither of the Measure S initiatives has an expiration date.

Additionally, a utility use tax (UUT) initiative was originally enacted in 1998 and went into effect on December 1 of that year. The UUT assesses an 8 percent tax on telephone, electric, and gas services. Voters in Pinole have approved extensions of the UUT in 2004 and 2012. In 2018, the tax was extended without a sunset date, so it will now remain in effect until repealed by voters. The tax presently raises approximately \$2,000,000 for the General Fund, equivalent to approximately 14 percent of the General Fund Budget.

Recurring Revenues

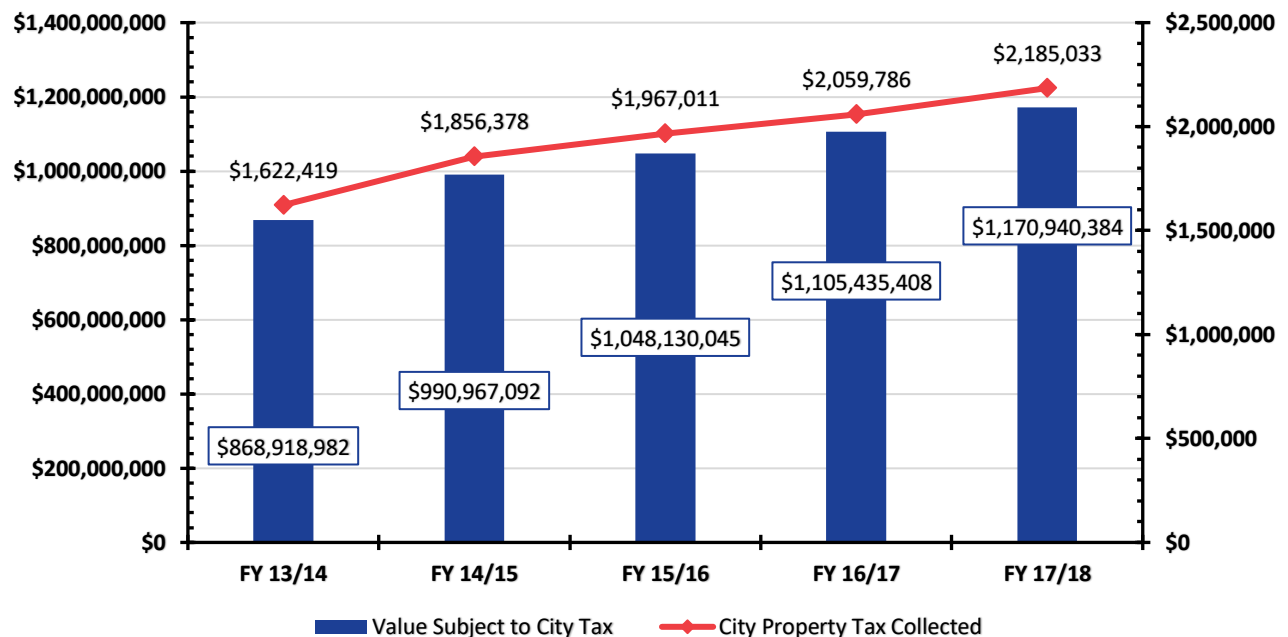
Property tax revenue is based on the assessed value of the property within the boundaries of the jurisdiction applied against the tax rate. The following figure shows the growth of the property valuation and the related property tax revenue.

Figure 15: Property Tax Value & Property Tax Revenues for City of Pinole (FY 13/14–FY 17/18 Actual)

Description	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Value Subject to City Tax	868,918,982	990,967,092	1,048,130,045	1,105,435,408	1,170,940,384
Effective Tax Rate	0.19%	0.19%	0.19%	0.19%	0.19%
City Property Tax Collected	1,622,419	1,856,378	1,967,011	2,059,786	2,185,033

The following figure provides a graphical presentation of the relationship between the property valuations and the tax assessed against those values.

Figure 16: Taxable Value & Property Tax Revenue (FY 13/14–FY 17/18)



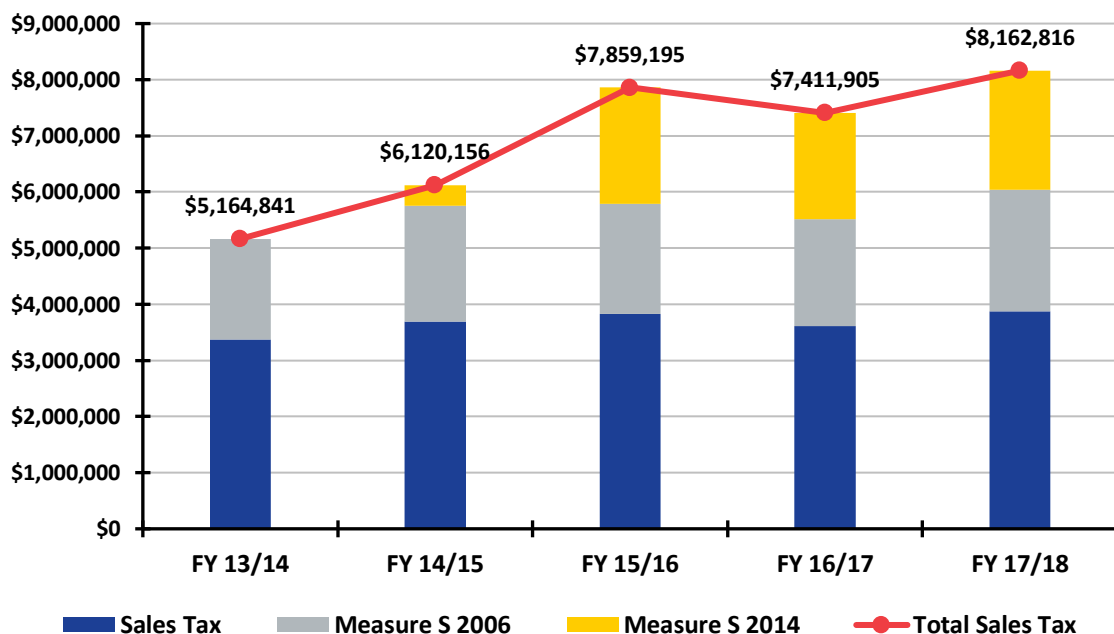
The City of Pinole serves as the Successor Agency to the Pinole Redevelopment Agency. This agency was dissolved on February 1, 2012, pursuant to State Law ABx1-26. Under the State Law, the City receives Redevelopment Property Tax Trust Fund payments equal to a 19 percent share of the 1 percent property tax from the sale of properties formerly owned by the Redevelopment Agency. Large spikes in these collections result from sales of properties with higher values. The following figure provides a historical perspective of taxes collected on redevelopment property sales. The property tax collections related to the Redevelopment Properties are not included in the previous graphical presentation of City property taxes assessed.

**Figure 17: Pinole Historical Collections of Property Taxes Related to Redevelopment Properties
(FY 13/14–FY 17/18 Actual)**

Description	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Tax collected on redevelopment	105,121	105,121	105,121	104,251	104,295
Redevelopment property sales	973,697	3,138,877	1,309,520	1,289,035	2,325,870
Total Redevelopment Properties:	\$1,078,818	\$3,243,998	\$1,414,641	\$1,393,286	\$2,430,165

Sales tax revenue is the most significant source of tax revenue for the City of Pinole. This amount has steadily increased except for an anomaly in FY 16/17. Sales tax has risen an average of 14.5 percent annually from FY 13/14 to FY 17/18. Franchise tax, typically assessments collected for the use of a city's right-of-way, has experienced annual growth of 3 percent over the five-year history period. Utility and occupancy taxes have increased as real estate development activities have increased. Intergovernmental receipts grew between FY 13/14 and FY 15/16 before most of those revenues were classified as charges for services in FY 16/17 and FY 17/18.

**Figure 18: Sales Tax Collections Including Measure S (2006 & 2014 Initiatives)
FY 13/14–FY 17/18**



Non-Recurring Revenues

Non-recurring revenues consist of proceeds from a capital lease and the sale of surplus properties. Additionally, Net Transfers In (Out) are included in non-recurring revenues.

The following figure shows the recurring and non-recurring revenues for the City of Pinole from FY 13/14 through FY 17/18.

Figure 19: Recurring & Non-Recurring Revenues for Pinole (FY 13/14–FY 17/18 Actual)

Revenue	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Property Taxes	\$1,622,419	\$1,856,378	\$1,967,011	\$2,059,786	\$2,185,033
Redevelopment PTF	105,121	105,121	105,121	104,251	104,295
Sales Tax	5,164,841	6,120,156	7,859,195	7,411,905	8,162,816
Franchise Tax	667,030	656,564	687,737	717,013	747,625
Utility Tax	1,880,224	1,843,618	1,876,318	2,066,623	1,926,796
Other Tax Receipts	574,582	708,456	763,252	812,417	880,271
Intergovernmental	1,462,286	1,799,252	1,925,491	1,647,297	1,732,370
Investment Earnings	811	773	8,251	3,568	62,567
Charges For Service	407,651	373,161	395,363	84,107	1,085,883
Permits	36,572	47,115	94,698	61,096	98,312
Grants	—	—	—	83,902	79,426
Rents & Ground Leases	91,228	93,550	159,275	81,510	97,027
Reimbursements	—	510	—	4,171	113,071
Abatement Fees	—	—	—	4,242	720
Fines, Forfeitures, Penalties	54,273	55,734	38,161	38,876	41,279
Recurring Revenues:	\$12,067,038	\$13,660,388	\$15,879,873	\$15,180,764	\$17,317,491
Capital Lease	458,000	—	—	—	—
Other Receipts	33,184	75,836	165,694	17,355	148,062
Redevelopment Property sale	973,697	3,138,877	1,309,520	1,289,035	2,325,870
Sale of Property	—	—	—	16,099	10,017,210
Net Transfers In (Out)	116,757	235,698	(396,602)	(30,000)	(34,095)
Non-Recurring:	\$1,581,638	\$3,450,411	\$1,078,612	\$1,292,489	\$12,457,047
Total Revenues:	\$13,648,676	\$17,110,799	\$16,958,485	\$16,473,253	\$29,774,538

General Fund expenditures are classified as recurring and non-recurring with similar definitions to those of revenues. The General Fund includes funds for public safety, general administration, public services, recreation, and community development. In most instances, debt service is classified with non-recurring expenditures; however, the City of Pinole has long-term liabilities that extend for several years and will be included with the recurring expenditures.

Included in the General Fund debt service amounts is the annual payment necessary for the retirement of the \$6,214,630 of bonds that were issued in 2006 to finance the City's unfunded accrued actuarial liability with CalPERS. These bonds require an annual payment plus interest for thirty years until the debt is extinguished in 2036.

Public Safety expenditures comprise between 65 percent and 70 percent of recurring expenditures and have grown annually. The significant portion of this growth is a result of increased costs associated with the Public Employees Retirement System (CalPERS). Due primarily to a change in the expected investment returns by the plan, the City has incurred additional unfunded accrued actuarial liability with CalPERS that require amortization. These amounts are expected to increase over the next several years before the annual payment amounts decrease. This issue will be discussed further in the projections section of this report.

Capital expenditures paid from the Measure S (2014) are intermingled within the individual department expenditures.

Figure 20: Pinole Actual General Fund & Measure S Recurring & Non-Recurring Expenditures (FY 13/14–FY 17/18)

Expenditures	Actual June 30,				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
General Administration	2,218,379	2,179,503	2,764,265	3,452,526	3,708,784
Public Safety	8,899,703	8,515,958	8,896,628	9,718,068	10,300,507
Public Services	609,150	677,310	1,274,402	789,966	947,950
Recreation	47	—	2,964	12,783	8,458
Community Development	(2,964)	—	4,785	7,959	8,206
Cable Access TV	—	—	30,616	—	—
Debt Service	590,884	543,605	554,467	581,443	572,923
Recurring Expenditures	\$12,315,199	\$11,916,376	\$13,528,127	\$14,562,745	\$15,546,828
Capital Outlay	—	—	—	—	—
Non-Recurring Expenditures	—	—	—	—	—
Total Expenditures:	\$12,315,199	\$11,916,376	\$13,528,127	\$14,562,745	\$15,546,828

The City established a General Fund reserve in FY 14/15 with a beginning balance of \$3 million. The Council's goal is to provide a reserve balance equal to six months of General Fund operating expenses or approximately \$5.5 million.

The fund balance of the General Fund has improved significantly over the past five years, and the City has achieved its target reserve balance.

Figure 21: Analysis of Fund Balance of the General Fund (FY 13/14–FY 17/18)

Description	Actual June 30,				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Total Revenues	13,648,676	17,110,799	16,958,485	16,473,253	29,774,538
Total Expenditures	12,315,199	11,916,376	13,528,127	14,562,745	15,546,828
Increase (Decrease) in Fund Balance	1,333,477	5,194,423	3,430,358	1,910,508	14,227,710
Beginning Fund Balance	(1,358,853)	(25,376)	5,169,047	8,599,405	11,135,715
Prior Year Adjustment	—	—	—	625,802	—
Ending Fund Balance:	\$(25,376)	\$5,169,047	\$8,599,405	\$11,135,715	\$25,363,425

The large increase in the Fund Balance in FY 17/18 results from the repayment of a loan due to the City in an amount slightly greater than \$10 million. All of these funds were transferred from the General Fund to an IRS Section 115 Pension Trust in FY 18/19. An adjustment has been made to the prior year Fund Balance in FY 16/17 to compensate for differences in balances between the annual reports.

City of Pinole Fire Department

The department is presently staffed by 14 career employees and a Management Analyst. PFD serves a community approximately 12 square miles in area with a population within the city limits of approximately 19,364 residents. Services, including fire protection, emergency medical services, fire investigation, fire prevention, life safety education, community risk reduction, disaster/emergency operations planning, and hazardous materials response are presently provided from a single fire station utilizing a single engine staffed with a minimum of three personnel. A Battalion Chief responds on incidents requiring a senior level command presence.

The PFD is a department of the City of Pinole and has no funding source other than that supplied by the City through the revenues generated by its General Fund and other measures enacted to generate revenue at the City level. Two general sales tax measures have been enacted since 2006, which have been allocated by budget appropriation, in whole or in part, to the Public Safety departments of the City.

The Pinole Fire Department participates in an Automatic Aid Agreement with the Contra Costa County Fire Protection District and the Rodeo-Hercules Fire Protection District. This agreement provides the framework under which the three agencies will jointly provide fire and emergency medical services through the integration of operations.

In some of the years prior to those evaluated for this project, the PFD operated from two stations. The economic downturn in 2008/2009 reduced the City's revenue to the level that the second station (Station 74) was initially closed during certain operational periods through a brownout program, but as finances continued to worsen, it was ultimately closed. This closure has resulted in an increase in response times to a portion of the City.

The budget and accounting practices employed by the City of Pinole do not allocate General Fund overhead expenses to the various departments. This makes comparisons with other agencies, such as fire districts difficult. While it may be possible to estimate the executive management costs of the City that would be attributable to the fire department, a portion of those costs may not be applicable to a fire district.

The budget of the Pinole Fire Department has expanded and contracted during the previous five years. However, the overall budget has remained within \$250,000 between FY 13/14 and FY 17/18 except for an anomaly in Services in FY 16/17 for an allocation of administrative costs.

Figure 22: PFD Recurring & Non-Recurring Expenditures (FY 13/14–FY 17/18)

Description	Actuals for the Year Ending June 30,				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Salaries (includes overtime)	\$1,650,376	\$1,645,448	\$1,686,694	\$1,575,190	\$1,832,417
Benefits	605,918	660,257	817,636	597,058	604,578
Total Salaries and Benefits	2,256,294	2,305,705	2,504,330	2,172,248	2,436,995
Services	541,751	517,087	451,514	1,531,829	681,611
Supplies	142,128	144,244	138,641	152,413	153,338
Total Recurring Costs	2,940,173	2,967,036	3,094,485	3,856,490	3,271,944
Debt Service	70,433	70,433	70,497	70,433	70,433
Capital Acquisitions	465,919	51,514	9,208	7,197	—
Total Non-Recurring Expenditures	536,352	121,947	79,705	77,630	70,433
Total Expenditures:	\$3,476,525	\$3,088,983	\$3,174,190	\$3,934,120	\$3,342,377

Of these total expenditures, a portion has been funded through the Measure S (2006) and the Measure S (2014) initiatives.

Figure 23: Other Sources of Funding for the Pinole Fire Department (FY 13/14–FY 17/18)

Source	Actuals for the Year Ending June 30,				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Total Expenditures	\$3,476,525	\$3,088,983	\$3,174,190	\$3,934,120	\$3,342,377
Measure S (2006)	1,150,524	777,004	555,295	655,666	714,030
Measure S (2014)	—	—	18,683	11,589	199,863
Total Other Sources	1,150,524	777,004	573,978	667,255	913,893
Balance to fund from General Fund	\$2,326,001	\$2,311,979	\$2,600,212	\$3,266,865	\$2,428,484

Financial Projections

The Amended City of Pinole General Fund Budget for FY 18/19 projects a negative cash flow of approximately \$950,000 before considering Transfers In and Transfers Out activity. This is due to a \$1 million allocation from the General Fund balance for the purchase of a new fire engine. Approximately \$16,000,000 of the amounts included in the Transfer Out category was utilized to create an Irrevocable Pension Trust to assist the City with funding the CalPERS future retirement expenses of the City's employees. Property tax revenues in FY 18/19 are projected to be approximately \$825,000 less than the amounts received in FY 17/18, decreasing from \$4,615,000 to \$3,787,000.¹² Sales tax revenues from the General Fund, Measure S (2006), and Measure S (2014) are also projected to be approximately \$12,000 less than the previous year. Charges for services are projected to be approximately \$153,000 more in FY 18/19 than the amounts received in FY 17/18.

Revenues are identified as recurring or non-recurring with recurring revenues consisting of those receipts that can be expected to continue annually and that have a reasonably expected amount. Non-recurring receipts are items that may occur sporadically or are difficult to project an amount.

The following figure uses the projected FY 19/20 as a base year on which to create the five-year projections. Property values, as well as property and sales tax revenues, are projected to increase at a 2 percent annual rate. The Utility Users Tax and Franchise Tax increases are forecast to increase at a 1 percent annual rate. Other tax revenues and other revenue sources are both forecast to increase at an annual rate of 2 percent. Beginning in FY 20/21, a significant portion of the annual pension cost increases will be offset by the withdrawals from the Pension Trust with those funds included in the Transfer In category in Recurring Revenues. Non-recurring revenues include miscellaneous proceeds and proceeds from the sale of surplus assets. The following figure uses the updated five-year projection information provided by City staff on approximately December 15, 2019.

¹² FY 2019/20 Proposed Budget for the City of Pinole, Pg. B-1.

**Figure 24: Pinole Recurring vs. Non-recurring General Fund and Measure S Initiatives Revenues
(Amended Budget FY 18/19–FY 23/24)**

Revenue	Amended Budget FY 18/19	Proposed Budget FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Property Taxes	3,787,392	4,033,892	4,114,570	4,196,861	4,280,798	4,366,414
Sales Tax	8,150,900	7,550,886	7,701,904	7,855,943	8,013,062	8,173,323
Franchise Tax	744,128	744,000	751,440	758,954	766,544	774,209
Utility Tax	1,930,000	1,898,000	1,916,980	1,936,150	1,955,511	1,975,066
Other Tax Receipts	884,200	858,900	876,078	893,600	911,472	929,701
Dispatch Agreement	1,736,706	1,197,373	1,356,944	1,422,209	1,488,414	1,550,163
Investment Earnings	233,300	250,000	255,000	260,100	265,302	270,608
Other Revenues	1,711,591	2,220,360	2,263,767	2,308,040	2,353,203	2,399,267
Transfers In	6,290,688	900,938	1,463,373	1,863,850	2,256,174	2,524,759
Recurring Revenue:	25,468,905	19,654,349	20,700,056	21,495,707	22,290,480	22,963,511
Capital Lease	—	—	—	—	—	—
Other Receipts	14,000	—	—	—	—	—
Property Sales	11,000	—	—	—	—	—
Non-Recurring:	25,000	—	—	—	—	—
Total Revenues:	25,493,905	19,654,349	20,700,056	21,495,707	22,290,480	22,963,511

Expenses are classified in a manner much like revenues, recurring or non-recurring. Salaries, benefits, and typical operating expenses are identified as recurring in nature. In the instance of Pinole, annual debt service payments are expected for a significant number of years in the future and are also included as recurring expenditures. Capital outlays are projected annually from the Measure S (2014) initiative and are classified as non-recurring expenditures. Transfers to other funds are also classified as non-recurring expenditures.

The projection methodology incorporates expenditure type rather than function type in order to use generalized growth factors. Salary expense across the City is projected to increase at a 3 percent annual rate through the FY 23/24 fiscal year. Benefit increases primarily result from the increase in pension costs to compensate for the reduced returns experienced by CalPERS, the state pension system. Other operating expenses are projected to increase at a 2.8 percent annual rate, beginning with the FY 20/21 period. Debt service is projected based on repayment terms for each liability.

Non-recurring expenditures include scheduled transfers from the General Fund and other funds included in the General Fund to other funds such as internal service funds or equipment reserves.

The following figure uses updated five-year projected amounts provided by City staff as of December 15, 2019.

Figure 25: City of Pinole Projected Recurring vs. Non-Recurring General Fund and Measure S Initiatives Expenditures (Amended Budget FY 18/19–FY 23/24)

Expenses	Amended Budget	Projected Budget	Projected			
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Salaries	8,585,194	9,138,860	9,413,026	9,695,417	9,986,280	10,285,867
Pension Costs	1,794,443	2,695,381	3,257,816	3,658,293	4,050,617	4,319,202
Other Benefits	2,944,512	3,092,049	3,215,730	3,344,360	3,478,135	3,617,259
Other Operating Expenses	4,324,315	4,009,429	2,542,572	2,642,914	2,681,578	2,770,630
Debt Service	590,433	605,433	555,000	575,000	595,000	610,000
Recurring Expenditures	18,238,897	19,541,152	18,984,144	19,915,984	20,791,610	21,602,958
Capital Outlay	929,814	1,627,799	517,000	315,000	150,000	150,000
Transfers Out	22,094,954	1,328,948	1,249,000	1,250,500	1,251,000	1,251,500
Non-Recurring Expenditures	23,024,768	2,956,747	1,766,000	1,565,500	1,401,000	1,401,500
Total Expenditures:	41,263,665	22,497,899	20,750,144	21,481,484	22,192,610	23,004,458

Maintaining an adequate reserve or fund balance is good business practice for private businesses but is especially critical for municipalities as new revenue streams are typically enacted through a legislative process. Comparing the projected revenues and expenditures of the City of Pinole provides insight into the future financial health of the City. The significant anomaly occurring in FY 18/19 is a result of the one-time \$16 million transfer to the IRS 115 Pension Trust. City Council had initiated a plan to accumulate a \$5.5 million emergency reserve and had been able to accomplish this goal in FY 18/19. The goal has been projected to be achieved in each of the following fiscal years through FY 23/24 and beyond.

The following figure uses updated five-year projected amounts provided by City staff as of December 15, 2019.

Figure 26: Projected General Fund Balance for Pinole (Amended FY 18/19 Budget–FY 23/24)

Revenues & Expenditures	Amended Budget	Adopted Budget	Projected			
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Revenues	25,493,905	19,654,349	20,700,056	21,495,708	22,290,479	22,963,511
Expenditures	41,263,665	22,497,899	20,750,144	21,481,484	22,192,610	23,004,458
Net Cash Flow (Deficit)	(15,769,760)	(2,843,550)	(50,088)	14,224	97,869	(40,947)
Beginning Fund Balance	25,363,425	9,593,665	6,750,115	6,700,027	6,714,251	6,812,120
Ending Fund Balance	9,593,665	6,750,115	6,700,027	6,714,251	6,812,120	6,771,173

The Pinole Fire Department is a City department, and there is no direct connection between the City's various revenue streams and the fire department's services. Two separate Measure S initiatives have provided sales tax revenues that have been allocated to address various needs of the City, including public safety operations and capital expenditures.

The Pinole Fire Department's FY 18/19 Budget is \$5,188,930, including \$1,280,560 for capital acquisitions. This is an increase of \$1,846,533 over actual expenditures in FY 17/18. Benefit costs increased approximately \$290,000 over FY 17/18 actual costs and are primarily related to the increase in required pension costs. The budget is divided between General Fund expenditures and Measure S (2006) and Measure S (2014) funded expenditures.

The City of Pinole staff developed the adopted fire department FY 19/20 budget with the goal of providing quality services within the City's available resources. This budget forms the basis for the remaining projections.

Like the City's growth factors for expenses, salaries are anticipated to increase 3 percent annually. The increase in employee benefits is driven by the significant increases in the required CalPERS plus a 5 percent increase in other benefits. Service and supplies costs are projected to increase at 2.8 percent annually. Measure S (2006) and Measure S (2014) initiatives are projected to grow at an annual rate of 1 percent during the next five years and will continue to provide funding for a portion of fire department salaries, benefits, operating expenses, and capital acquisitions. The following figure demonstrates what is considered as a status quo option, which shows the projected costs if the City took no action other than to leave the service delivery system as is.

The following figure uses projected amounts provided by City staff as of December 15, 2019.

**Figure 27: PFD Projected Status Quo Expenditures & Funding Sources
(Amended Budget FY 18/19–FY 23/24)**

Description	Amended	Adopted	Projected			
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Salaries	1,900,133	2,104,678	2,167,818	2,232,853	2,299,838	2,368,834
Benefits	894,321	1,284,608	2,113,226	2,577,021	3,087,252	3,649,922
Total Salaries & Benefits	2,794,454	3,389,286	4,281,044	4,809,873	5,387,090	6,018,755
Services	917,898	808,274	830,906	854,171	878,088	902,674
Supplies	125,585	156,300	160,676	165,175	169,800	174,555
Total Recurring Costs	3,837,937	4,353,860	5,272,626	5,829,219	6,434,978	7,095,984
Debt Service	70,433	70,433	-	-	-	-
Capital Acquisitions	280,560	1,064,000	-	-	-	-
Total Non-Recurring Expenditures	350,993	1,134,433	-	-	-	-
Total Expenditures	4,188,930	5,488,293	5,272,626	5,829,219	6,434,978	7,095,984
Measure S (2006)	951,046	786,830	794,698	802,645	810,672	818,778
Measure S (2014)	314,663	306,128	309,189	312,281	315,404	318,558
Total Other Sources	1,265,709	1,092,958	1,103,888	1,114,926	1,126,076	1,137,336
Balance To Fund From General Fund	2,923,221	4,395,335	4,168,739	4,714,293	5,308,903	5,958,648

Capital Assets & Improvements

Three basic resources are required to successfully carry out the mission of a fire department—trained personnel, firefighting equipment, and fire stations. No matter how competent or numerous the firefighters, if appropriate capital equipment is not available for use by responders, it is impossible for a fire department to deliver services effectively. The capital assets that are most essential to the provision of emergency response are facilities and apparatus (response vehicles).

Fixed Facilities

Fire stations play an integral role in the delivery of emergency services for several reasons. A station's location will dictate, to a large degree, response times to emergencies. A poorly located station can mean the difference between confining a fire to a single room and losing the structure. Fire stations also need to be designed to adequately house equipment and apparatus, as well as meet the needs of the organization and its firefighters.

Consideration should be given to a fire station's ability to support the jurisdiction's mission as it exists today and into the future. The activities that take place within the fire station should be carefully examined to ensure the structure is adequate in both size and function.

ESCI Associates conducted walk-through inspections of the two Pinole Fire Stations. ESCI utilized a standard check-off list for each facility inspection.

Special attention was made to the building's location, future use viability in terms of serving the community, and the capability of accommodating an increase in staffing levels and emergency response apparatuses in the future.

Figure 28: Fire Station Condition Definitions

EXCELLENT	Like new condition. No visible structural defects. The facility is clean and well maintained. Interior layout is conducive to function with no unnecessary impediments to the apparatus bays or offices. No significant defect history. Building design and construction match the building's purposes.
GOOD	The exterior has a good appearance with minor or no defects. Clean lines, good workflow design, and only minor wear of the building interior. Roof and apparatus apron are in good working order, absent any significant full-thickness cracks or crumbling of apron surface or visible roof patches or leaks. Building design and construction match the building's purposes.
FAIR	The building appears to be structurally sound with weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear but flows effectively to the apparatus bay or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. Showing increasing age-related maintenance, but with no critical defects.
POOR	The building appears to be cosmetically weathered and worn with potentially structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and crumbling of concrete on apron may exist. The roof has evidence of leaking and/or multiple repairs. The interior is poorly maintained or showing signs of advanced deterioration with moderate to significant non-structural defects. Problematic age-related maintenance and/or major defects are evident. May not be well suited to its intended purpose.

The following figures depict the results of ESCI's inspections of the City of Pinole's fire stations.

Figure 29: Pinole Fire Department Station 73 & Administrative Headquarters

Station Name/Number:	73					
Address/Physical Location:	88o Tennent Ave., Pinole, CA 94564					
	General Description: This two-story station houses the on-duty crew, Fire Chief, and Management Analyst.					
Structure						
Construction Type	Type 3 Ordinary					
Date of Construction	1985					
Seismic Protection	Unknown					
Auxiliary Power	Diesel Generator with 1,000 Gallons					
General Condition	Fair					
Number of Apparatus Bays	3	Drive-through bays		3	Back-in bays	
Considerations (ADA, etc.)	No					
Square Footage	Two-story, approximately 3,500 square feet					
Facilities Available						
Separate Rooms/Dormitory	2	Bedrooms	3	Beds	12	Beds in dormitory
Maximum Station Staffing Capability	6 (the Captains’ room has 3 murphy beds)					
Exercise/Workout Facilities	Yes					
Kitchen Facilities	Yes					
Individual Lockers/Storage Assigned	Yes					
Shower Facilities	Yes					
Training/Meeting Rooms	Yes					
Washer/Dryer	Yes					
Safety & Security						
Sprinklers	Yes					
Smoke Detection	Yes					
Decontamination/Biohazard Disposal	Yes					
Security	Yes					
Apparatus Exhaust System	Yes					

Figure 30: Pinole Fire Department Station 74

Station Name/Number:	74 (open only to a BC)				
Address	3700 Pinole Valley Rd., Pinole, CA 94564				
	General Description: This single-story station has been closed since 2011.				
Structure					
Construction Type	Type 3 Ordinary				
Date of Construction	2003				
Seismic Protection	None				
Auxiliary Power	Yes				
General Condition	Good				
Number of Apparatus Bays	2	Drive-through bays		0	Back-in bays
Special Considerations (ADA, etc.)	Yes				
Square Footage	2,500				
Facilities Available					
Separate Rooms/Dormitory/Other	3	Bedrooms	3	Beds each	Beds in dormitory
Station Staffing Capability	3				
Exercise/Workout Facilities	No				
Kitchen Facilities	Yes				
Individual Lockers/Storage Assigned	Yes				
Shower Facilities	Yes				
Training/Meeting Rooms	No, front office only				
Washer/Dryer	Yes				
Safety & Security					
Sprinklers	Yes				
Smoke Detection	Yes				
Decontamination/Biohazard Disposal	No				
Security	Yes				
Apparatus Exhaust System	Yes				

Facilities Summary

The two facilities range in age from 16 to 34 years old.

Fire Station 73

The exterior is in good shape. Office space is upstairs adjacent to the central living area/kitchen. The upstairs living/dorm space is non-partitioned and cramped with furniture/gym equipment. Very little workstation or training space is available for personnel. Interior modifications would be useful. An SCBA filling station/storage and bunker room are adjacent to the apparatus bay, separated by a single door, which, if open, exposes both rooms to diesel exhaust. Station 73's office was recently remodeled; however, the crew quarters need remodeling and updating, which may include ADA accommodation. Remodeling should take into account the obligation to provide additional office, workspace, gender segregation of crews, and a shift Battalion Chief.

Fire Station 74

The exterior and grounds are well kept. The interior is in good shape with some carpet wear and tear. The FY 19/20 budget includes \$20,000 for these repairs. Individual dorm rooms and bathrooms allow for gender separation. There is some workstation/training space but little room for expansion. The apparatus bays are in good working order with a bunker room directly adjacent. While small, the station is adequate to house a three-person Engine Company and crossed-staffed Type III wildland engine.

Apparatus/Vehicles

Other than firefighters assigned to stations, response vehicles are undoubtedly the next most important resource of the emergency response system. The delivery of emergency services will be compromised if emergency personnel cannot arrive quickly due to unreliable transportation or if the equipment does not function properly.

Fire apparatus are unique and expensive pieces of equipment, customized to operate efficiently for a narrowly defined mission. An engine may be built in such a way that the compartments fit specific equipment and tools. Virtually every space on a fire vehicle is designed for function. This same vehicle, with its specialized design, does not lend itself well to operate in a completely different capacity, such as a hazardous materials unit or a rescue squad. For this reason, fire apparatus offers little flexibility in use or reassigned purpose. As a result, communities across the country have sought to achieve the longest life span possible for these vehicles. Unfortunately, no piece of mechanical equipment can be expected to last forever. As vehicles age, repairs tend to become more frequent and more complex.

Parts may become more difficult to obtain, and downtime for repairs increases. Given the emergency mission that is so critical to the community, downtime is one of the most frequently identified reasons for apparatus replacement. Because of the expense of fire apparatus, most communities develop replacement plans. To enable such planning, communities often turn to the accepted practice of establishing a life cycle for apparatus that results in an anticipated replacement date for each vehicle. The reality is that it may be best to establish a life cycle for planning purposes, such as the development of replacement funding for various types of apparatus; yet, apply a different method (such as a maintenance and performance review) for determining the actual replacement date, thereby achieving greater cost-effectiveness when possible.

Fire administrators should be concerned about the aging of the fleet and have a funded replacement schedule. As frontline apparatus age, fleet costs will naturally be higher, and more downtime will be associated with necessary repairs and routine maintenance.

It is beyond the scope of work and the expertise of ESCI to provide a mechanical assessment of the apparatus. For a mechanical evaluation of the apparatus, ESCI recommends seeking the services of a certified Emergency Vehicle Technician.

The following figure displays the City of Pinole's Apparatus/Vehicle Inventory as submitted by PFD staff.

Figure 31: PFD Station 73 Apparatus & Vehicle Inventory

Apparatus	Type	Year	Make/Model	Condition	Seating Capacity	Pump Capacity	Tank Capacity
Battalion 7, 7301	SUV	2008	Ford/Expedition	Fair	5	N/A	N/A
Engine E73	Type 1	2015	Spartan	Good	5	1500	500
Reserve E73A	Type 1	2005	HME/Rosenbauer	Fair/Poor	5	1500	1200
Wildland E273	Type 3	2008	Rosenbauer	Good/fair	4	1000	500
Wildland E673	Type 6	2001	Ford F550	Fair/Poor	2	160	200
Fire Chief 7300	SUV	2015	Ford/Intercept	Good	5	N/A	N/A
Utility 73	Pickup	2007	Ford F250	Fair	4	N/A	N/A
New Battalion 7	SUV	2019	Ford Expedition	New	5	N/A	N/A

Apparatus Summary

Generally, fire agencies utilize a guideline as follows to establish capital equipment replacement programs:

- **Engines:** 10 years frontline and 5 years in reserve.
- **Wildland Engines:** 15 years frontline 5 years in reserve.
- **Truck Companies:** 15 years frontline and 5 to 10 years in reserve.
- **Ambulance:** 5 years frontline and 5 years in reserve.

The level of activity, topography, and other factors may influence these guidelines.

- PFD apparatus specifications have not been standardized with the Battalion 7 apparatus.
- The age of PFD's frontline engine is 4 years. It is scheduled to become the reserve engine when the engine currently on order arrives in FY 19/20.
- Reserve Engine 73A is 14 years old and will be replaced by current E73 when the engine on order arrives.
- Wildland Engine 273 is 11 years old, and 673 is 18 years old and should be scheduled for replacement.

Capital Replacement Planning

Long-range capital replacement planning is always a challenge for any municipality. Pinole has done a commendable job of purchasing and maintaining its fleet of fire apparatus using General Fund Reserves. This practice—while not uncommon—has resulted in a significant number of replacements being deferred. Fire vehicles have a readily predictable service life and an easily forecast future replacement cost, which should be preplanned. If future needs are identified and funding is set aside to accommodate the need, the agency will not be dependent on reserves in the future to meet its long-term financial demands. ESCI recommends to clients that, as soon as a new piece of fire apparatus is purchased, funding should start to be set aside for its replacement.

Critical Tasking

Critical tasks are those activities that must be conducted promptly by firefighters at emergency incidents to control the situation, stop loss, and to perform necessary tasks required for a medical emergency. The Pinole Fire Department is responsible for assuring that responding PFD personnel are capable of performing all of the described tasks in a prompt, efficient, and safe manner.

Fires: Critical tasking for fire operations is the minimum number of personnel to perform the tasks required to control a fire in the listed risk category effectively. Major fires (beyond first alarm) will require additional personnel and apparatus.

Emergency Medical: Critical tasking for emergency medical incidents is the minimum number of personnel to perform the tasks required and support the identified strategy based on the department's adopted medical protocol.

The following figure details PFD's available response staffing by type of incident

**Figure 32: Critical Tasking
Low Rise Structure Fire**

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations	1
Attack Line	2
Search and Rescue	0
Ventilation	0
RIC	0
Other (Hydrant, backup line)	0
Total	4

High Rise Structure Fire (75+ feet in height)

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations	1
Attack Line	2
Search and Rescue	0
Ventilation	0
RIC	0
Other (Hydrant, backup line)	0
Total	4

Moderate Risk Commercial Structure Fire

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations	1
Attack Line	2
Search and Rescue	0
Ventilation	0
RIC	0
Other (Hydrant, backup line)	0
Total	4

High Risk Commercial Structure Fire

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations	1
Attack Line	2
Search and Rescue	0
Ventilation	0
RIC	0
Other (Hydrant, backup line)	0
Total	4

Wildland Fire—Low Risk

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Attack Line	2
Pump Operations	1
Total	4

Wildland Fire—High Risk

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations/Lookout	1
Attack Line	2
Structure Protection	0
Water Supply	0
Total	4

Aircraft Emergency

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Aircraft Fire Suppression	0
Pump Operations	1
Attack Line	2
Back-up Line	0
Rescue	0
Emergency Medical Care	0
Water Supply	0
Total	4

Hazardous Materials—Low Risk

Task	Number of Personnel
Command	1 (B-Shift)
Liaison	0
Decontamination	0
Research/Support	3
Entry team, and Backup Team	0
Total	4

Hazardous Materials—High Risk

Task	Number of Personnel
Command	1 (B-Shift)
Liaison	0
Decontamination	0
Research Support	3
Team Leader, Safety, Entry Team, and Backup Team	0
Total	4

Emergency Medical Aid (Life-threatening)

Task	Number of Personnel
Patient Management	1
Patient Care	1
Documentation	1
Total	3

Major Medical Response (10+ Patients)

Task	Number of Personnel
Incident Command/Safety	1 (B-Shift)
Triage	1
Treatment Manager	0
Patient Care	2
Transportation Manager	0
Total	4

Motor Vehicle Accident (Non-Trapped)

Task	Number of Personnel
Scene Management/Documentation	1
Patient Care/Extrication	2
Total	3

Motor Vehicle Accident (Trapped)

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Scene Management	0
Patient Care	1
Extrication	2
Pump Operator/Suppression Line	0
Extrication/Vehicle Stabilization	0
Total	4

Technical Rescue—Water

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Rescue Team	0
Backup Team	0
Patient Care	3
Rope Tender	0
Upstream Spotter	0
Downstream Safety	0
Total	4

Technical Rescue—Rope

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Rescue Team	2
Backup/Support Team	0
Patient Care	0
Rigger	1
Attendant	0
Ground Support	0
Edge Person	0
Total	4

Technical Rescue—Confined Space

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Rescue Team	0
Backup/Support Team	0
Patient Care	2
Attendant	0
Rigger	1
Ground Support	0
Total	4

Technical Rescue—Trench

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Rescue Team	0
Backup/Support Team	2
Patient Care	1
Shoring	0
Total	4

Alarm Assignments

To ensure adequate personnel and apparatus are dispatched to an emergency event, the following first alarm response assignments have been established. "Total PFD Staffing available" is the number identified in the Critical Tasking analysis above. The number of personnel and apparatus required to mitigate an active and complex working incident will require additional resources above and beyond the numbers listed as available. The "Alarm Assignments" are what has been identified as the number of resources and personnel necessary to address the challenges of each identified event.

Figure 33: Alarm Assignments

Low Rise Structure Fire

Unit Type	Number of Units	Total Personnel
Engine	4	12
Truck	1	4
Air Supply	1	3
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		21

High Rise Structure Fire (75+ feet)

Unit Type	Number of Units	Total Personnel
Engine	8	24
Truck	3	12
Air Supply	1	3
Battalion Chief	3	3
Total Staffing Provided		4
Total Staffing Needed		42

Moderate Risk Commercial Structure Fire

Unit Type	Number of Units	Total Personnel
Engine	6	18
Truck	2	8
Air Supply	1	3
Battalion Chief	3	3
Total Staffing Provided		4
Total Staffing Needed		32

High Risk Commercial Structure Fire

Unit Type	Number of Units	Total Personnel
Engine	8	24
Truck	3	12
Air Supply	1	3
Battalion Chief	3	3
Total Staffing Provided		4
Total Staffing Needed		42

Wildland Fire—Low Risk

Unit Type	Number of Units	Total Personnel
Engine	1	3
Brush Engine	1	3
Battalion Chief	1	1
Total Staffing Provided		4
Total Staffing Needed		7

Wildland Fire—High Risk

Unit Type	Number of Units	Total Personnel
Engine	1	3
Brush Engine	3	9
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		14

Aircraft Emergency

Unit Type	Number of Units	Total Personnel
Engine	3	9
Truck	1	4
ARRF	1	4
Rescue	2	6
Paramedic Ambulance	2	4
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		29

Hazardous Materials—High Risk

Unit Type	Number of Units	Total Personnel
Engine	3	9
Truck	1	4
Rescue	1	3
Battalion Chief	2	2
Hazardous Materials Unit	2	6
Total Staffing Provided		4
Total Staffing Needed		24

Hazardous Materials—Low Risk

Unit Type	Number of Units	Total Personnel
Engine	2	6
Truck	1	4
Battalion Chief	1	1
Hazardous Materials Unit	1	1
Total Staffing Provided		4
Total Staffing Needed		12

Emergency Medical Service (Life-threatening)

Unit Type	Number of Units	Total Personnel
Engine	1	3
Paramedic Ambulance ¹³	1	2
Total Staffing Provided		3
Total Staffing Needed		5

¹³ Paramedic Ambulance is provided by Contra Costa Fire

Major Medical Response (10+ Patients)

Unit Type	Number of Units	Total Personnel
Engine	2	6
Truck	1	4
Rescue	1	3
Paramedic Ambulance	5	10
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		25

Motor Vehicle Accident (Non-Trapped)

Unit Type	Number of Units	Total Personnel
Engine or Truck	2	6
Total Staffing Provided		3
Total Staffing Needed		6

Motor Vehicle Accident (Trapped)

Unit Type	Number of Units	Total Personnel
Engine	1	3
Truck	1	4
Paramedic Ambulance	1	2
Rescue	1	3
Battalion Chief	1	1
Total Staffing Provided		4
Total Staffing Needed		13

Technical Rescue—Water

Unit Type	Number of Units	Total Personnel
Engine	2	6
Water Rescue Unit	1	4
Tech Rescue Unit	1	3
Rescue	1	3
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		18

Technical Rescue—Rope

Unit Type	Number of Units	Total Personnel
Engine	1	3
Truck	1	4
Rescue	1	3
Tech Rescue Unit	1	3
Battalion Chief	1	1
Total Staffing Provided		4
Total Staffing Needed		14

Technical Rescue—Confined Space

Unit Type	Number of Units	Total Personnel
Engine	1	3
Truck	1	4
Rescue	1	3
Tech Rescue Unit	1	3
Battalion Chief	1	1
Total Staffing Provided		4
Total Staffing Needed		14

Technical Rescue—Trench

Unit Type	Number of Units	Total Personnel
Engine	1	3
Truck	1	4
Rescue	1	3
Tech Rescue Unit	1	3
Battalion Chief	1	1
Total Staffing Provided		4
Total Staffing Needed		14

Absent automatic and mutual aid from surrounding agencies, standalone, PFD is not capable of filling the alarm assignments noted above. In the event PFD Station 74 is reopened, the department will be able to initiate an initial attack and comply with the OSHA two-in/two-out rule.

Staff Scheduling Methodology

PFD utilizes a traditional three platoon system operating on a 48-hour shift rotation to achieve this minimum staffing of three FTEs per day as required. The total number of positions required per jurisdiction becomes a policy decision based on the jurisdiction's needs. The jurisdiction also then establishes the number of employees needed above the minimum to allow for vacancies due to vacation, sick, and other types of leave, yielding an overall number of full-time employees required to ensure that necessary staffing, according to policy, is available daily. This staffing methodology is prevalent across the Western United States for firefighters to work a 24- or 48-hour shift cycle. Studies have been undertaken and remain ongoing in an attempt to better understand the impact of this work cycle on the physiological process.¹⁴ The science indicates that sleep is important and that going without sleep for too long or interrupting the sleep rhythm leads to physical and cognitive problems. That said, no easy answer to the problem exists. Intuitively, the problems would be exacerbated in a busy station and lessened in a less busy station.

All personnel are trained as firefighters, with most trained at a minimum of Emergency Medical Technician (EMT) level. Six have been trained to the Paramedic level. The department provides Advanced Life Support (ALS) services utilizing its one Engine Company. Ambulance response and patient transport are currently assigned to CCFPD.

¹⁴ Is the firefighter 48/96 shift a health hazard? Sara Jahnke, FireRescue1, <https://www.firerescue1/fire-rehab/articles/223601018-is-the-firefighter-48-96-shift-a-health-hazard/>.

SERVICE DEMAND & INCIDENT STAFFING PERFORMANCE

Service delivery is the foundation of any service-oriented organization. Without an understanding of how services are organized, deployed, and managed, one cannot quantify efficiency and effectiveness. This section of the report will analyze multiple facets of the current delivery of fire services for the City of Pinole, including the identification of incidents by type and frequency, deployment analysis, system reliability, and a summary of performance. By understanding current performance and how the system functions, goals and objectives for future performance improvements can be established and implemented.

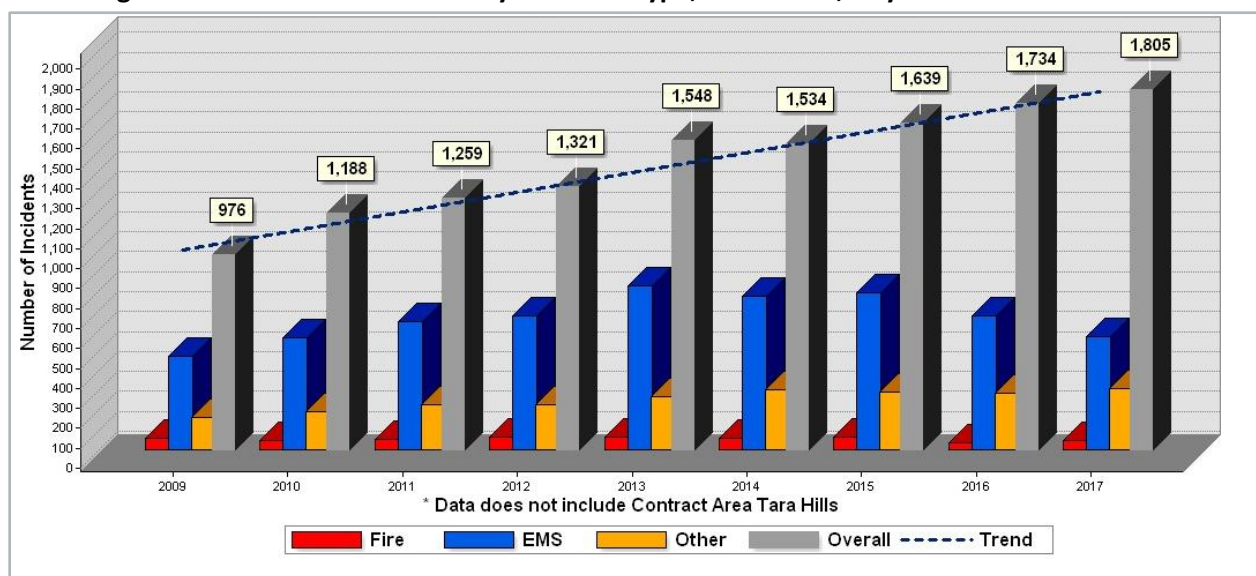
Service-Demand Study

Incidents by Type & Frequency

When and how demands for services occur can follow predictable patterns over time. To identify those patterns occurring in Pinole, ESCI conducted an analysis and geographic display of current service demand by incident type and temporal variation using dispatch data obtained from the Contra Costa Fire Protection District. Incident types were selected based on the classification system established by the National Fire Incident Reporting System (NFIRS); temporal variation, or the way service demand changes over time, was analyzed by the month, by the day, and by the hour.

The following figure provides a historical view of service types and frequency of incidents over the past nine years (2009–2017) *only within the City of Pinole and Contract 2/Upper Pinole Valley Road*, as the Contract/Tara Hills Area incident data were not provided. This figure shows the incidents in which Station 73 and BC7 responded. Incidents that did not indicate that they were a fire or an EMS incident, such as HazMat or Good Intent, were placed in the “Other” category.

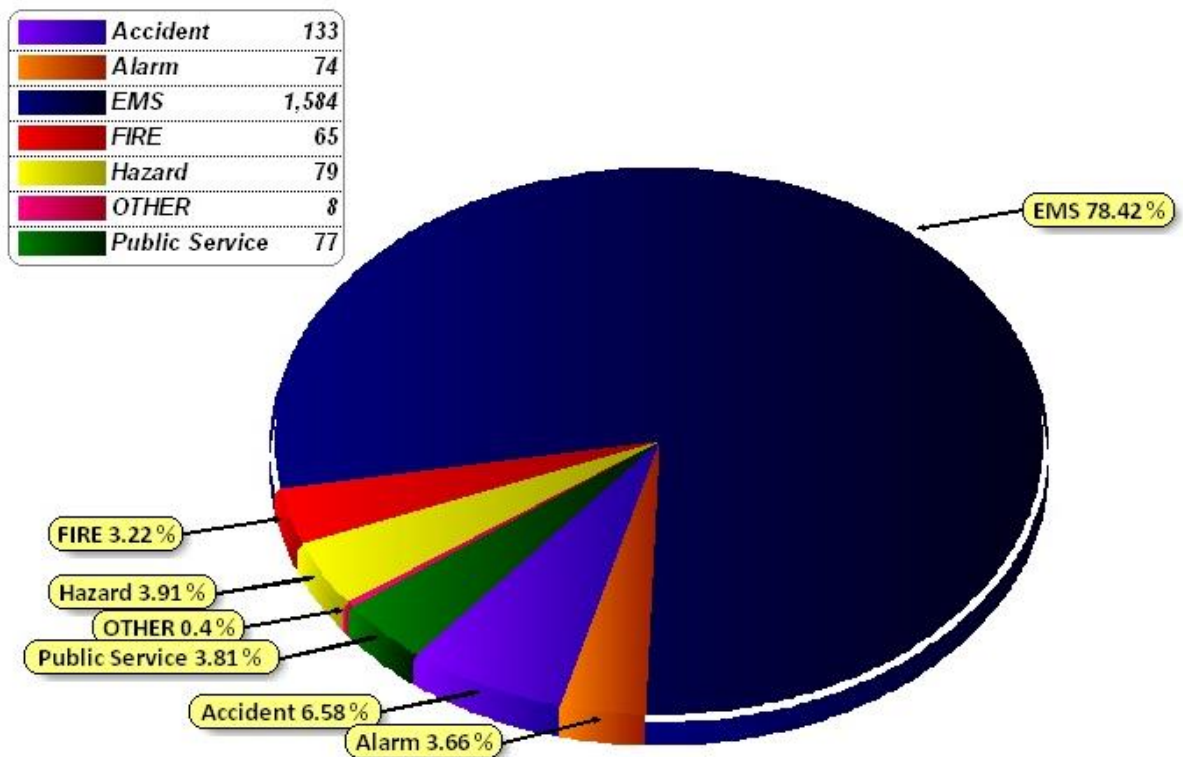
Figure 34: PFD Service Demand by Year and Type, 2009–2017, City of Pinole & Contract 2



Over the nine years, the total number of incidents increased from 976 in 2009 to 1,805 in 2017, an average increase of 8 percent per year, with noticeable increases in 2010 and 2013 (22% and 17%, respectively). Without those outliers, the average increase per year is 4%.

Additional incident data for the calendar year 2018 was received from CCRFCC that did include incident data for the Contract/Tara Hills area, resulting in a separate detailed analysis. The calendar year 2018 data showed 2,020 incidents, including 399 in Contract/Tara Hills. The incidents by type for the calendar year 2018 are shown in the following figure.

Figure 35: Service Demand by Type, City of Pinole & Both Contract Areas, 2018

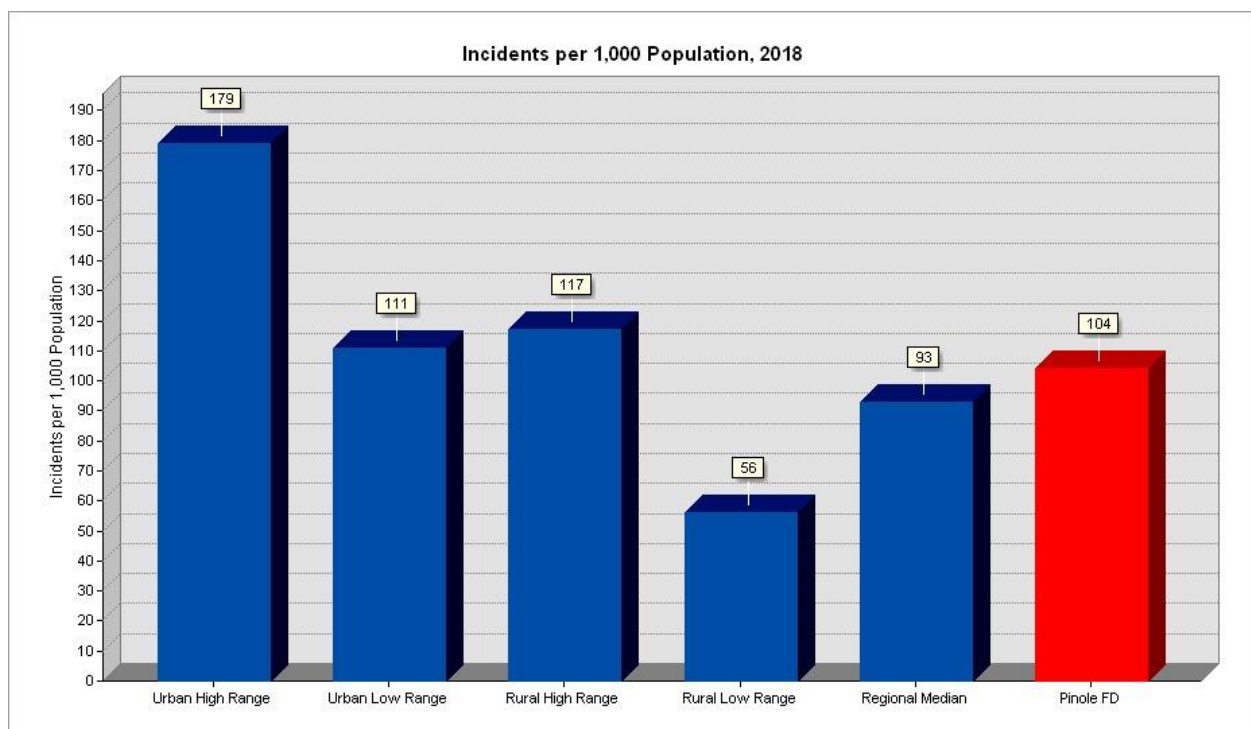


As illustrated in Figure 35, EMS represents the greatest impact on service demand at 78.42 percent, followed by accident calls, which accounted for 6.58 percent of incidents. Accident data includes motorcycle, vehicle, bicycle, and pedestrian incidents.

The following figure displays a comparison of the total number of incidents (2,020) in 2018 within the City of Pinole and the two contract areas, as compared to other similar-sized urban fire departments around the country.

Figure 36: Incidents per 1,000 Population, 2018, City of Pinole & Both Contract Areas

Dept. Size	Number of Incidents/1,000
Rural Low Range	56
Regional Median	93
Pinole FD	104
Urban Low Range	111
Rural High Range	117
Urban High Range	179

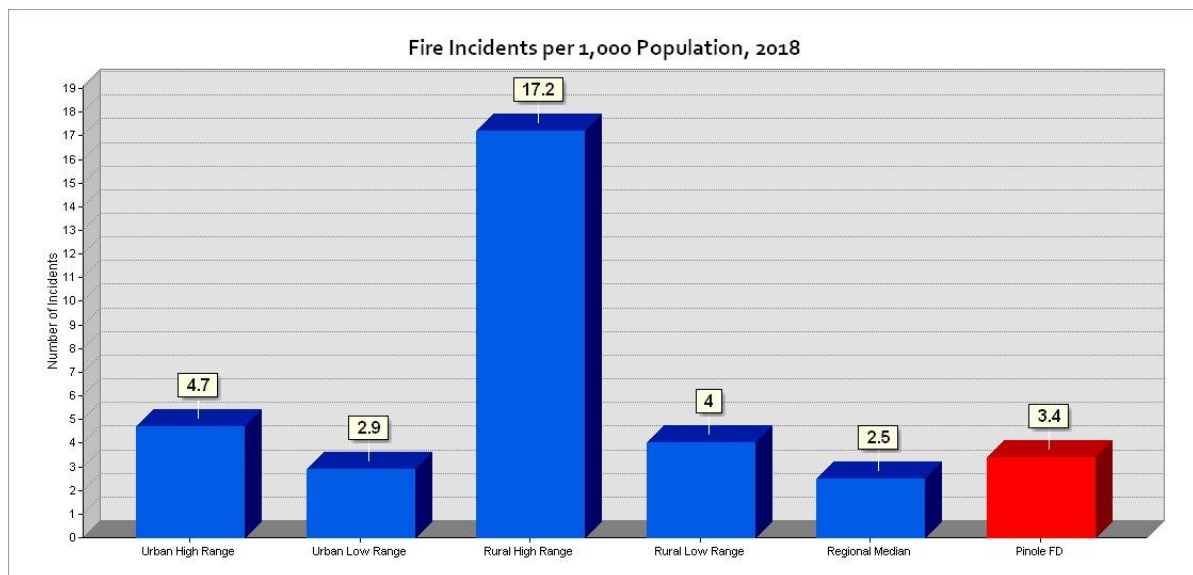


At 104 calls per 1,000 population, PFD has a higher than the regional median number of calls per 1,000 population but slightly lower than the urban low range.

The following figure displays a comparison of the total number of fire incidents in Pinole as compared to other similar-sized urban fire departments around the country. This figure uses incidents within the City of Pinole and the two contract areas (65 fires in 2018).

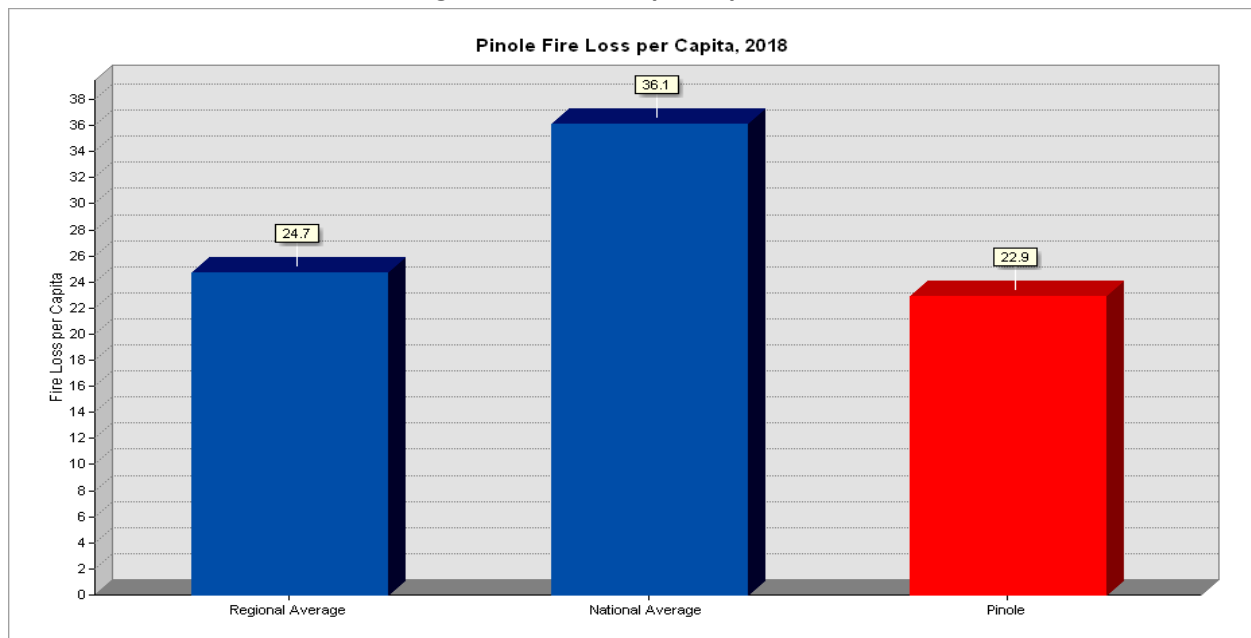
Figure 37: Fire Incidents per 1,000 Population, 2018, City of Pinole & Both Contract Areas

Dept. Size	Fires/1,000
Pinole FD	3.5
Regional Median	2.5
Rural High Range	17.2
Rural Low Range	4
Urban High Range	4.7
Urban Low Range	2.9



PFD's 3.4 fires per 1,000 population are just above the regional median of 2.5 fires per 1,000 population. It is comparable to most other Urban Low Range and Rural Low Range fire departments.

The next figure is fire loss per capita compared with other national and regional departments. In 2018, at \$22.90 per capita, PFD's fire loss was much lower compared to the national average and very comparable to the regional average.

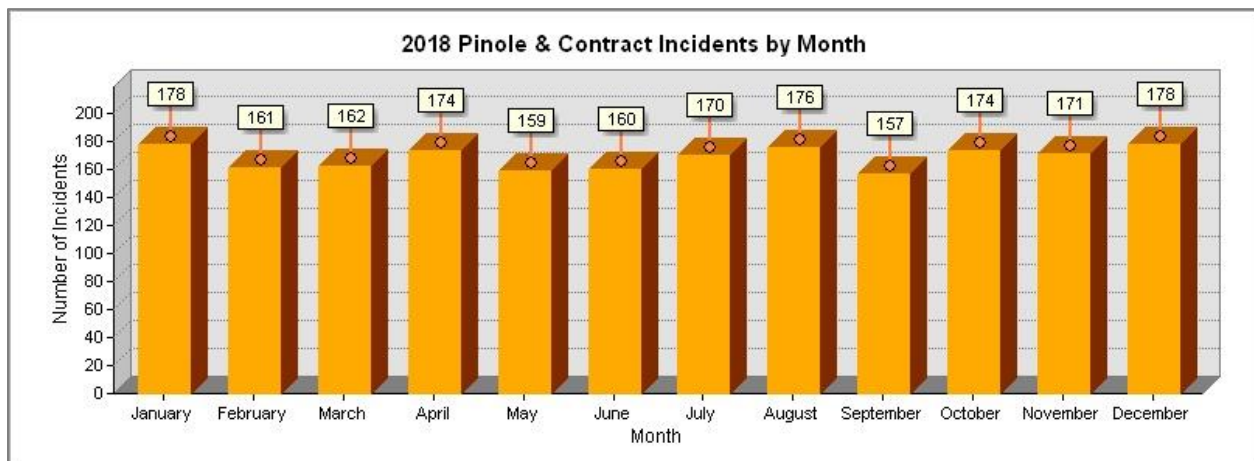
Figure 38: Fire Loss per Capita, 2018**Figure 39: Comparison Chart, Fire Loss per Capita**

Depts.	Fire Loss per Capita (in dollars)
Regional Average	\$24.70
National Average	\$36.10
Pinole	\$22.90

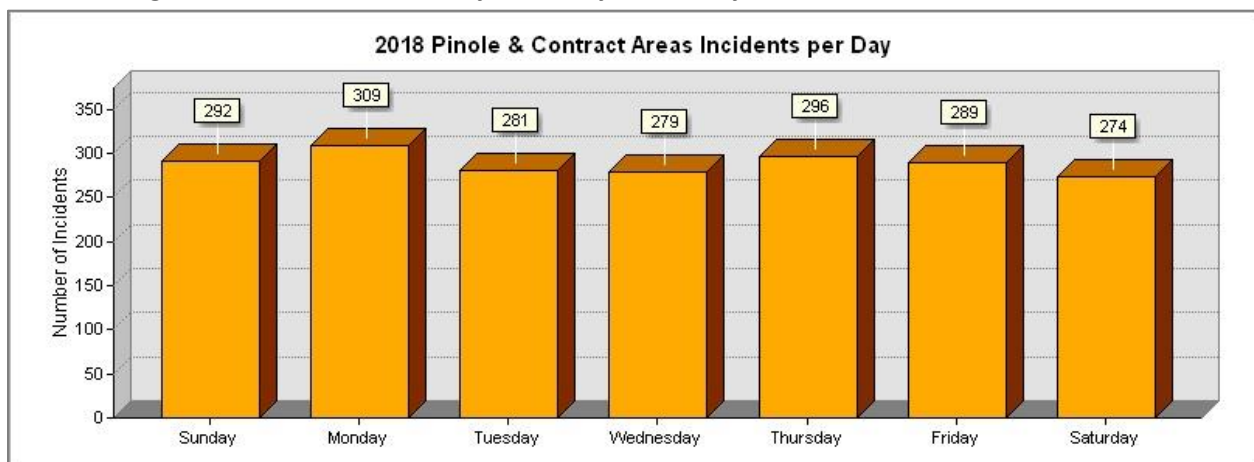
Temporal Analysis

In addition to understanding the types and frequency of service demand, an understanding of when these events occur is critical to the understanding of when system demand will most likely reach its peak. Knowing the high demand periods will assist administrators in determining whether staffing levels are adequate for the demand and also in scheduling additional duties such as training, fire safety inspections, and vehicle maintenance.

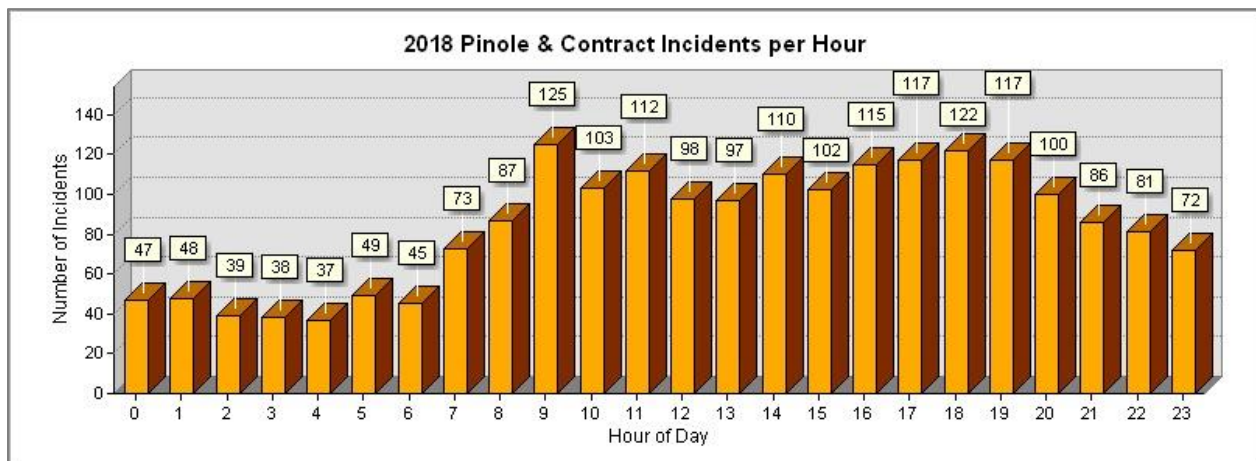
The following figure shows the temporal variation of PFD's service area demand by month during 2018. There is only minor variation in workload by month. The winter months of January and December are the busiest months with August following closely.

Figure 40: Service Demand by Month, 2018, City of Pinole & Both Contract Areas

The next figure illustrates service demand by day of the week. Again, only minor variations in workload exist by day of the week, although Monday is the busiest.

Figure 41: Service Demand by Weekday, 2018, City of Pinole & Both Contract Areas

Finally, the following figure shows service demand by the hour. Workload increases significantly during daytime hours as compared to nighttime hours.

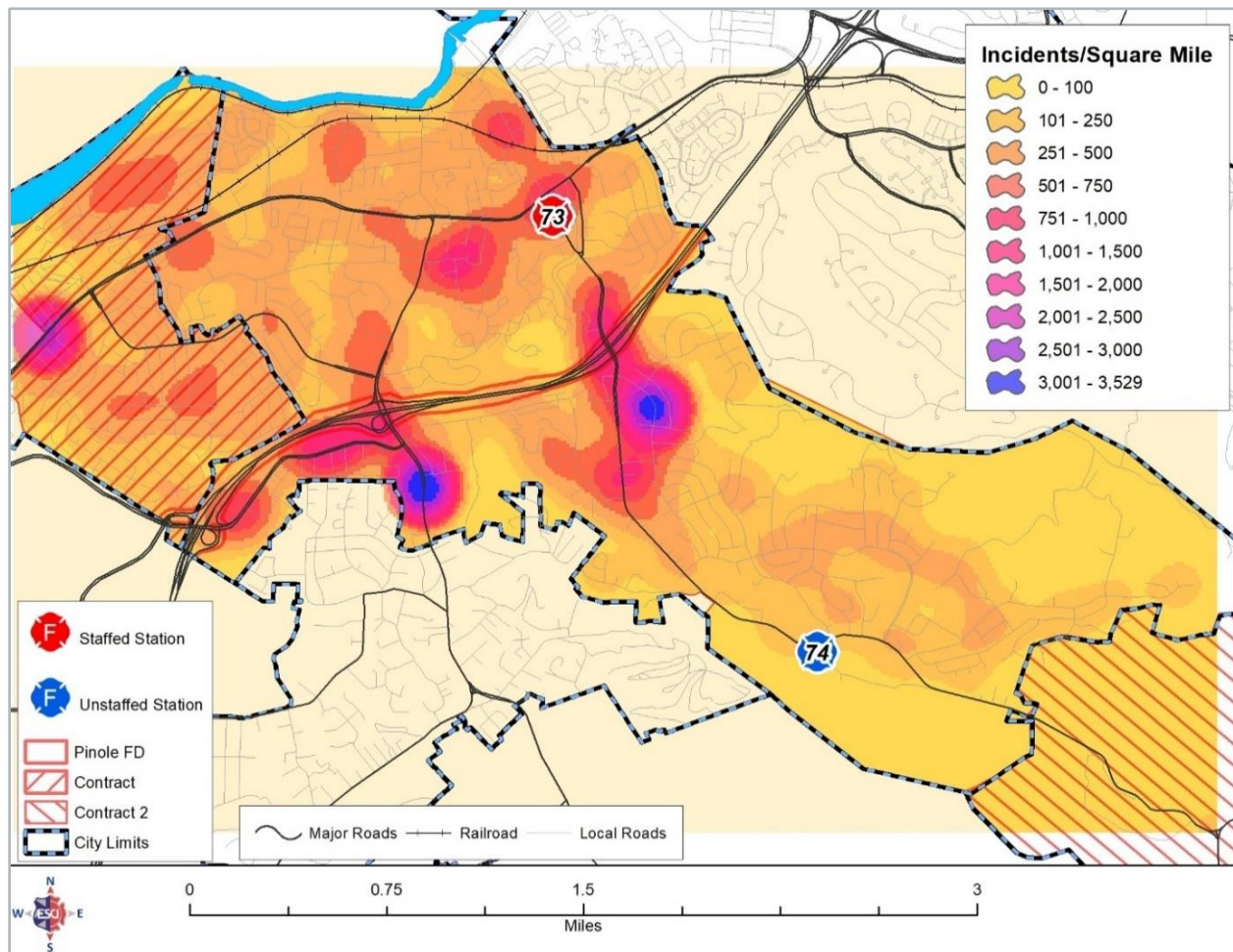
Figure 42: Service Demand by Hour, 2018, City of Pinole & Both Contract Areas

Peak workload is between 9:00 a.m. and 7:00 p.m., and it is most heavily concentrated during the commute hours.

Spatial Analysis

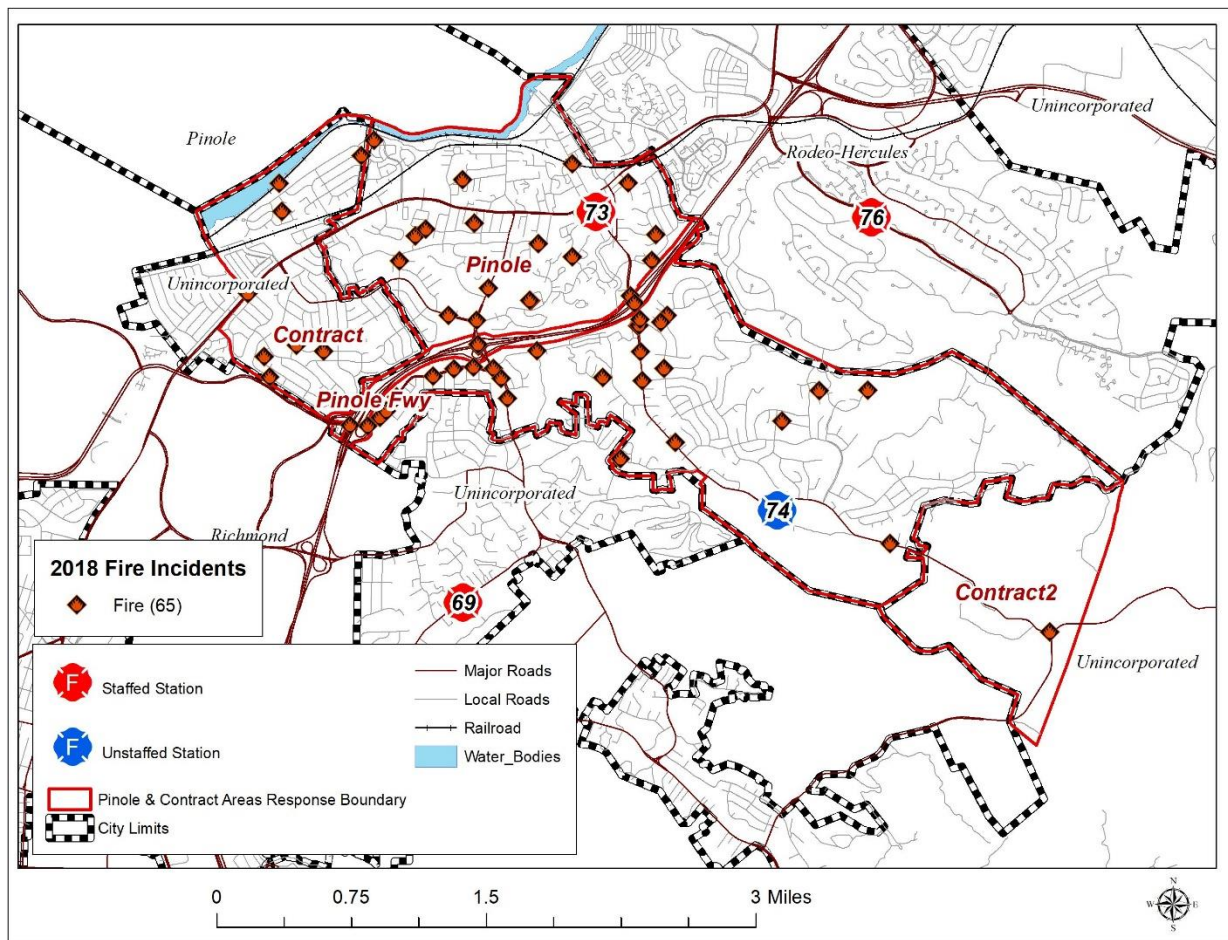
In addition to the temporal analysis, it is useful to examine the geographic distribution of service demand. The following figures indicate the distribution of emergency incidents in PFD during 2018. The incident data received from Contra Costa County Dispatch uses a "road address range" system rather than a "site address" system. This always places a data point on a roadway rather than on the adjacent structure or actual site of the incident

The first figure displays the number of incidents per square mile within various parts of the city. The area of greatest service demand is the northwest and central portions of the city.

Figure 43: Service-Demand Density, City of Pinole & Both Contract Areas

The two densest concentrations of incidents are at Appian Way/Michael Drive, which is adjacent to a large commercial/retail development; the second densest concentration of incidents is Estates Ave/Paloma—which is adjacent to a senior retirement center. The third densest concentration is at the Tara Hills Mobile Home Park, a “55 years and over” community. Again, the use of street address ranges to place a data point might lead to an interpretation of “dangerous intersections,” where the reality is the incident is related to proximal activities or populations.

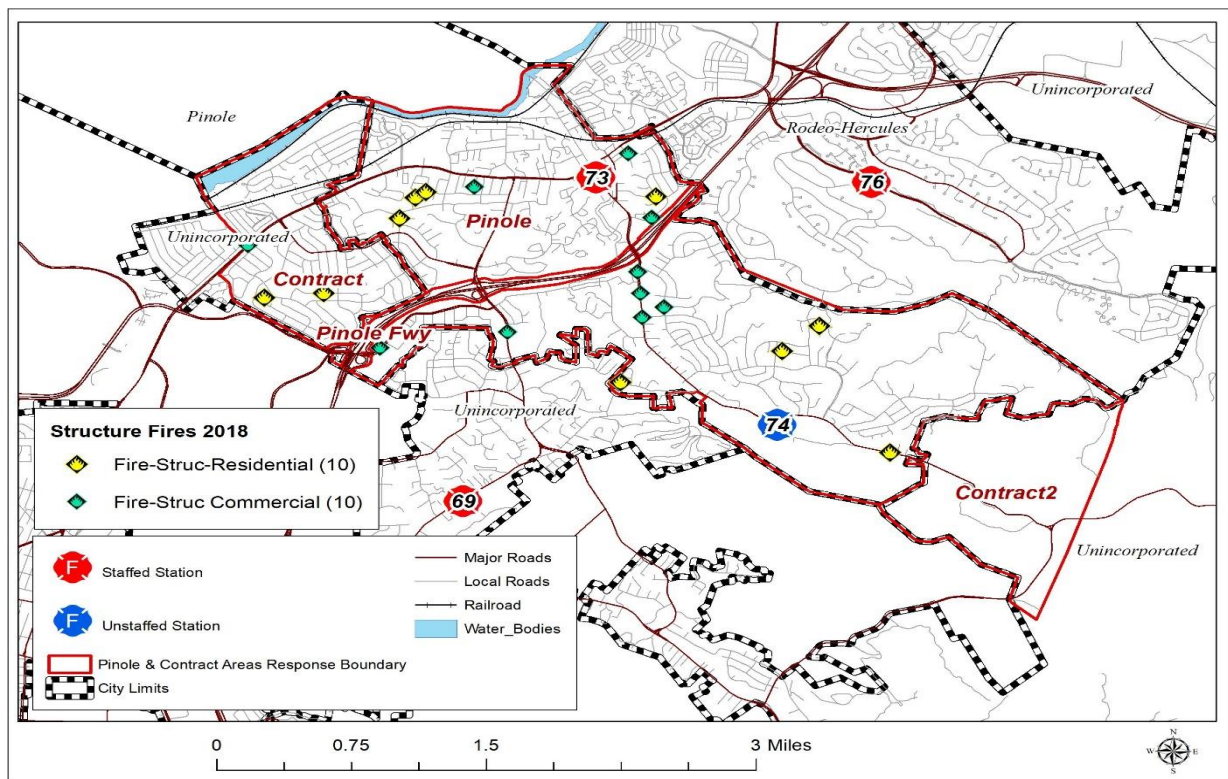
While the service demand density reflects all calls served within the PFD service area, service demand can vary based on incident type. The following figure displays the location of all fire types occurring within the PFD’s service area during 2018.

Figure 44: All Fire Types, 2018, City of Pinole & Both Contract Areas

The fire incidents are distributed widely but predominantly in the PFD's northwestern half. Again, it appears as though all the fires are in roadways, but only 21 percent (14 of the 65 fires) involved a vehicle. The remaining 79 percent were structural, electrical, or vegetation fires in areas adjacent to roadways.

The following figure depicts the locations of the 20 commercial and residential structure fires in 2018.

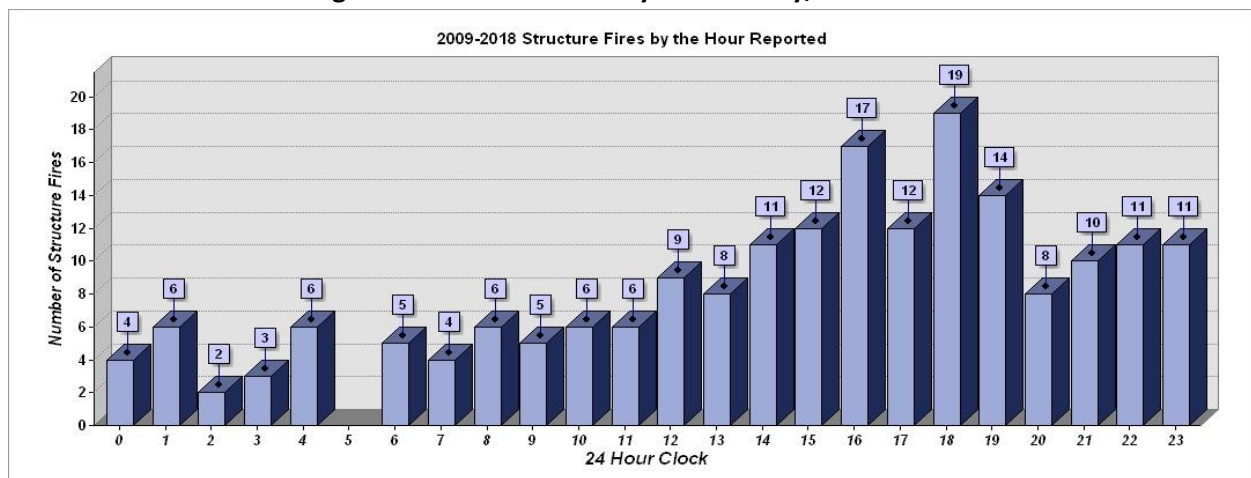
Figure 45: Structure Fires, Commercial & Residential, 2018, City of Pinole & Both Contract Areas



These structure fires were distributed equally throughout the PFD's service area.

The following figure compares structure fires over the last decade by the hour of the day. Other than no structure fires reported at the 5 a.m. hour within the entire decade, structure fires do occur throughout the day and night, with greater incident reporting in the latter part of the day and into the evening.

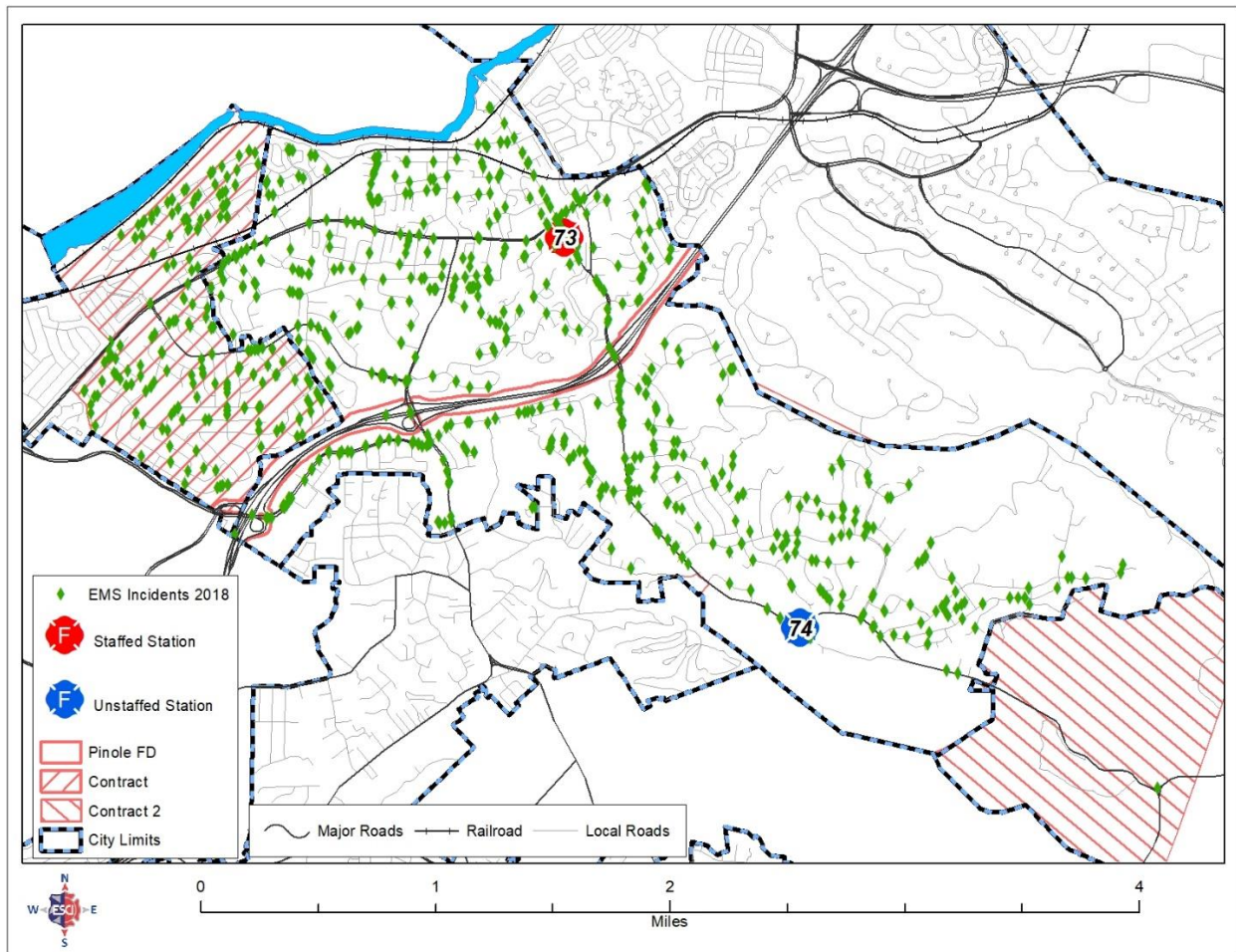
Figure 46: Structure Fires by Hour of Day, 2009–2018



Again, the 2009–2017 incident data did not include any incidents for the Tara Hills contract area, whereas the 2018 incident data did include incident data for that contract area. In 2018, there were three structure fires in the Tara Hills contract area; one reported at noon, one at 8 p.m., and one at 9 p.m.

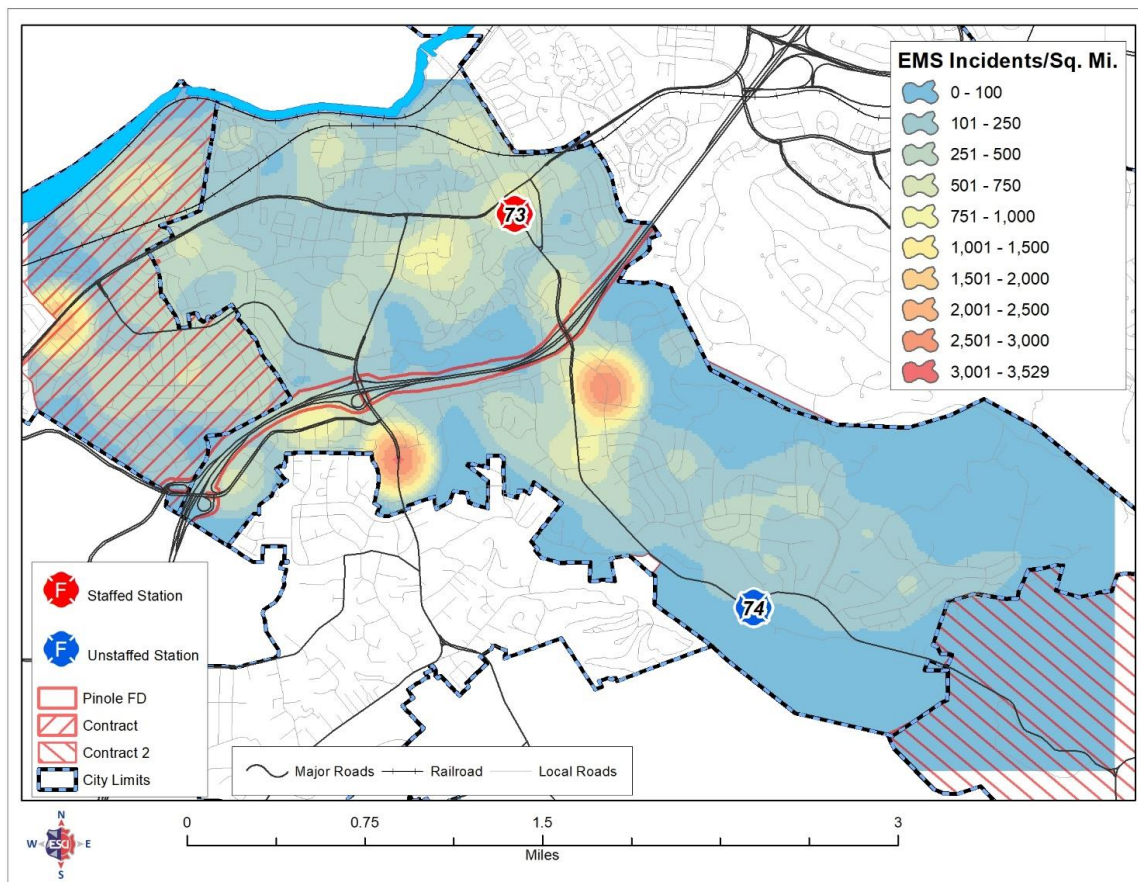
Similarly, emergency medical incidents also occur in greater concentration in areas of higher population density. The next figure depicts the EMS incidents in the PFD service area in 2018.

Figure 47: Emergency Medical Incidents, 2018, City of Pinole & Both Contract Areas



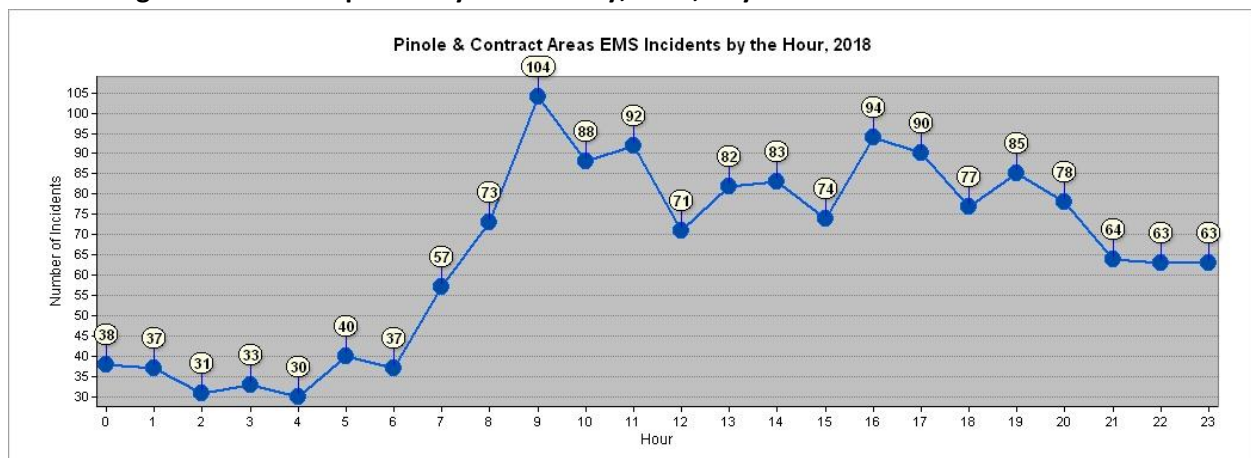
The incidents are widely scattered but primarily located in the northwestern portion of the PFD service area.

As shown previously, EMS calls are the primary incident type. The following figure displays emergency medical incidents per square mile during 2018.

Figure 48: Emergency Medical Incidents per Square Mile, 2018, City of Pinole & Both Contract Areas

The previously identified areas of incident density re-appear, the commercial/retail area, the senior retirement home, and the senior mobile home park.

EMS response workload also varies by the hour of the day, as shown in the following figure. As it is the predominant type of incident, it closely follows the total workload by the hour of the day.

Figure 49: EMS Responses by Hour of Day, 2018, City of Pinole & Both Contract Areas

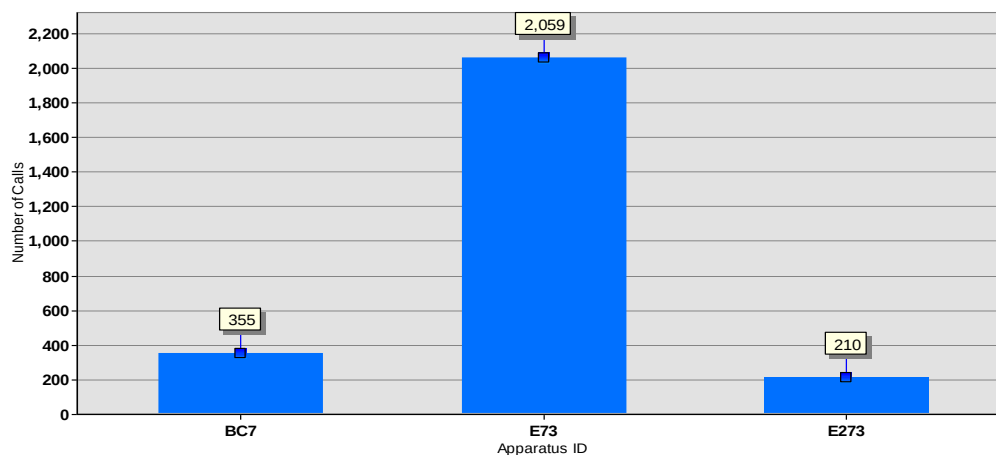
Unit Workload Analysis

A review of workload by response unit can reveal much about response time performance. Although fire stations and response units may be distributed in a manner to provide quick response, that level of performance can only be obtained when the response unit is available in its primary service area. If a response unit is already on an incident and a concurrent request for service is received, a more distant response unit will need to be dispatched. This will increase response times.

Response Unit Workload

The workload of individual response units during the study period is shown in the following figure. The individual response unit workload can be greater than the workload in its home station area. Many incidents, such as structure fires, require more than one response unit. The next figure depicts the total number of calls (2,272) received by PFD in 2018, regardless of jurisdiction.

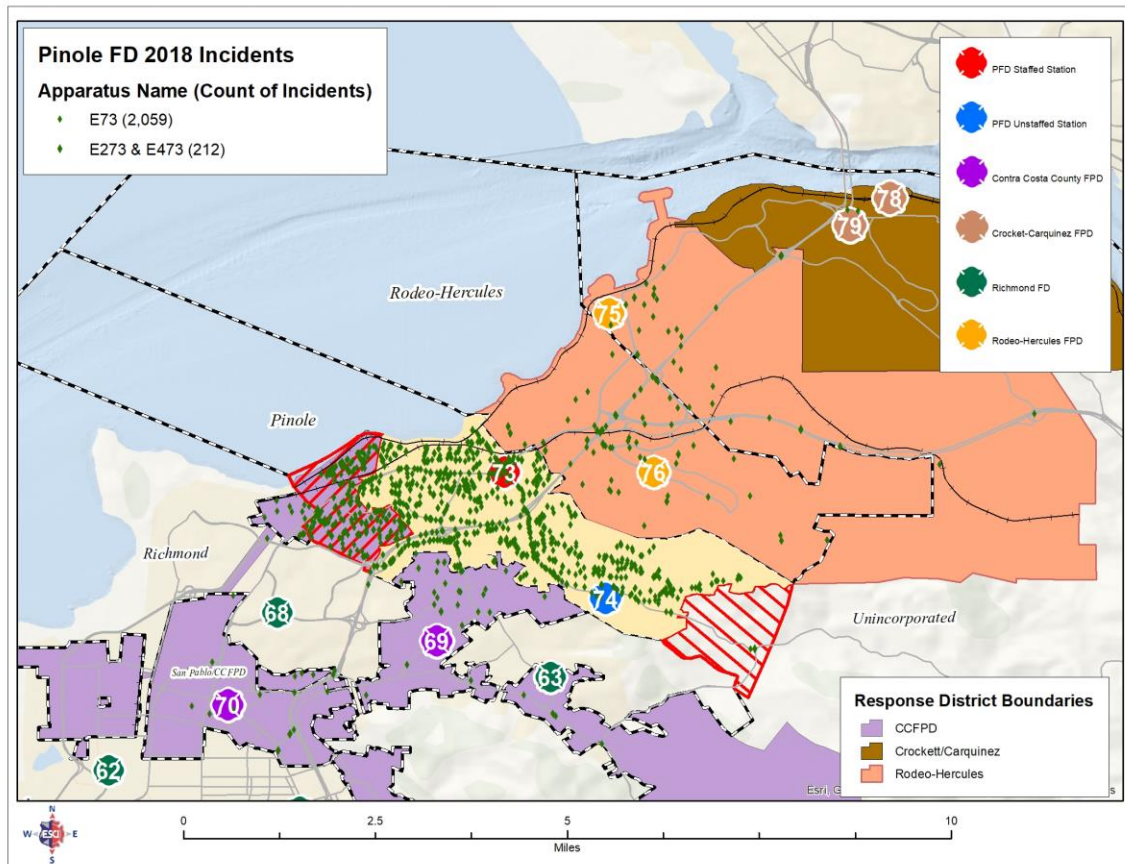
Figure 50: PFD Response Unit Workload, 2018



As the only fully staffed apparatus, Engine 73 is naturally the busiest in the PFD. Not shown in the figure are Reserve Engines E73A and E473, which had limited use, with one and two calls, respectively.

The following figure shows the extent of these calls, reaching from the Carquinez Bridge to San Pablo. In 2018, there were 2,020 incidents within the city and 401 calls outside of the City of Pinole.

Figure 51: PFD Incident Locations by Apparatus, 2018



The amount of time a given unit is committed to an incident is also an important workload factor. The following figure illustrates the average time each unit was committed to an incident, from initial dispatch until it was available for another incident. Multiple units responded to the same incident, such as the Battalion Chief and the Engine Crew. The more complex an incident, the greater the number of resources are required.

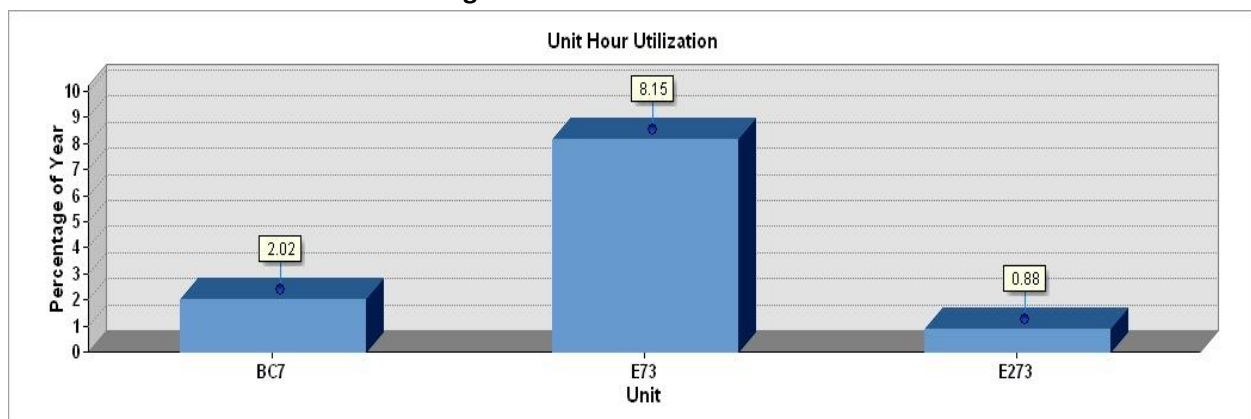
Figure 52: Average Time Committed to an Incident by Unit, 2018

Unit	Responses	Average per Response
Battalion 7	355	0:29:59 minutes
Engine 73	2,060	0:20:49 minutes
Engine 273	210	0:21:55 minutes

Unit Hour Utilization

Unit hour utilization (UHU) is an important workload indicator. It is calculated by dividing the total time a unit is committed to all incidents during a year divided by the total time in a year. UHU describes the amount of time expressed as a percentage that a unit is not available for a response since it is already committed to an incident. The larger the percentage, the greater a unit's utilization, and the less available it is for assignment to an incident. Unit hour utilization is an important statistic to monitor for those fire agencies using percentile-based performance standards, as does PFD. In PFD's case, where performance is measured at the 90th percentile, unit hour utilization greater than 10 percent means that the response unit will not be able to provide on-time responses to its 90 percent target, even if response is its only activity. While Pinole Engine 73 is not at 10 percent UHU at this time, absent the addition of a second engine in Pinole, it will most likely be at and exceed the threshold in a few years.

Figure 53: Unit Hour Utilization

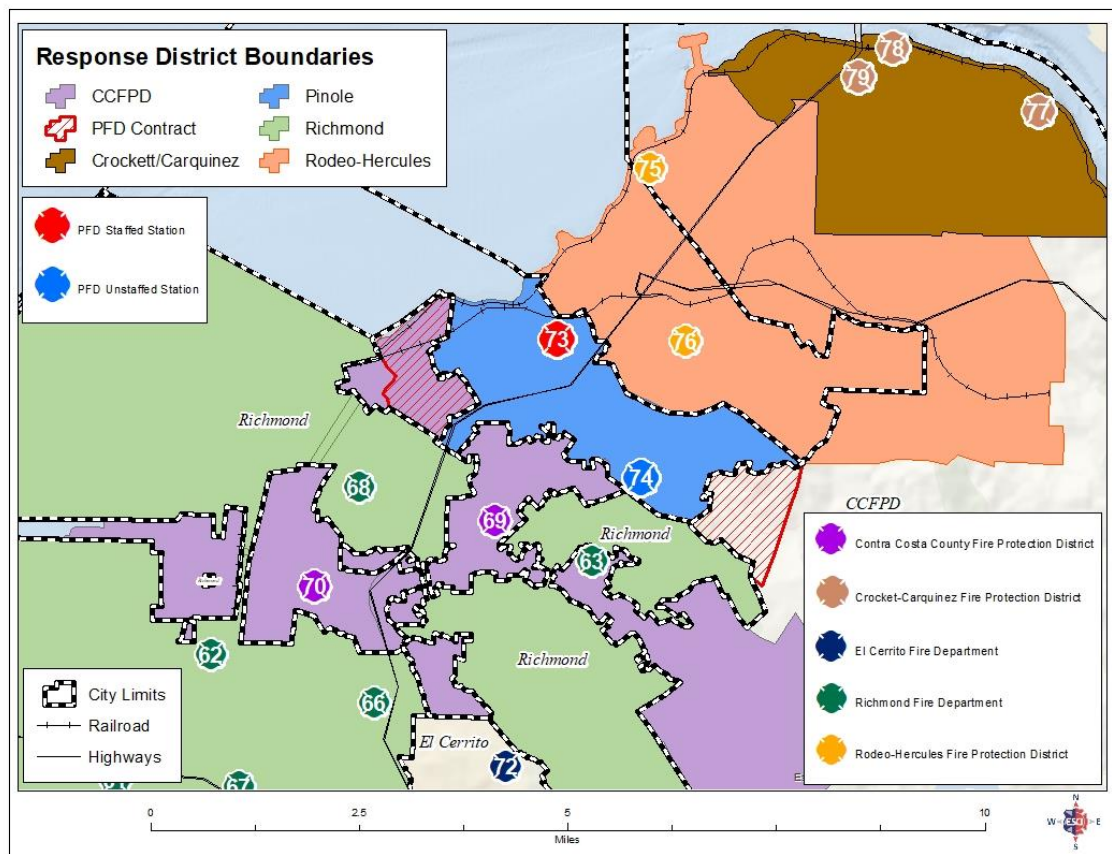


Based on the historical incident data from 2009 to 2017, call volume is projected to increase by 3 percent per year, which, as mentioned above, did not include the Contract/Tara Hills incidents. Approximately 20 percent of the PFD incidents came from this area in 2018 incident data.

Distribution Study

Next, an overview of the current deployment strategy, which includes facility and apparatus locations, was analyzed using Geographic Information Systems (GIS) software to identify potential service gaps and redundancies of resources. The following figure is an overview of the PFD service area. PFD stations and nearby adjacent agency stations are displayed.

Figure 54: PFD Service Area



The City of Pinole encompasses approximately 11.6 square miles. Of that, 5.2 square miles are land, with the 6.4 sq. miles remainder comprised of the bay. The PFD provides service to the city as well as to the two contract areas depicted. PFD staffs one fire station located within the city.

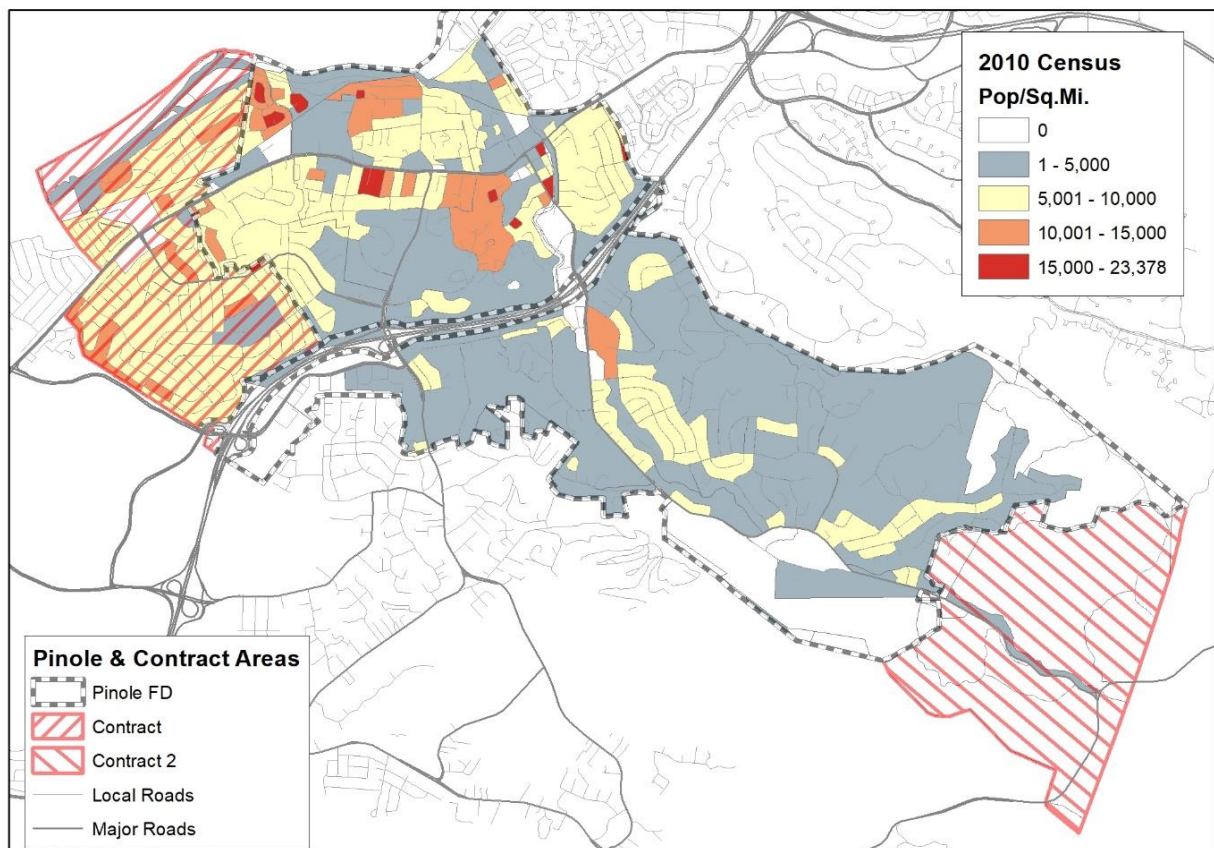
An important consideration for fire departments and other service delivery organizations is to understand the location of population concentrations. If the majority of people live in a concentrated area, it is intuitive to anticipate that that area will also request the highest levels of service demand as calls for service are generally initiated by people.

The definitions per the Center for Public Safety Excellence Standards of Cover 6th edition:

- **Urban:** population of over 30,000 and or a population density of 2,000 per sq. mile
- **Suburban:** population of 10,000 to 29,000 and or a density of 1,000 to 2,000 per sq. mile
- **Rural:** population of less than 10,000 or 1,000 per sq. mile

The following figure presents Pinole's population by census block, based on the 2010 census. Census data divides a census defined place, such as a city or county, into small areas known as *census blocks*. The boundaries follow natural or manmade features such as rivers, ridgelines, or roads. The area of a census block can be calculated in fractions of a square mile. The total counted population for each census block is divided by the area, resulting in an estimate of relative population density. The densest population area of the City of Pinole is in the northwest.

Figure 55: Population per Square Mile, 2012



The total population used in this study was 19,364, which is classified as Suburban. However, the density of various areas of Pinole shifts it into an Urban classification. The majority of Pinole has 2,000 to 5,000 people per square mile. However, much of the northwest area of the City of Pinole and the western contract area have population densities of greater than 5,000 people per square mile, which is classified as Urban. Pinole has a small but densely concentrated population.

Next, the distribution of PFD resources will be examined and compared to the Insurance Services Office (ISO) and the National Fire Protection Association (NFPA) criteria. These standards provide baseline criteria for comparison of PFD's deployment strategy. These are important standards for comparison because, while ISO criteria focus on fire suppression capabilities for insurance purposes, NFPA standards establish a foundation for overall system benchmarking for fire suppression, rescue, and other activities fire departments may be required to perform.

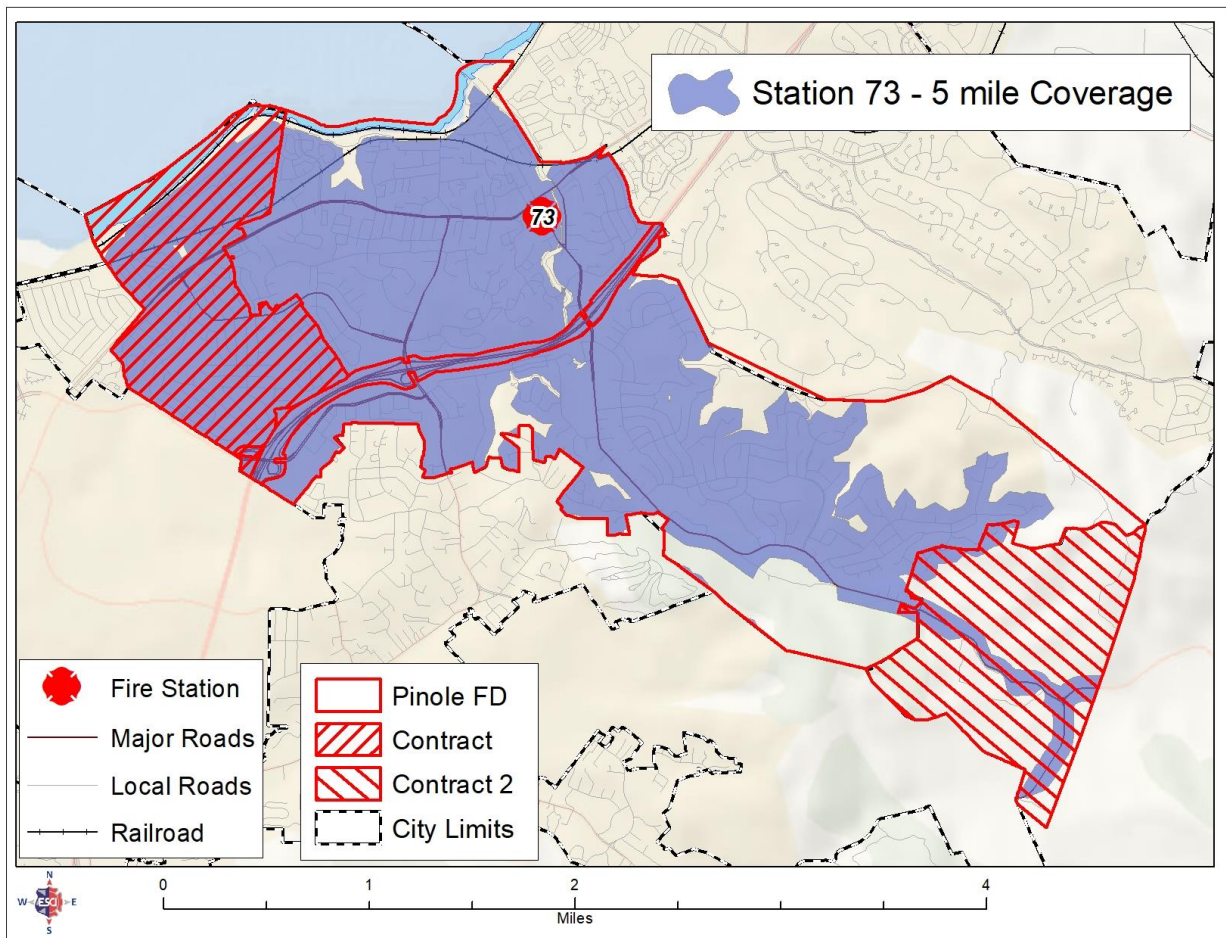
ISO Distribution

The ISO Public Protection Classification (PPC®) score was developed for communities to provide recommendations for key areas of improvement. The PPC system is a national system used by the New Jersey-based advisory organization ISO to provide insurance providers with a classification rating of a local community's fire protection. The PPC score classifies communities based upon a rating scale of 1 (best protection) to 10 (no protection) and assesses all areas related to fire protection broken into four major categories, which include: emergency dispatch and communications (10 points), water system supply and distribution capabilities (40 points), the fire department (50 points), and Community Risk Reduction (5.5 points).¹⁵ The PPC score is developed using the Fire Suppression Rating Schedule (FSRS), which outlines sub-categories and the detailed requirements for each area of the evaluation.

The first component of ISO distribution is the ability of a fire department to arrive on-scene equipped with personnel, equipment, and sufficient water to effectively mitigate a fire. To determine whether a structure is eligible to receive a PPC rating better than 10, indicating that the fire department does not meet minimum ISO criteria for the structure to receive a rating, a service area of five road miles from the fire station is generally used. The only area of Pinole beyond five miles of a fire station is in the roadless southeast portion, as depicted in the following figure.

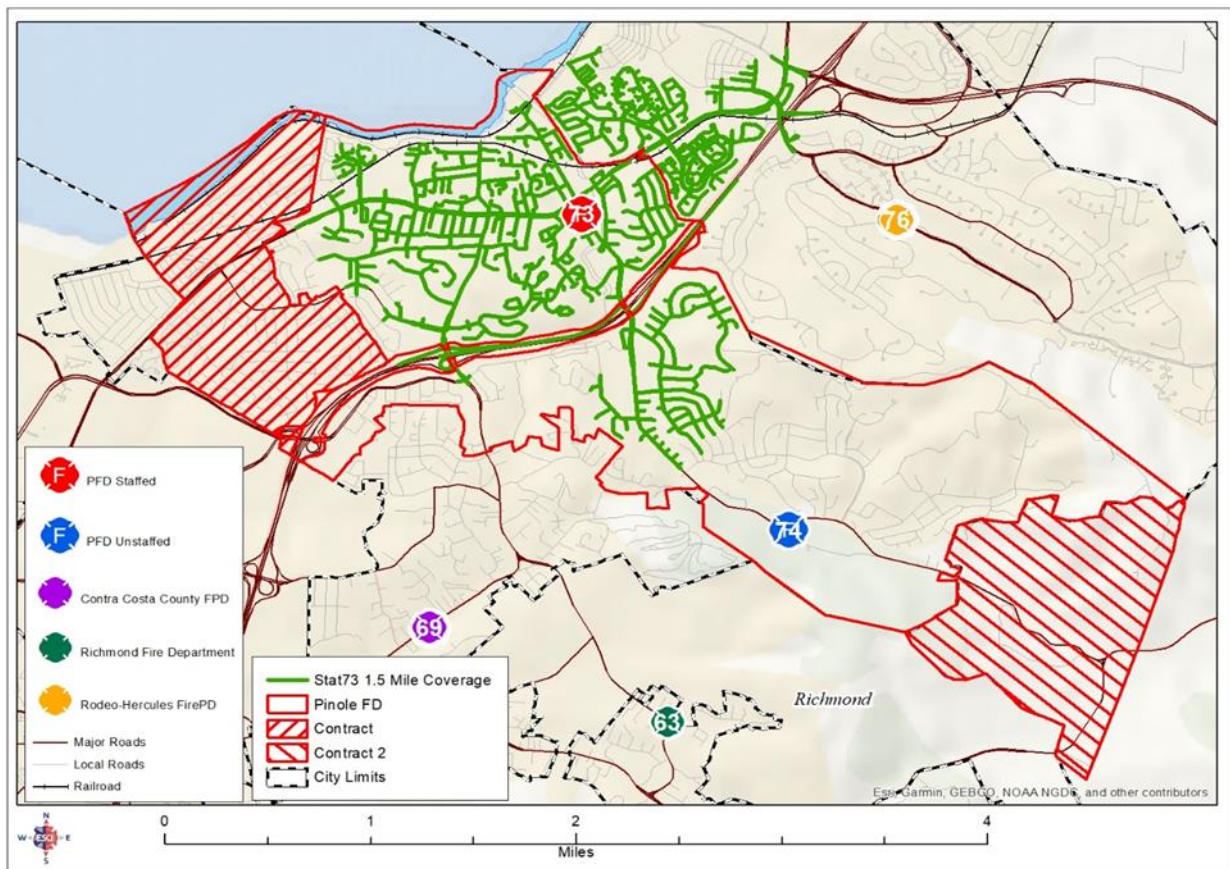
¹⁵ ISO uses a 100-point grading scale, yet 105.5 total points are available to each agency. The Fire Service Rating Scale lists a large number of items (facilities and practices) that a community should have to fight fires effectively. The schedule is performance based and assigns credit points for each item. Using the credit points and various formulas, ISO then calculates a total score on a scale of 0 to 100 with 5.5 points being available as extra-credit.

Figure 56: Pinole Fire Station 73, 5-Mile ISO Coverage



The next figure illustrates 1.5-mile coverage from PFD Station 73. ISO is concerned with the provision of fire suppression services to the built-upon areas, meaning that ISO is less concerned with the protection of unpopulated regions of a service area that lack permanent structures.

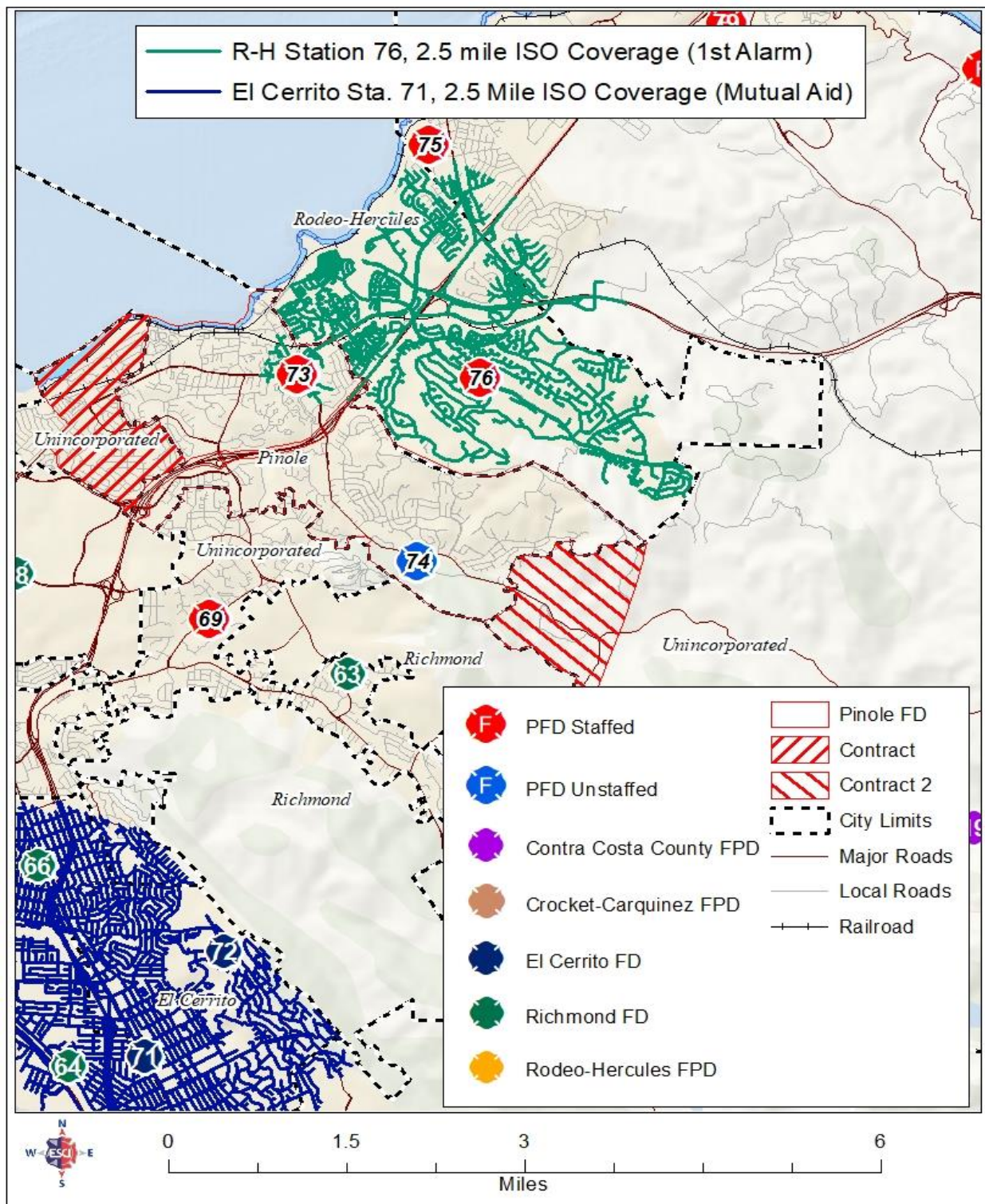
Figure 57: Fire Station 73, 1.5-Mile ISO Coverage



Much of the developed residential area in the eastern part of the city is beyond 1.5 miles of Station 73.

Like the maximum service area of engine companies shown in Figure 57, there is a maximum service area for ladder companies. The next figure illustrates the 2.5-mile maximum service area for the closest ladder company, Rodeo-Hercules FPD Station 76 for 1st Alarm and El Cerrito Station 71 for Mutual Aid.

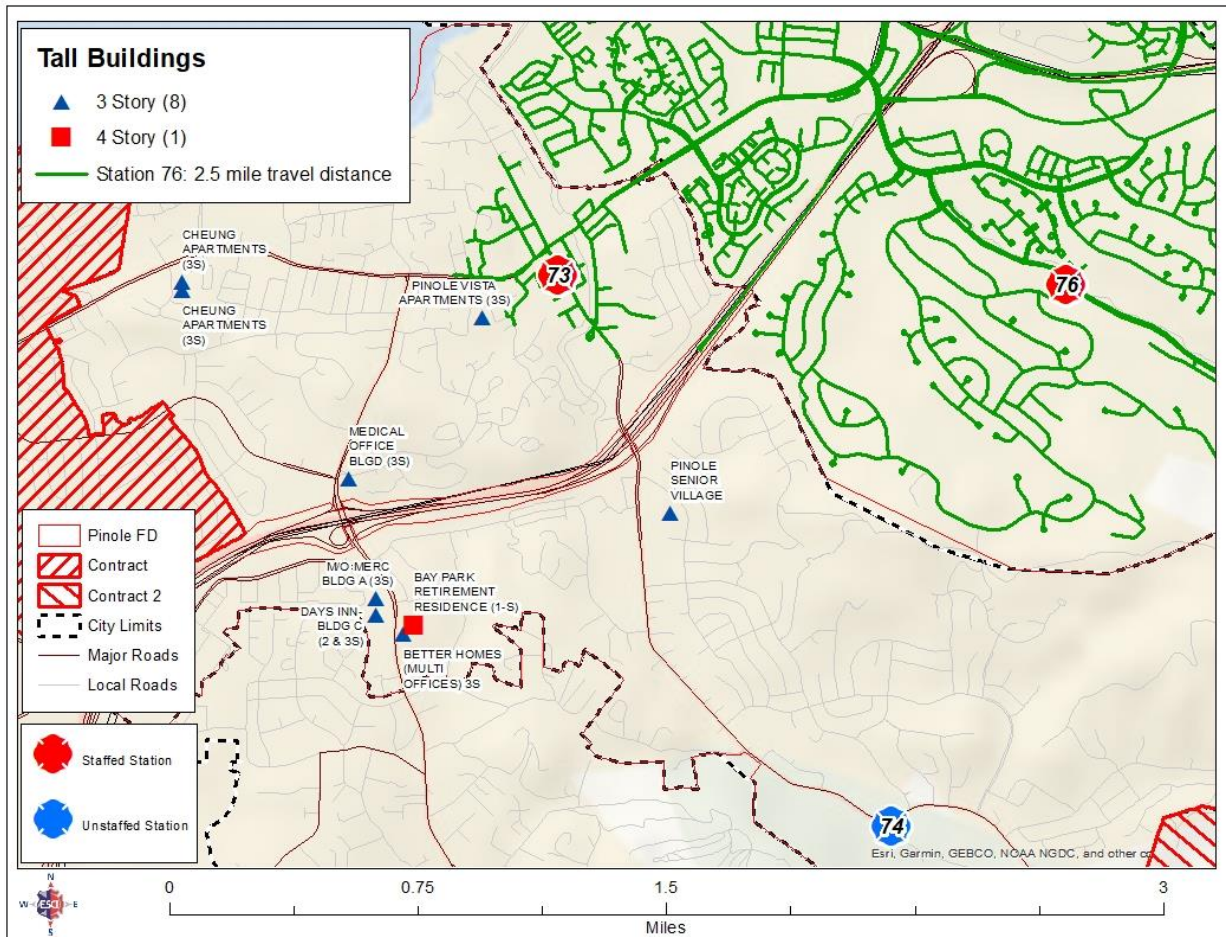
Figure 58: Fire Station Distribution, 2.5-Mile Ladder Company ISO Criteria



Neither ladder company can fully cover the PFD. RHPD Ladder 76 extends approximately 0.5-mile into PFD, while the El Cerrito ladder would still be 4 to 5 miles away.

The following figure shows the 2.5-mile ISO coverage of three- and four-story buildings within the City of Pinole.

Figure 59: Detail of Station 76, 2.5 mi. ISO coverage for Pinole Three- & Four-Story Buildings



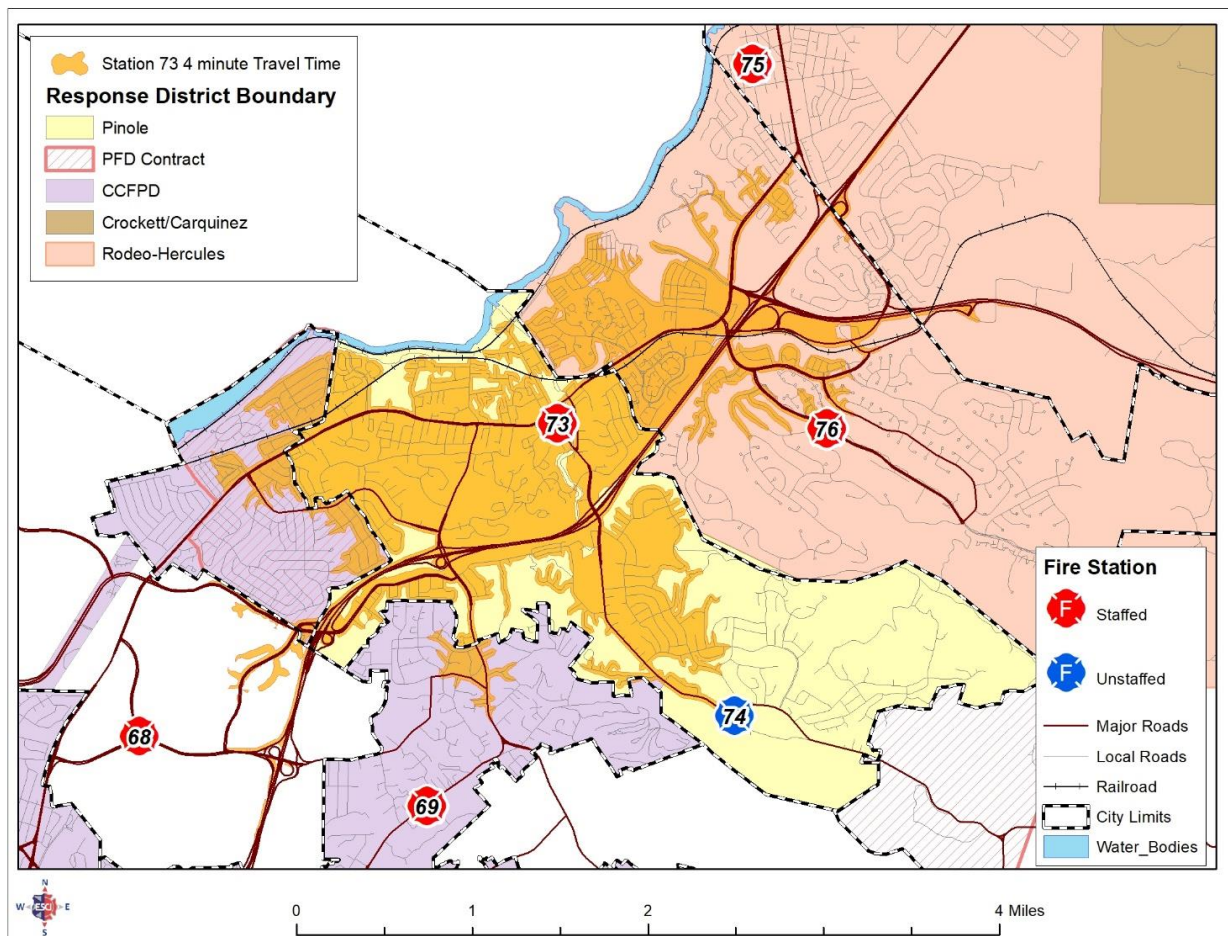
None of these taller structures are within this 2.5-mile coverage, although the Pinole Vista Apartments are a mere 300 feet further.

PFD Goals Distribution

While ISO criteria are focused on fire suppression activities exclusively, PFD's goals define expected performance for all response services. PFD advised ESCI to utilize NFPA standards. These standards establish a four-minute travel time objective for the arrival of the first capable response unit. This, and PFD's other response performance goals are measured using that same standard.

The following figure models four-minute travel time coverage using posted street speeds from PFD Station 73. The model travel time does not account for traffic congestion.

Figure 60: Station 73 Four-Minute Model Travel Time (Entire Response District)



A portion of the developed residential area in the southeast portion of the city is beyond the four-minute travel time footprint. The next figure shows the four-minute travel time footprint allocated to the closest station, should Station 74 be re-opened.

[illegible]

Concentration & Effective Response Force Capability Analysis

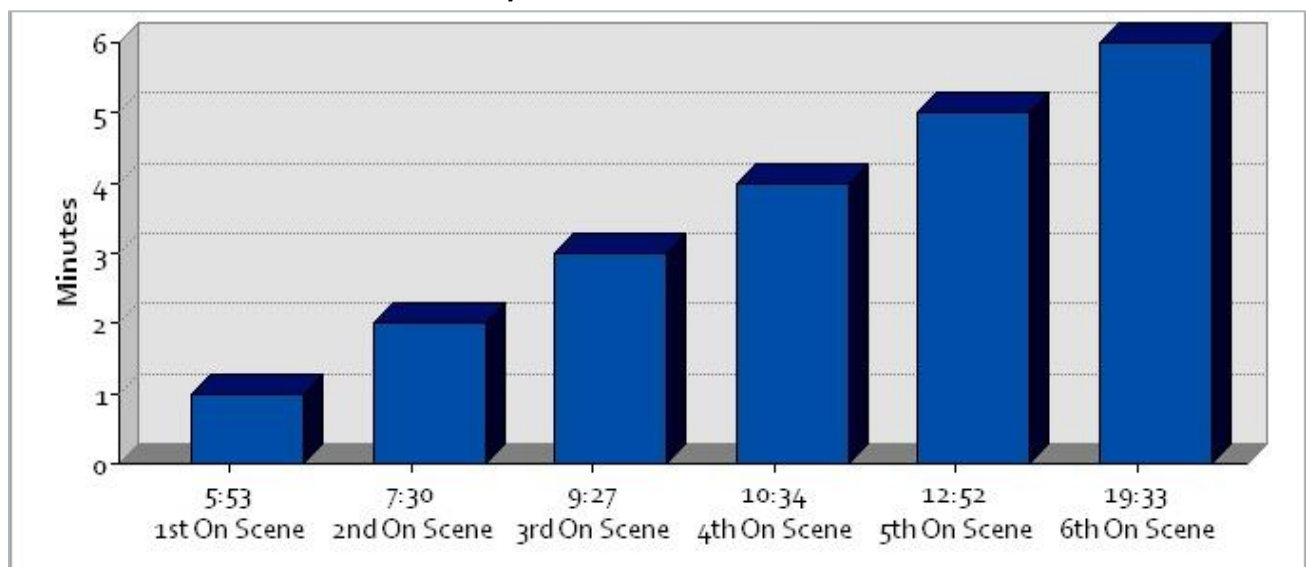
Effective Response Force (ERF) is the number of personnel and apparatus required to be present on the scene of an emergency to perform the critical tasks in a manner to effectively mitigate the incident without unnecessary loss of life or property. The ERF is specific to each type of incident and is based on the critical tasks that must be performed. Per NFPA 1710, a moderate risk building fire is modeled for this analysis.

The NFPA response time goal for the delivery of the full ERF to a moderate risk building fire is within 8 minutes, 90 percent of the time. PFD has defined the minimum full effective response force for moderate risk building fires as four fire engines, one ladder truck, and two Battalion Chiefs for a total of 21 firefighters. Eight minutes of travel time is allowed to assemble the defined, fully effective response force on the scene.

The next figure shows the ERF for the 20 structure fires that occurred in 2018, showing the 90th percentile travel time for the on-scene resources. The travel time is not cumulative, as the various resources could be traveling simultaneously. This figure includes the resources of five adjacent automatic aid stations.

Of the 20 structure fires, E73 was the first on-scene at 12 incidents (60%). E169 and E170 were the first on-scene at three incidents (15%); BC7 was the first on-scene at three incidents (15%), while E273 was first on-scene twice (10%).

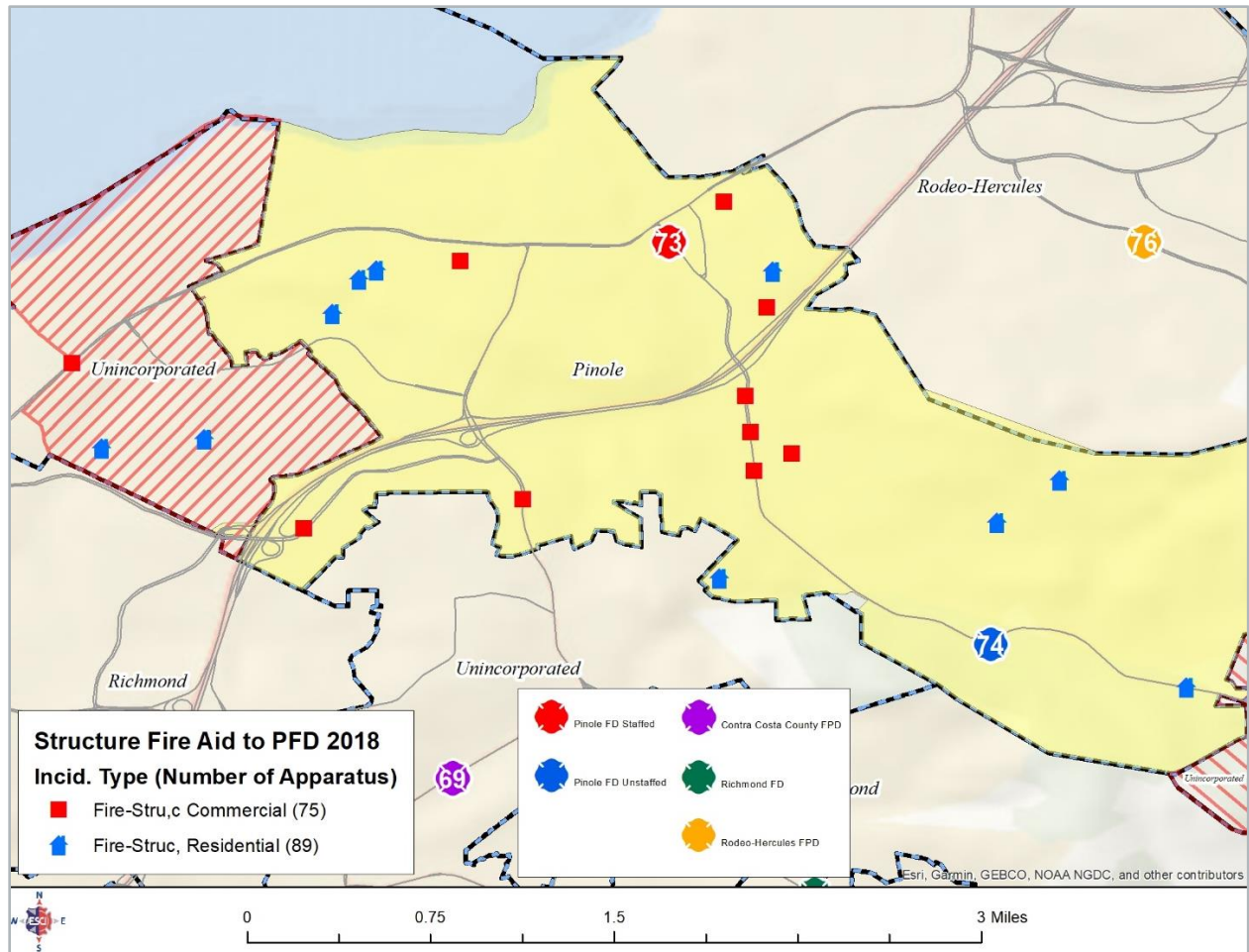
Figure 62: Effective Response Force, Structure Fires, 90th Percentile, in the City of Pinole & Both Contract Areas



Engine 73 or BC7 was second on-scene at nine incidents (45%). None of the structure fire incidents achieved the 8-minute travel time standard for all apparatus arriving on-scene.

In 2018, PFD responded to 20 fires—10 commercial and 10 residential. The following figure shows the incident type and the total number of apparatus that were assigned for the year. Much of the incident data did not have timestamps for all the units assigned, possibly due to being canceled en route.

Figure 63: Structure Fire Aid to PFD, 2018



Using the data with complete arrival timestamps, there were two incidents, both residential fires, where a maximum number of firefighters on-scene were 14 or 15 firefighters, depending on how many firefighters were on the adjacent station's ladder trucks. None of the incidents achieved 21 firefighters on-scene.

Concurrency

One way to look at resource workload is to examine the number of times multiple incidents happen within the same timeframe in each station area. ESCI examined incidents during the study period to determine the frequency of concurrent events. This is important because concurrent incidents can stretch available resources and extend response times.

The following figure shows the number of times during the study period that one or more incidents occurred concurrently. This shows that in most cases (1,767), only one incident was in progress at a time. However, 568 times, there were two incidents in progress at the same time; 86 times, there were three or more incidents in progress at the same time, and once there were six incidents in progress at the same time.

Figure 64: Incident Concurrency, 2018 (By Time of Day)

Station	Incidents 9:00 a.m.–8:59 p.m.	Incidents 9:00 p.m.–8:59 a.m.	Incidents per hour 9:00 a.m.–8:59 p.m.	Incidents per hour 9:00 p.m.–8:59 a.m.
73	1,697	930	141	77

Figure 65: Incident Concurrency, 2018 (By Number of Concurrent Incidents)

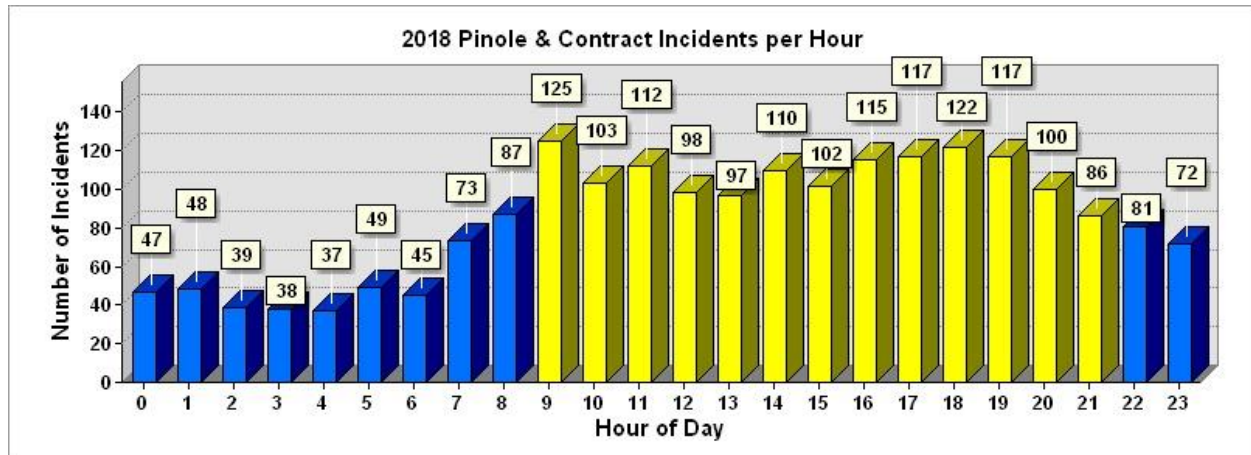
City of Pinole & Both Contract Areas

Concurrent Incidents	Count
1	1,767
2	568
3	77
4	7
5	1
6	1

It is important to note that Pinole only staffs one response unit. As a result, anytime there is more than one incident, the City is dependent on outside aid.

Peak workload periods occur every day of the week. The following figure illustrates the Station 73 workload by the time of day during the study period.

Figure 66: PFD Overall Incidents by Hour, 2018, Calls in the City of Pinole & Both Contract Areas



Performance Summary

Incident data for the period between January 1 and December 31, 2018, was evaluated in detail to determine PFD's current performance. Data was obtained from PFD incident reports and the dispatch center's computer-aided dispatch system.

Only incidents occurring within the PFD service area that were dispatched as a "priority" are included in the analysis. Priority incidents involve emergencies to which the fire department initiated a "code 3" (using warning lights and sirens) response (1,706 incidents during 2018). Incidents initially dispatched as non-emergency responses were excluded. Performance is reported based on the final determination of the incident type, which may be different than how it was initially dispatched. For example, a person may report smoke coming from a building that turns out to only be steam. It may have been dispatched as a structure fire, but its final type would be reported as "good intent."

Each phase of the incident response sequence was evaluated to determine the current performance. This allows an analysis of each phase to determine where opportunities might exist for improvement.

The total incident response time continuum consists of several steps, beginning with the initiation of the incident and concluding with the appropriate mitigation of the incident. The time required for each of the components varies. The policies and practices of the Department directly influence some of the steps.

ESCI compared PFD's response performance to the national consensus standard for response performance found in the NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, 2010 Edition. ESCI compared the various primary answer points and CCRFCC performance to the PFD's goals as well as standards found in NFPA 1221: *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, 2013 Edition.

The following figure summarizes the performance standards found in the National Fire Protection Association (NFPA) documents.

Figure 67: Summary of NFPA Performance Standards

Incident Interval	Performance Goal
911 call answer time (time from the first ring to answer)	Within 15 seconds, 95% of the time Within 40 seconds, 99% of the time
Call transfer time (time from the answer to acceptance at the secondary dispatch center)	Within 30 seconds, 95% of the time
Call process time (time from acceptance at the dispatch center until notification of response units)	Within 70 seconds, 90% of the time
Turnout time (time from notification of response personnel until the initiation of movement towards the incident)	Within 60 seconds, 90% of the time
First unit travel time (time from initiation of response until the arrival of the first unit at the incident)	Within 4 minutes, 90% of the time
First unit response time (time from dispatch until the arrival of the first unit at the incident)	Within 5 minutes, 90% of the time
Full effective response force travel time (time from dispatch until all units initially dispatched arrive at the incident. Response resources needed for a moderate risk building fire are used for the evaluation.)	Within 8 minutes, 90% of the time

In keeping with NFPA 1710 and 1221, all response time elements are reported at a given percentile. Percentile reporting is a methodology by which response times are sorted from least to greatest, and a “line” is drawn at a certain percentage of the calls to determine the percentile. The point at which the “line” crosses the 90th percentile, for example, is the percentile time performance. Thus, 90 percent of times were at or less than the result. Only 10 percent were longer.

Percentiles differ greatly from averages. Averaging calculates response times by adding all response times together and then dividing the total number of minutes by the total number of responses (mean average). Measuring and reporting average response times is not recommended. Using averages does not give a clear picture of response performance because it does not clearly identify the number and extent of events with times beyond the stated performance goal.

What follows is a detailed description and review of each phase of the response time continuum. All phases will be compared to the NFPA performance goals.

Call Processing

Most emergency incidents are reported by telephone to the 911 center. Call takers must quickly elicit accurate information about the nature and location of the incident from persons who are apt to be excited. A citizen well-trained in how to report emergencies can reduce the time required for this phase. The dispatcher must identify the correct units based on incident type and location, dispatch them to the emergency, and continue to update information about the emergency while the units respond. This phase begins when the 911 call is answered at the primary Public Safety Answer Point (PSAP) and ends when response personnel are notified of the emergency. This phase, which has two parts, is labeled “call processing time.”

NFPA 1221 recommends that 911 calls be answered within 15 seconds, 95 percent of the time (within 40 seconds, 99 percent of the time) and then be transferred to the dispatch center within 30 seconds, 95 percent of the time (within 40 seconds, 99 percent of the time). None of the primary PSAPs provided information necessary to quantify current performance at this time.

The second part of call processing time, dispatch time, begins when the call is received at the dispatch center (CCRFCC) and ends when response units are notified of the incident. PFD's goal prescribes that this phase should occur within 70 seconds, 90 percent of the time.

The following figure illustrates performance by CCRFCC from the time it receives the call until it notifies response units. Overall performance was 2 minutes, 15 seconds, 90 percent of the time.

**Figure 68: CCRFCC Dispatch Time Performance,
Calls in the City of Pinole & Both Contract Areas**

Incident Type	Processing Time
EMS	0:02:25
Fire	0:01:57
Other	0:01:47
All Types	0:02:15

Turnout Time

Turnout time is a response phase controllable by the fire department. This phase begins at the notification of an emergency in progress by the dispatch center and ends when personnel and apparatus begin to move towards the incident location. Personnel must don appropriate equipment, assemble on the response vehicle, and begin travel to the incident. Good training and proper fire station design can minimize the time required for this step.

The NFPA performance goal for turnout time is within 90 seconds, 90 percent of the time. The following figure lists turnout time for all incidents as well as specific incident types.

**Figure 69: PFD Turnout Time Performance,
Calls in the City of Pinole & Both Contract Areas**

Incident Type	Turnout Time
EMS	0:00:53
Fire	0:02:15
Other	0:01:36
All Types	0:01:28

Turnout time for all incidents is within 1 minute, 28 seconds, 90 percent of the time, meeting their performance goal. The turnout time for fire incidents is above the performance goal.

Distribution and Initial Arriving Unit Travel Time

Travel time is potentially the longest of the response phases. The distance between the fire station and the location of the emergency influences response time the most. The quality and connectivity of streets, traffic, driver training, geography, and environmental conditions are also factors. This phase begins with the initial apparatus movement towards the incident location and ends when response personnel and apparatus arrive at the emergency's location. Within the NFPA goal, 4 minutes is allowed for the first response unit to arrive at an incident.

PFD and automatic aid units are selected for the response to an incident based on a calculation by the dispatch computer system to determine the unit that will have the shortest travel time. This method ensures the shortest possible travel times.

The following figure lists travel time for all priority incidents, as well as specific incident types, for all units responding to the City of Pinole and the two contract areas.

**Figure 70: Travel Time Performance, First Arriving Unit,
Incidents in the City of Pinole & Both Contract Areas**

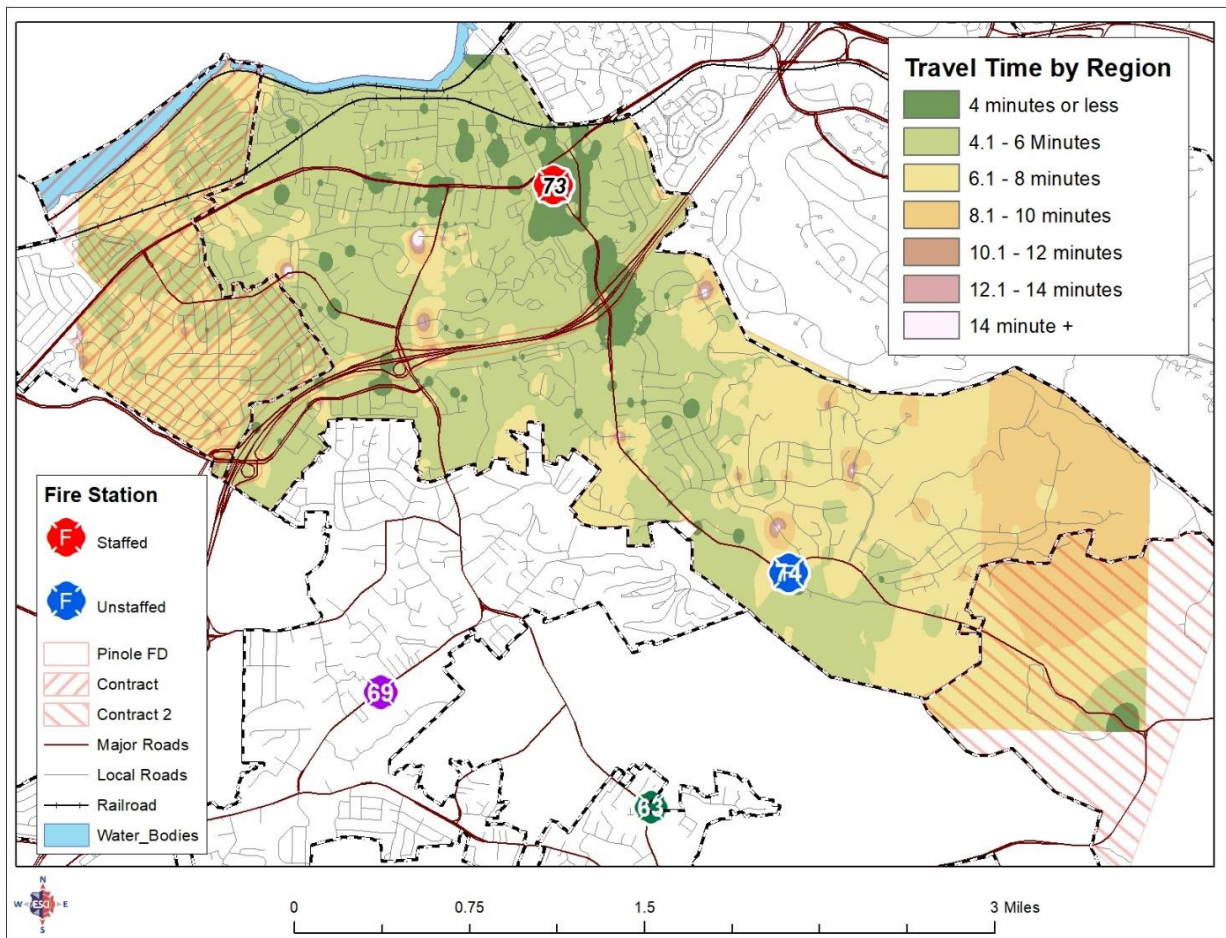
Incident Type	90% Percentile Travel Time
EMS	0:07:45
Fire	0:08:01
Other	0:07:55
All Types	0:07:45

Overall, travel time for all incidents within the city for all responding units is within 7 minutes, 45 seconds, 90 percent of the time. This does not meet the performance objectives. It is unknown what causes the lengthy travel time, whether it is congested traffic, traffic signal timing, or steep terrain issues.

Travel Time Performance by Region

Travel time performance by region is variable and influenced by a number of factors, including individual station area workload and the number of times a station must cover another station's area. Additional factors include the size of the station area and the street system serving it. More highly connected, grid-patterned street systems contribute to faster response times than do areas with meandering streets with numerous dead-ends.

The following figure evaluates travel time performance by sub-area using Inverse Distance Weighting analysis (IDW). This process uses travel time for known points (actual incidents) to predict travel time for the area surrounding the actual incident. Better performance is generally noted near fire stations, with progressively longer response times for those incidents more distant from the stations.

Figure 71: Actual Travel Time Performance by Region, Calls in the City of Pinole & Both Contract Areas

The four-minute travel time objective is generally met near the fire station, with progressively longer travel times at further distances. The pockets of 10 to 12-minute travel times near the station do correspond to hilly locations with many turns to reach the interior of a neighborhood.

First Arriving Unit Response Time

Response time is defined as that period between the notification of response personnel by the dispatch center that an emergency is in progress until the arrival of the first fire department response unit at the emergency. When turnout time and travel time are combined, the NFPA performance goal for response time is within 5 minutes, 90 percent of the time.

The following figure illustrates the response time for all priority incidents as well as specific incident types during 2018.

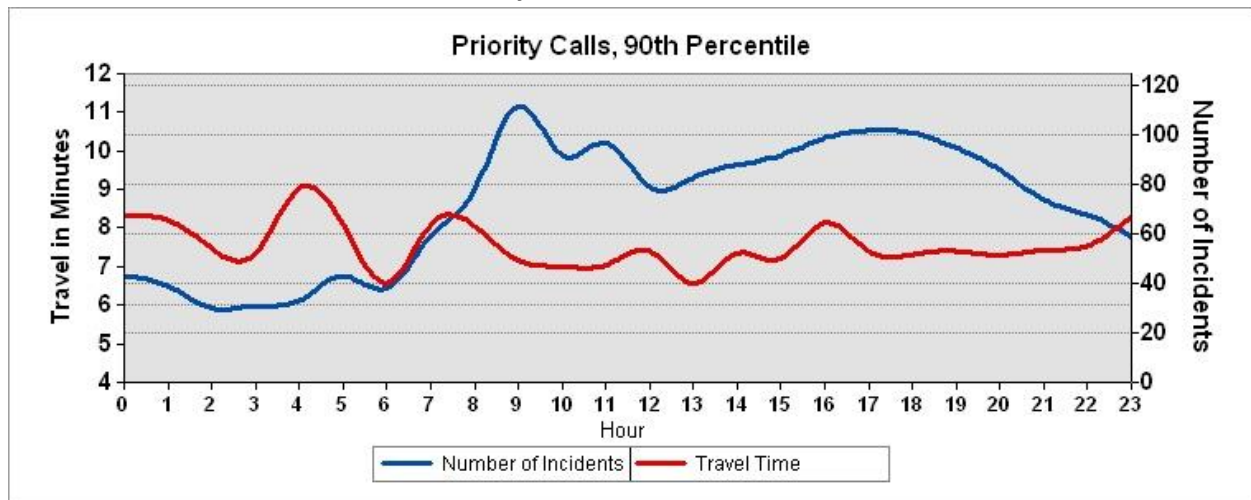
**Figure 72: Response Time Performance, First Arriving Unit,
Calls in the City of Pinole & Both Contract Areas**

Incident Type	Time
EMS	00:08:11
Fire	00:09:32
Other	00:08:37
All Types	00:08:17

Overall, response time for all priority incidents was within 8 minutes, 17 seconds, 90 percent of the time.

The following figure represents the number of calls in 2018, where the travel time was greater than 4 minutes. There are notable spikes at the commute hours, 7 to 9 a.m. and again from 5 to 8 p.m.

**Figure 73: PFD Number of Calls Over a Four-Minute Travel Time by the Incident Hour,
Calls in the City of Pinole & Both Contract Areas**



First Arriving Unit Received to Arrival Time

From the customer's standpoint, response time begins when the emergency occurs. Their first contact with emergency services is when they call for help, usually by dialing 911. Received to arrival time combines answer/transfer, call processing, turnout, and travel time. As described in the "Call Processing" discussion in this section, data for call answer and transfer time is not available. The time the call was "received" will either be the actual answer time for calls created by PSAPs other than CCRFCC or the time CCRFCC received the call transferred by another agency. When the PFD performance goals are combined, received to arrival time should be within 6 minutes, 90 percent of the time.

The next figure shows received to arrival performance during 2018 at the 90th percentile for priority incidents within the PFD service area. Overall, received time to arrival time is within 9 minutes, 55 seconds, 90 percent of the time.

**Figure 74: Received to Arrival Time, First Arriving Unit
Calls in the City of Pinole & Both Contract Areas**

Incident Type	Time
EMS	00:10:00
Fire	00:10:30
Other	00:09:33
All Types	00:09:55

Second Unit Arrival Time

The PFD fire engine is staffed with three personnel. Safety regulations require that at least four firefighters be on scene before firefighters can enter a burning building. The only exception is if it is known that a person is inside the building and needs to be rescued. Current staffing levels at PFD require the arrival of a second response unit before non-rescue interior firefighting activities can be initiated.

Incident data for building fires during the study period were analyzed to determine the time the second response unit arrived on the scene. The data indicated that the second unit arrived on the scene of a structure fire within 6 minutes, 45 seconds, 90 percent of the time.

The dispatch data uses a priority coding system for incidents, as shown in the following figure.

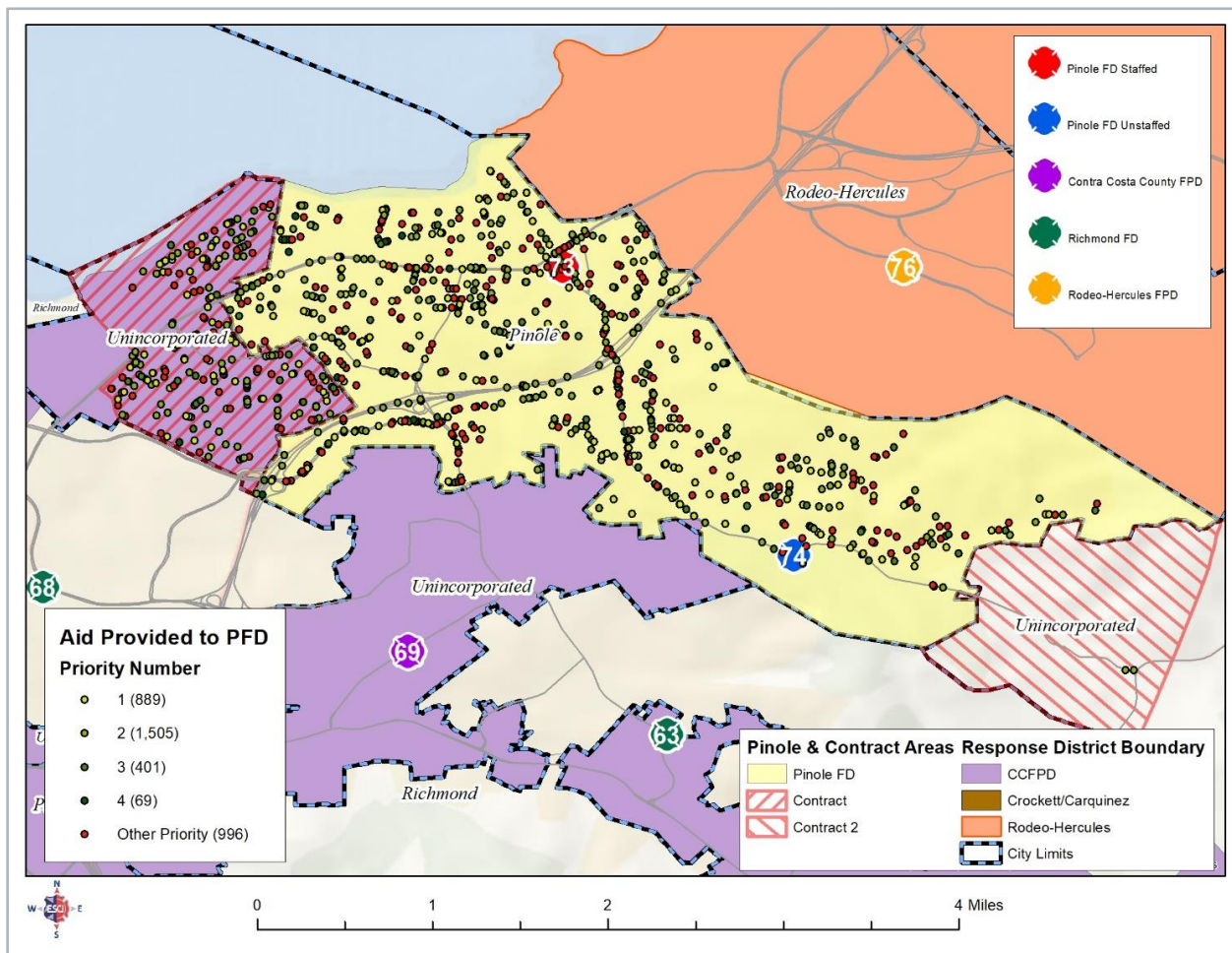
Figure 75: CCRFCC Priority Codes

Priority	Description
1	P1 Emergency
2	P2 Emergency
3	P3 Urgent
4	P4 Routine
5	P5 Non-Emergency
6	P6 Non-Emergency
7	P7 Triage status that should be updated to another priority during call taking.
8	P8 No Response
9	P9 Test

Priority 1–4 are Code 3, "lights/sirens." All other priorities are Code 2, no lights/sirens.

The following figure shows the 2018 incidents within the City of Pinole and the two contract areas where adjacent fire agencies were dispatched. There were 3,860 dispatch requests for aid from adjacent fire agencies. This number reflects the dispatch of multiple units not the total number of calls.

Figure 76: Dispatched Aid for PFD, Calls in the City of Pinole & Both Contract Areas



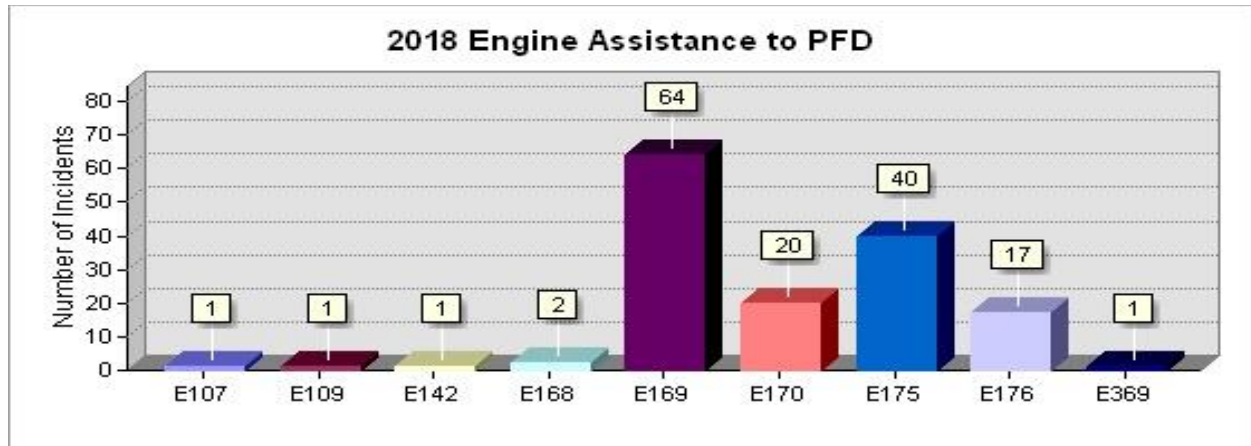
Of those 3,860 requests, 940 incidents did not have a timestamp for “Arrived on Scene”—perhaps these units were canceled en route. The adjacent fire agency units that responded to the remaining 2,920 incidents are shown in the following figure.

Figure 77: Adjacent Fire Agency Assistance, PFD available

Unit	# of Requests	Unit	# of Requests	Unit Name	# of Requests
E169	124	E163	2	E1676	1
Q176	82	E168	2	E369	1
E175	52	E178	2	E372	1
E176	20	E375	2	E376	1
E170	12	E378	2	E379	1
R369	8	1122	1	HM21	1
SQ70	7	BC4	1	HM4	1
BC71	5	E107	1	T114	1
BC64	2	E142	1	USCG	1

In 2018, 27 different fire agency units responded to PFD, while PFD was available. CCFPD Station 69's engine was the most frequent responding engine at 124 requests.

On occasion, the engine from Station 73 was not available to respond to an incident as it had not been cleared from a previous incident. Available engines from the adjacent agencies were dispatched to the City of Pinole and the two contract areas in their stead. The following figure shows the frequency of adjacent agencies' assistance.

Figure 78: Adjacent Fire Agency Engine Assistance, PFD not available

Again, the engine from CCFPD Station 69 was the most frequent responder when E73 was not available, followed by the engine from Rodeo-Hercules Station 75.

The adjacent agencies' engines were dispatched to a variety of incident types, as the next figure shows.

Figure 79: Incident Types; PFD not available

Incident Type	Number of Incidents
5150 PD Request	2
EMS—Alpha (Fall)	1
EMS—Alpha *Code 2	4
EMS—B Ltd	2
EMS—Bravo	12
EMS—Charlie	31
EMS—Delta	39
EMS—Echo	1
EMS—Richmond	2
EMS—Alpha Code 2 With Engine	2
EMS—Medical Emergency	1
Fire—Veh Large	3
Fire Alarm—Commercial	6
Fire Alarm—Residential	7
Fire Exterior	2
On View	4
Single Engine C2	2
Single Engine C3	5
Veh Accident Motorcycle	4

The most frequent type of incident of the adjacent fire agencies' response was a variety of EMS incidents.

The following information relates to codes utilized for EMS calls shown in Figure 79.

**Figure 80: List of Common Emergency Medical Dispatch (EMD) Codes
Used by Most Dispatch Agencies in the United States**

Code	Type	BLS/ALS	Emergency Status
Alpha	Non-Life-Threatening	Basic Life Support	Non-Emergency
Bravo	Possibly Life-Threatening	Basic Life Support	Emergency
Charlie	Life-Threatening	Advanced Life Support	Emergency
Delta	Serious Life Threat	Advanced Life Support	Emergency
Echo	Life Status Questionable	Closest Available (Multiple Resources Sent)	Emergency
Omega "Ω"	Public Assist Only	Basic Life Support	Non-Emergency

FUTURE SYSTEM DEMAND PROJECTIONS

The City provided a population forecast. Future population growth for Pinole is forecast to average 0.79 percent per year through 2050. Using this estimate, the city's population could reach 22,228 by 2050. This projection is based on historical growth. Future growth projections have not been available from other sources. It is unlikely that actual projections will differ much unless city zoning density increases occur.

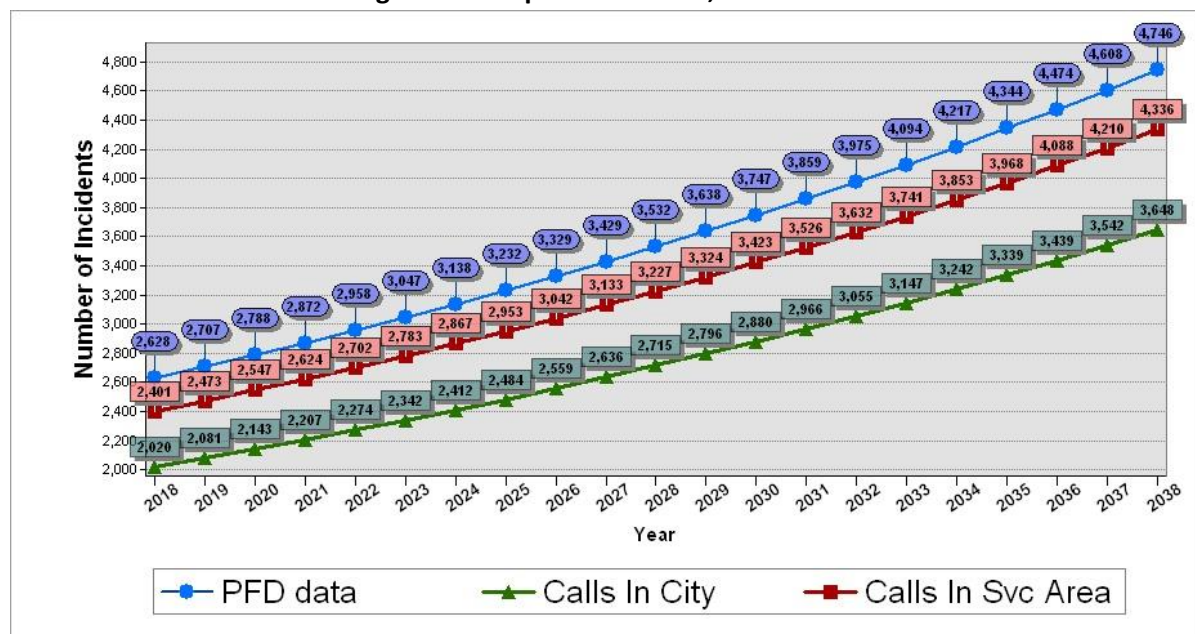
Incident Workload Projection

The most significant predictor of future incident workload is population and historical call volume; 100 percent of requests for emergency medical service is people driven. The National Fire Protection Association reports that approximately 70 percent of all fires are the result of people either doing something they should not have (i.e., misuse of an ignition source) or not doing something they should have (i.e., failure to maintain equipment). It is reasonable to use forecast population growth to predict future fire department response workload.

The current department services utilization rate is 110 incidents per 1,000 population; the PFD has a higher than the regional median number of calls per 1,000 population but slightly lower than the urban high range.

The utilization of fire department services is expected to grow modestly over time at a rate of about 3 percent per year based on the nine years of historical incident data. This, plus expected population growth, will increase the PFD's workload, as shown in the following figure. Response workload could reach approximately 4,300 responses per year by 2038, driven primarily by requests for emergency medical care. Figure 81 utilizes three data sets to provide response forecasts. PFD data is based on the fire department's fire records management system. "Calls in the City" used call history within the city limits, and "Calls in the Service Area," used data from within the city limits and the contract areas.

Figure 81: Response Forecast, 2018–2038



Community Risk Factors

This section analyzes risks that are present within the study area that potentially threaten people and property. These risks are identified to assist the study area agency in planning where to locate response resources in the types and numbers necessary to effectively respond to likely emergencies. While not all hazards of individual occupancies can be considered—that is beyond the scope of the study—there are risks that seem to be relevant to the area. ESCI recommends that the department be aware of and rate the hazard and risks in terms of frequency and severity within the jurisdiction.

The City of Pinole fire service area has many risks, including the shoreline, a significant wildland interface, underground pipelines, a freeway, and a railroad. The arrangement of the service area is constrained by topography such that few areas have grid coverage from the Pinole Fire Station and neighboring automatic aid from other fire departments. Due to this configuration, the response is funneled through gateways at the foot of each valley. Significant challenges and risks exist in the City of Pinole.

The following figure represents a method of identifying and analyzing risks within Pinole. This figure should be reviewed annually by department leadership with the goal of improvement through the continuous re-evaluation of the risks facing the city.

Figure 82: Risk Identification and Analysis Process¹

Step	Action
Hazard Identification	Identify hazards.
	What is the probability this hazard will occur?
	Is this hazard a significant threat to your jurisdiction?
	Approximately how often does this hazard occur in your jurisdiction?
Vulnerability Assessment	For each hazard identified in the hazard identification process, consider each of the five factors. Factor 1: Danger/Destruction/Personal harm Factor 2: Economic Impacts Factor 3: Environmental Impacts Factor 4: Social Impacts Factor 5: Political Considerations
	Score the vulnerability of this hazard.
	Reconsider the priority of each hazard based on vulnerability.
Risk Rating Score	Risk Rating = Probability ² X Vulnerability ²

¹ Adapted from the Community Risk Reduction Model, United States Fire Administration, National Fire Academy

² Probability and Vulnerability are rated as 3 = High, 2 = Moderate, 1 = Low

The fire service assesses the relative risk of properties based on several factors: the service area population and population density, the demographics of the population, local land use and development, and the geography and natural risks present within the community. These factors affect the number and type of resources (both personnel and apparatus) necessary to mitigate an emergency. Properties with high fire and life risk often require greater numbers of personnel and apparatus. Therefore, staffing and deployment decisions should be made with consideration to the level of risk within the geographic sub-areas of a community.

Overall Geospatial Characteristics

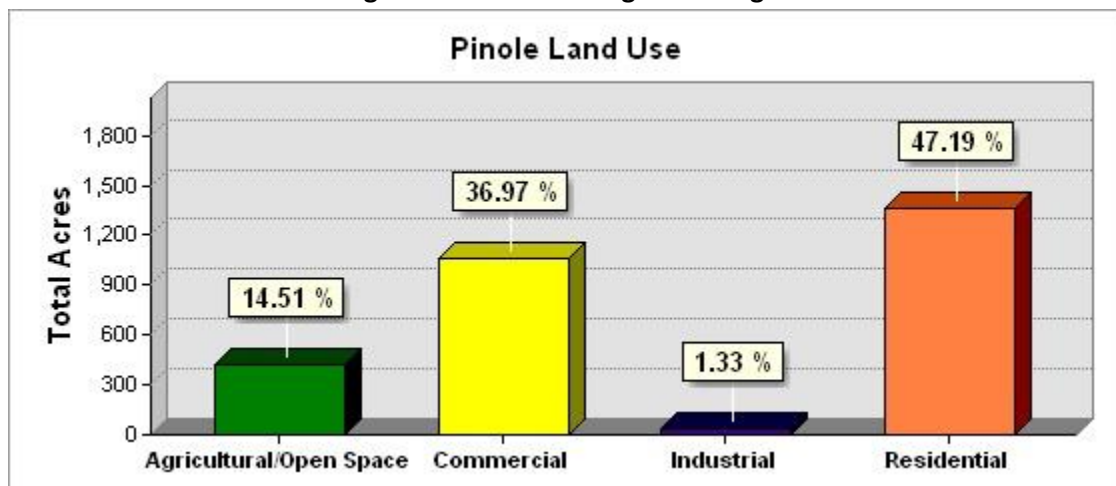
The following community risk assessment has been developed based on intended land uses as described in the zoning designations of the study area. The following figure translates zoning to categories of relative fire and life risk.

Figure 83: Translation of Zoning to Relative Risk Categories

Relative Risk Category	Zoning
Low Risk	Areas zoned and used for agricultural purposes, open space, and very-low-density residential use.
Moderate Risk	Areas zoned for medium-density single-family properties, small commercial and office uses, low-intensity retail sales, and equivalently sized business activities.
High Risk	Areas zoned for Higher-intensity business districts, mixed-use areas, high-density residential, industrial, warehousing, and large mercantile centers.

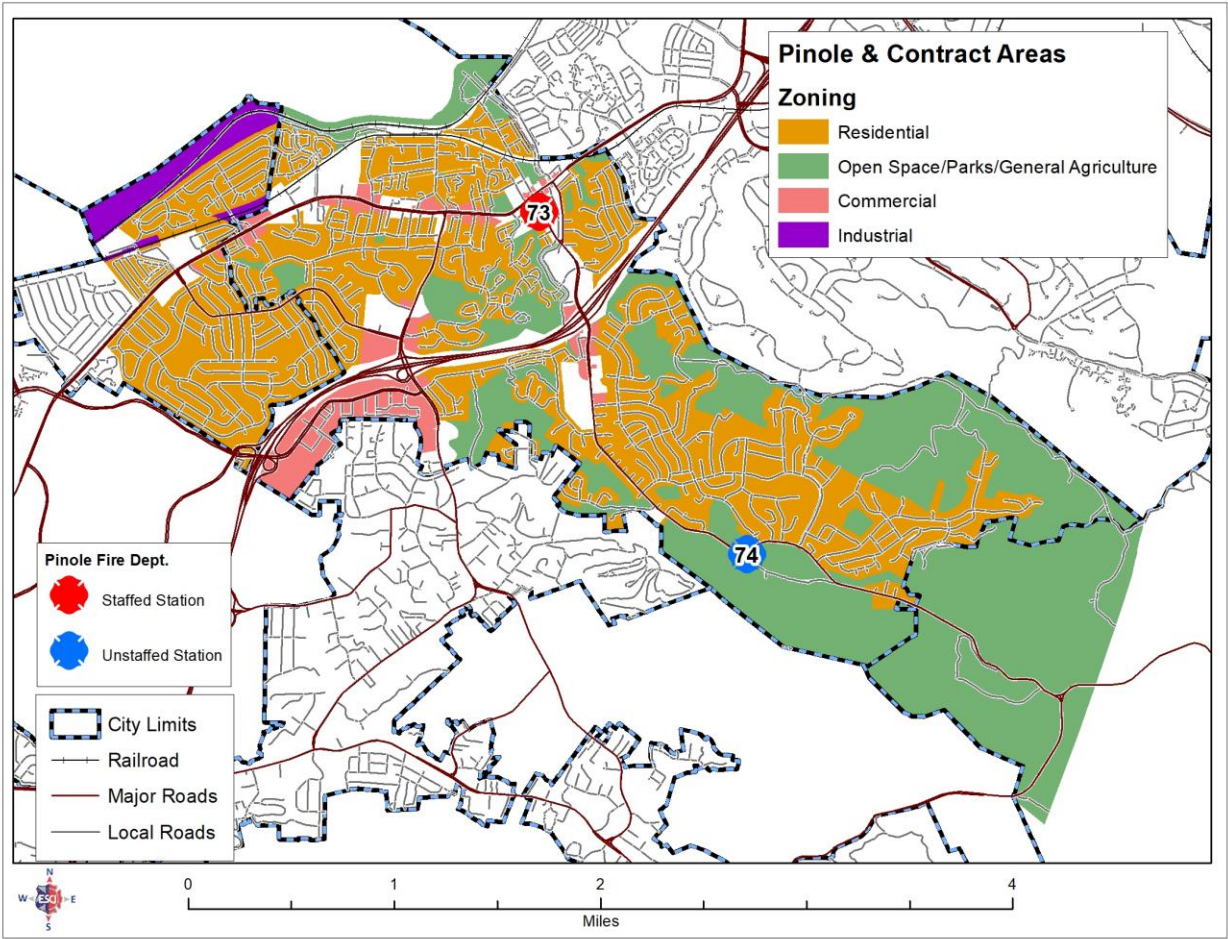
The following shows the relative percentages of zoning in the City of Pinole.

Figure 84: Pinole Zoning Percentages



The following figure illustrates the distribution of the current zoning classifications in the City of Pinole. By acreage, nearly half of the City of Pinole is residential, and 1/3 is zoned commercial. The current zoning data was undergoing review as some of the parcels were without a zoning code, i.e., the white areas within the city. Some of these are likely "Commercial" due to their proximity to existing commercial zoning.

Figure 85: Pinole & Contract Area’s Current Zoning



Geographic & Weather-Related Risks

The number and frequency of federal disaster declarations affecting Pinole paint a picture of the risks that natural hazards pose to the region. The next figure is a summary of federal disaster declarations that have occurred in Contra Costa County:¹⁶

- Between 1969 and 2017, Contra Costa County has received 14 presidential disaster declarations and two emergency declarations.
- These events are important to consider in establishing recurrence intervals for hazards of concern.

Figure 86: Summary of Federal Disaster Declarations in Pinole by Type, 1965–2017

Type of Event	Declaration Date	FEMA Disaster #
Severe Winter Storms, Flooding, Mudslides	4/1/2017	DR-4308
Severe Winter Storms, Flooding, and Mudslides	3/16/2017	DR-4305
Severe Storms, Flooding, and Mudslides	2/14/2017	DR-4301
Severe Storms, Flooding, Mudslides, and Landslides	2/3/2006	DR-1628
Severe Winter Storms and Flooding	2/9/1998	DR-1203
Severe Storms, Flooding, Mud and Landslides	1/4/1997	DR-1155
Severe Winter Storms, Flooding Landslides, Mud Flow	3/12/1995	DR-1046
Severe Winter Storms, Flooding, Landslides, Mud Flows	1/10/1995	DR-1044
Severe Winter Storm, Mud and Land Slides, and Flooding	2/3/1993	DR-979
Loma Prieta Earthquake	10/18/1989	DR-845
Severe Storms and Flooding	2/21/1983	DR-758
Coastal Storms, Floods, Slides, and Tornadoes	2/9/1983	DR-677
Severe Storms, Flood, Mudslides, and High Tide	1/7/1982	DR-651
Torrential Rain, High Tide, and Winds	2/1/1980	EM-3078
Drought	1/20/1977	EM-3023
Severe Storms and Flooding	1/26/1969	DR-253

EM = Emergency Declaration; DR = Disaster Declaration

From a planning perspective, there are several weather-related risks of concern to the study area, as noted in the previous figure. Severe storms can include lightning strikes and significant wind events.

¹⁶ Retrieved from <http://www.co.contra-costa.ca.us/DocumentCenter/View/48893/Contra-Costa-County-Draft-Local-Hazard-Mitigation-Plan-Volume-1-January-31-2018?bidId=>.

Weather Risks

The climate for Pinole is moderate. Pinole receives 27 inches of rain, on average, per year, the U.S. average is 38 inches of rain per year. The average annual temperatures range from a high of 80°F in July to a low of 40°F in January—with the average temperature being 71°F. Pinole receives 255 sunny days on average, this is 50 more days than the national average.¹⁷

Flood Risk

There are various risks associated with flooding. It is essential, therefore, that the community in the area of flood zones and areas prone should be informed of the risks, before the flood and as part of the planning process. Further, this should be a part of the public education process to ensure that residents are aware of the risks associated with flooding and the actions they should take to ensure readiness.

During a flooding event, the fire department will be called upon to assist in evacuations and rescues. These evacuations may include facilities with large numbers of people requiring EMS resources. Rescue and emergency evacuations may involve moving water requiring the specialty-trained technical rescue team to intervene.

After a flood as the residents begin recovery, EMS-related incidents will increase as injuries and medical conditions occur. Public education can help the community prepare for the recovery process.

The Contra Costa Hazards Mitigation Plan addresses two principal sources of floods. These two sources are summarized and defined in the next figure.

Figure 87: Sources of Flooding in Contra Costa County¹⁸

Source of Flood	Description
Riverine (river and stream)	Riverine floods described in terms of their extent (including the horizontal area affected and the vertical depth of floodwater) and the related probability of occurrence (expressed as the percentage chance that a flood of a specific extent will occur in any given year).
Flash Flooding	Flash floods occur suddenly after a brief but intense downpour. They move rapidly, end suddenly, and can occur in areas not generally associated with flooding (such as subdivisions not adjacent to a water body and areas serviced by underground drainage systems). Although the duration of these events is usually brief, the damage they cause can be severe. Flash floods cannot be predicted accurately and happen whenever there are heavy storms.

¹⁷ Retrieved from <https://www.bestplaces.net/climate/city/california/pinole>.

¹⁸ Retrieved from <http://www.co.contra-costa.ca.us/DocumentCenter/View/48893/Contra-Costa-County-Draft-Local-Hazard-Mitigation-Plan-Volume-1-January-31-2018?bidId=>.

Garrity Creek Watershed

This 1,790-acre area in western Contra Costa County includes the watershed of Garrity Creek (3.67 miles). This watershed includes sections of the City of Pinole.

Pinole Creek Watershed

Pinole Creek is a perennial creek that runs through the center of the city.

The next figure illustrates the Special Flood Hazard Areas (SFHA) as designated by FEMA. There are areas with the risk of flooding throughout the city. For the most part, the areas that are flood-prone have a one-percent increase in annual flooding. There are small portions of the study area that include a 0.2 percent annual chance of flooding. Station 73 and 74 are located very close to Pinole Creek drainage and potential flood areas, as seen in the following figures.

Figure 88: Watersheds in the Study Area

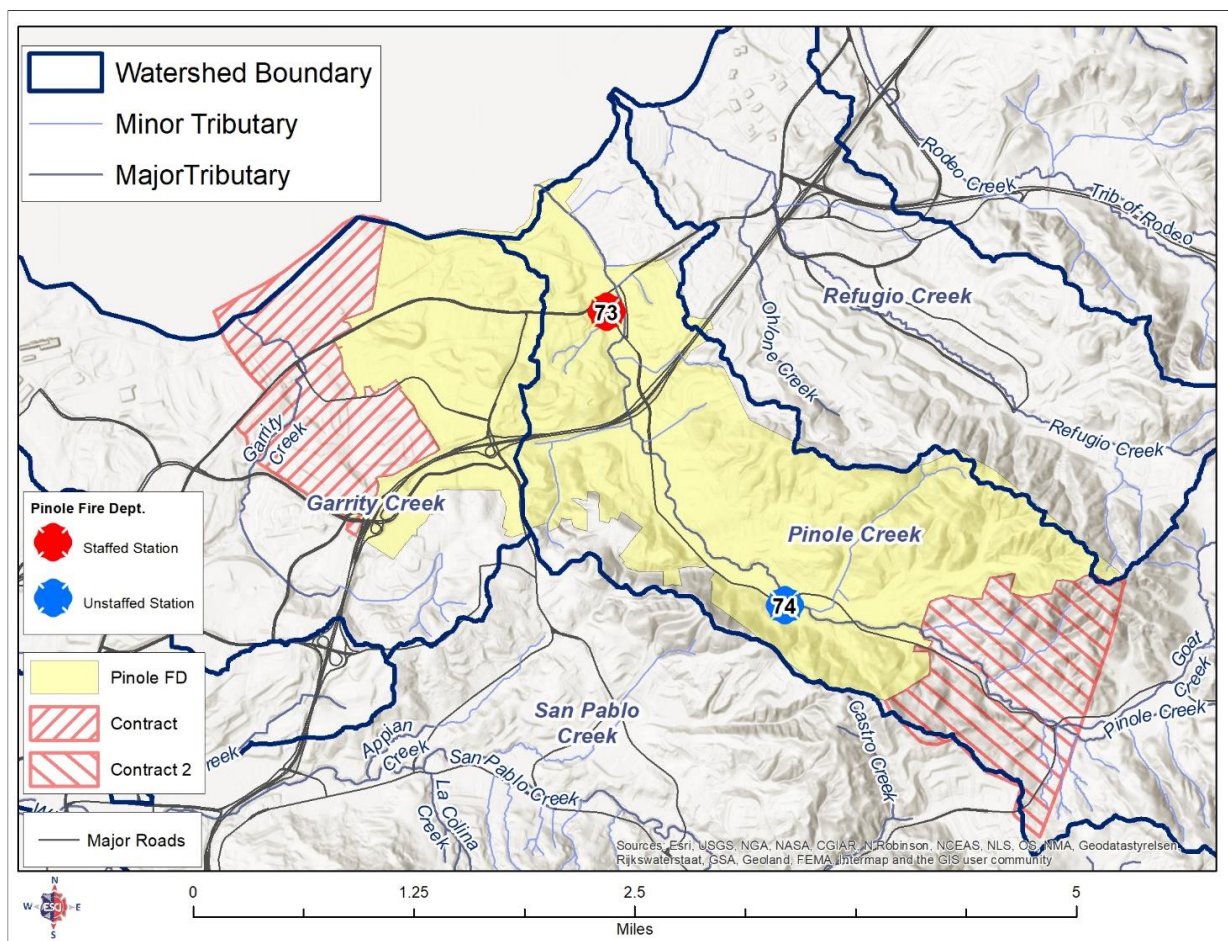
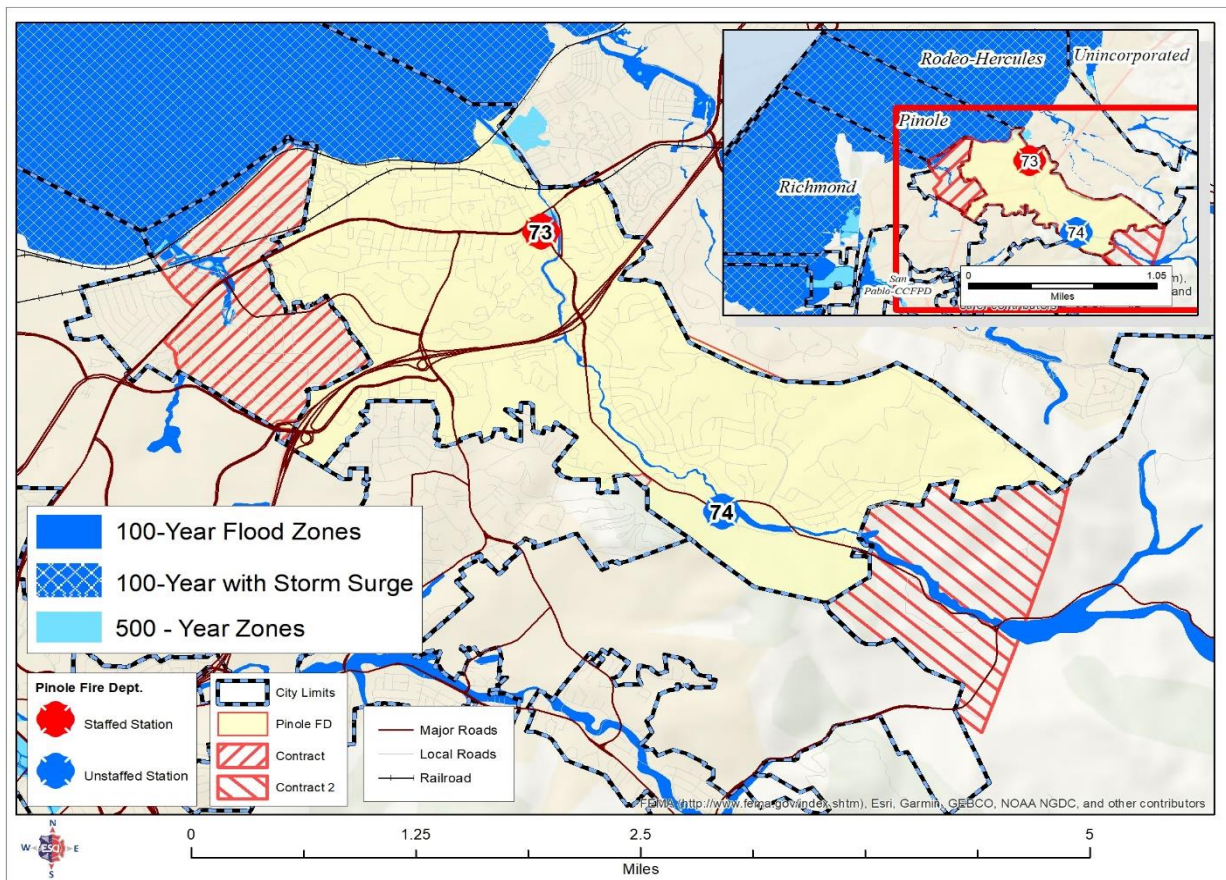


Figure 89: Flood Zones in the Study Area



Flood hazard areas identified on the Flood Insurance Rate Map are identified as an SFHA. SFHA are defined as the area that will be inundated by the flood event having a 1-percent chance of being equaled or exceeded in any given year. The 1-percent annual chance of flood is also referred to as the base flood or 100-year flood. Moderate flood hazard areas are the areas between the limits of the base flood and the 0.2-percent-annual-chance (or 500-year) flood. The Coastal High Hazard area is that part of the coastal floodplain where the wave heights during the base flood will be three feet or more.

There are 145 parcels that intersect various FEMA flood zones. Ten of these parcels are zoned "agricultural/open space," and 25 additional parcels are zoned "commercial," including one corner of a school parcel. The remaining 110 parcels are zoned "residential," including 109 single family parcels and one multifamily parcel with 12 units. Using the 2010 census data, the Pinole average household size is 2.7 persons; this gives an estimated total population of flood risk of 327 persons. The following figure shows the population within the various flood zones.

Figure 90: Flood Hazard Areas

Population Within the 10%, 1%, and 0.2% Annual Chance Flood Hazard Areas					
10% Annual Chance Flood Hazard Area		1% Annual Chance Flood Hazard Area		0.2% Annual Chance Flood Hazard Area	
Population Exposed	% of Total Population	Population Exposed	% of Total Population	Population Exposed	% of Total Population
0	0	0	0	327	1.7%

The commercial and agricultural/open space parcels were located in the 10 percent and 1 percent SFHAs.

Tornadoes

Tornadoes can have winds of over 300 mph, which—at the higher ranges—will cause a significant threat to life and damage to property. The intensity of tornadoes is measured on the Enhanced Fujita Tornado Damage Scale. This scale has an intensity range for tornadoes from EF-0 to EF-5, including wind estimates. The next figure is a summary of the damage associated at the various levels. Pinole has not experienced a tornado within written history.

Figure 91: Tornado Intensity, Enhanced Fujita Scale

Designation	Wind Speed, mph	Typical Damage
EF-0	65–85	Minor or no damage. Peels surface off some roofs; some damage to gutters or siding; branches broken off trees; shallow-rooted trees pushed over. Confirmed tornadoes with no reported damage are always rated EF-0.
EF-1	86–110	Moderate damage. Roofs severely stripped; mobile homes overturned or badly damaged; loss of exterior doors; windows and other glass broken.
EF-2	111–135	Considerable damage. Roofs torn off well-constructed houses; foundations of frame homes shifted; mobile homes completely destroyed; large trees snapped or uprooted; light-object missiles generated; cars lifted off ground.
EF-3	136–165	Severe damage. Entire stories of well-constructed houses destroyed; severe damage to large buildings such as shopping malls; trains overturned; trees debarked; heavy cars lifted off the ground and thrown; structures with weak foundations are badly damaged.
EF-4	166–200	Devastating damage. Well-constructed and whole frame houses completely leveled; cars and other large objects thrown, and small missiles generated.
EF-5	> 200	Extreme damage. Strong-framed, well-built houses leveled off foundations are swept away; steel-reinforced concrete structures are critically damaged; tall buildings collapse or have severe structural deformations; some cars, trucks, and train cars can be thrown approximately 1 mile (1.6 km).

While ranges of winds are listed on the scale, the wind estimate is not exact—nor have they been verified in science or engineering. Different wind speeds may cause similar-looking damage from place to place—even from building to building.

While preventing tornadoes is not possible, the preparation for the potential of a tornado should be considered as a high priority. Tornadoes can occur with little or no warning and can result in devastating damage; departments must consider that as part of their planning for disaster readiness, the likelihood of a tornado occurring is minimal in Pinole.

Tsunamis

A tsunami is a series of high-energy waves radiating outward from an area where a generating event occurs. Earthquakes may produce displacements of the seafloor that can set the overlying column of water in motion, initiating a tsunami, depending on the magnitude of the earthquake and the type of faulting.

The San Pablo Bay area is a likely site of tsunami impacts in Contra Costa County that would rise with floodwaters from a San Francisco Bay tsunami caused by a local earthquake. According to the Contra Costa Hazard Mitigation Plan, Pinole only has a small threat of tsunamis immediately along its coastline vicinity.¹⁹

Additional Weather-Related Hazards

Severe weather hazards also pose a threat to Pinole. Aside from the weather-related hazards described in the preceding section, several other weather-related events have been analyzed as part of the hazard mitigation plan. The next figure—while applicable to the whole County—is a summary of these events, including the definitions, severities, and impacts.

¹⁹ <https://www.contracosta.ca.gov/DocumentCenter/View/48893/Contra-Costa-County-Draft-Local-Hazard-Mitigation-Plan-Volume-1-January-31-2018?bidId=>.

Figure 92: Other Weather-Related Hazards in Contra Costa County²⁰

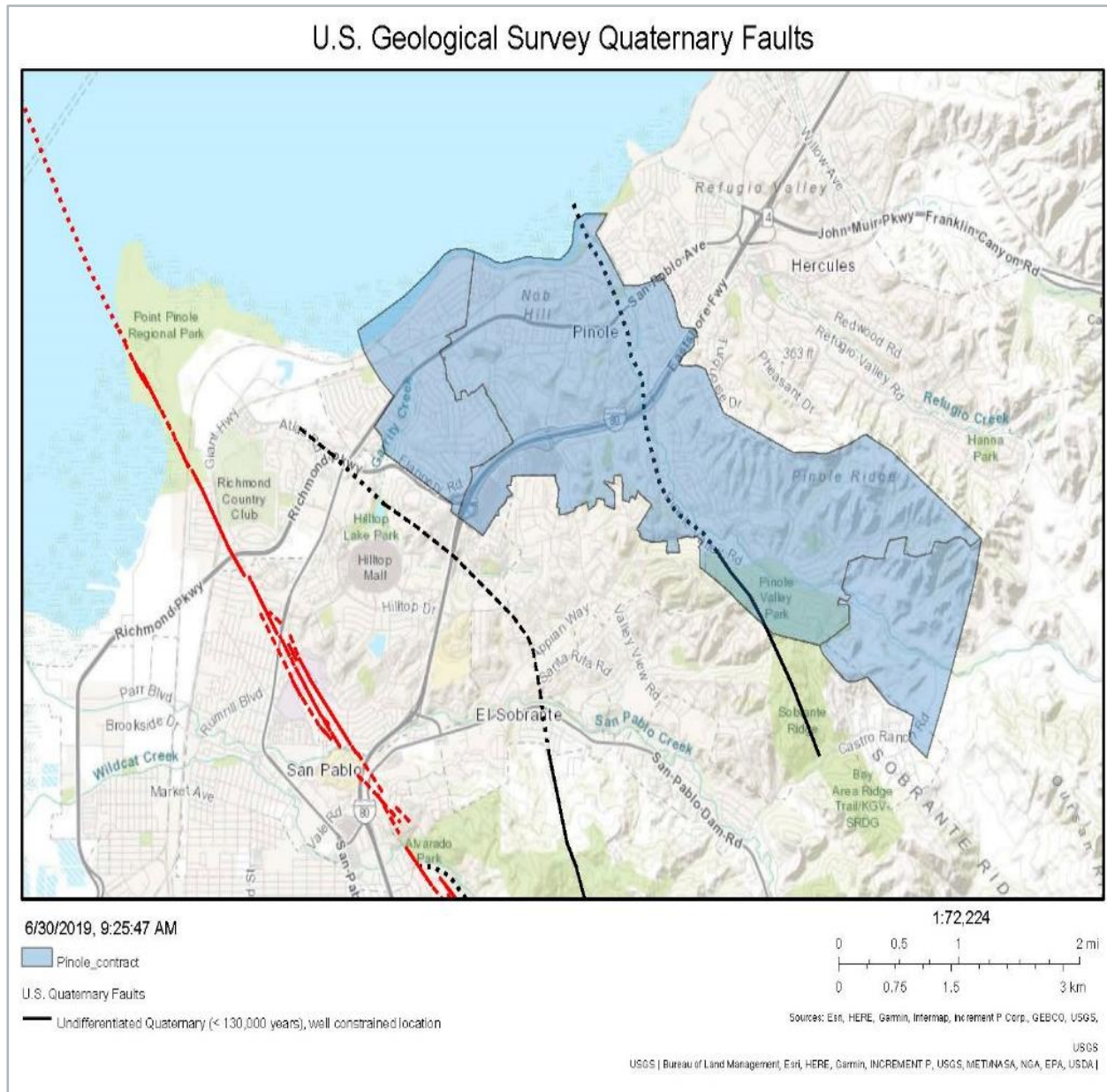
	High Winds	Heavy Rain and Thunderstorms
Definition	The National Weather Service defines high winds as, "sustained wind speeds of 40 mph or greater lasting for one hour or longer, or winds of 58 mph or greater for any duration."	Heavy rainfall is any amount of rain produced in a relatively short time period that exceeds the capacity of natural systems' or stormwater infrastructures' ability to effectively and safely convey the flow of stormwater.
Severity	The entire county is directly or indirectly susceptible to the effects of high-speed winds. Trees are susceptible to blowing over and causing damage to surrounding property. All communities can suffer extended power outages.	The entire county is directly or indirectly susceptible to the effects of heavy rains or thunderstorms. All communities can suffer the impacts of heavy rains or thunderstorms.
Impacts	Widespread power outages. Mass of downed debris on the transportation network impedes the response of emergency personnel and utility crews. Electrical blackouts force the closure of government offices, businesses, and schools. Power outages can disrupt transportation, generating traffic snarls resulting in thousands of motorists seeking few available alternate routes on local arterials and collectors, complicated by blocked roads.	Heavy rain can have significant impacts, including rising rivers, flash flooding, mudslides, and landslides. Stormwater runoff from heavy rains can also impair water quality by washing pollutants into water bodies. When power outages coincide with heavy stormwater flows, public works crews may struggle to provide auxiliary power to sewer lift stations to prevent backups or flooding in suburban and urbanized areas. Thunderstorms carry the same risks as heavy rain events, and depending on the type of storm, they can also include tornadoes, lightning, and heavy winds, increasing risk of injury and property damage.

²⁰ Retrieved from https://www.trpc.org/DocumentCenter/View/4172/HazMit_Ch4-2_Storm?bidId=.

Earthquakes

The Contra Costa Hazard Mitigation Plan rates the hazard profile of earthquakes as a high probability. Earthquakes can cause widespread damage and disrupt many services across the area.

Figure 93: Earthquake Fault Lines in and Around Pinole



The Pinole Fault and the Moraga Fault, both undifferentiated quaternary faults, pass through the study area. The historic Hayward Fault, with a slip rate of 5 mm/year, moves to the southwest of the study area.

The effects of earthquakes are described in the following figure.

Figure 94: Effects of Earthquakes

Effect	Description
Ground Motion	When a fault ruptures, seismic waves radiate, causing the ground to vibrate. This wave movement causes the ground to shake during an earthquake.
Ground Failures	Earthquakes can cause surface faulting, landslides, subsidence, and uplifting. Surface faulting is the differential movement of two sides of a fracture.
Liquefaction	Liquefaction is the phenomenon that occurs when ground shaking causes loose soils to lose strength and act as a viscous fluid. Liquefaction causes two types of ground failure: lateral spread and loss of bearing strength.
Tsunamis	Tsunamis are large ocean waves generated by sudden changes in the seafloor elevation, which displace a significant volume of water.

Wildfire Risk

Like many areas of California, there is a wildfire risk in the Pinole area. The level of risk associated with wildfires in any given area of a community is dependent upon several factors, including climate, vegetation, and topography. Another factor is the number of homes that are built within the Wildland Urban Interface. Pinole has 30 buildings within the Very High Fire Hazard Severity Zone (FHSZ).

According to the Contra Costa Hazards Mitigation Plan, the summary assessment on wildfire reads:

The geography, weather patterns, and vegetation in the East Bay area provide ideal conditions for recurring wildfires. Especially vulnerable are the East Bay Hills in Lamorinda, which includes Lafayette, Moraga, and Orinda. Parts of Walnut Creek, including the area surrounding Rossmoor, are vulnerable to wildfires, as are Clayton, the Danville/San Ramon area, and the San Pablo-El Cerrito, El Sobrante area. Because the natural vegetation and dry-farmed grain areas of the county are extremely flammable during late summer and fall, wildfire is a serious hazard in undeveloped areas and on large lot home sites with extensive areas of un-irrigated vegetation.²¹

The next figure illustrates a summary of the historical wildfire occurrences and impacts. The Castro and the Carson Fires of 2011 were the most significant incidents, with numerous small incidents in the succeeding years.

²¹ Retrieved from https://www.trpc.org/DocumentCenter/View/4172/HazMit_Ch4-2_Storm?bidId=County-Draft-Local-Hazard-Mitigation-Plan-Volume-1-January-31-2018?bidId=.

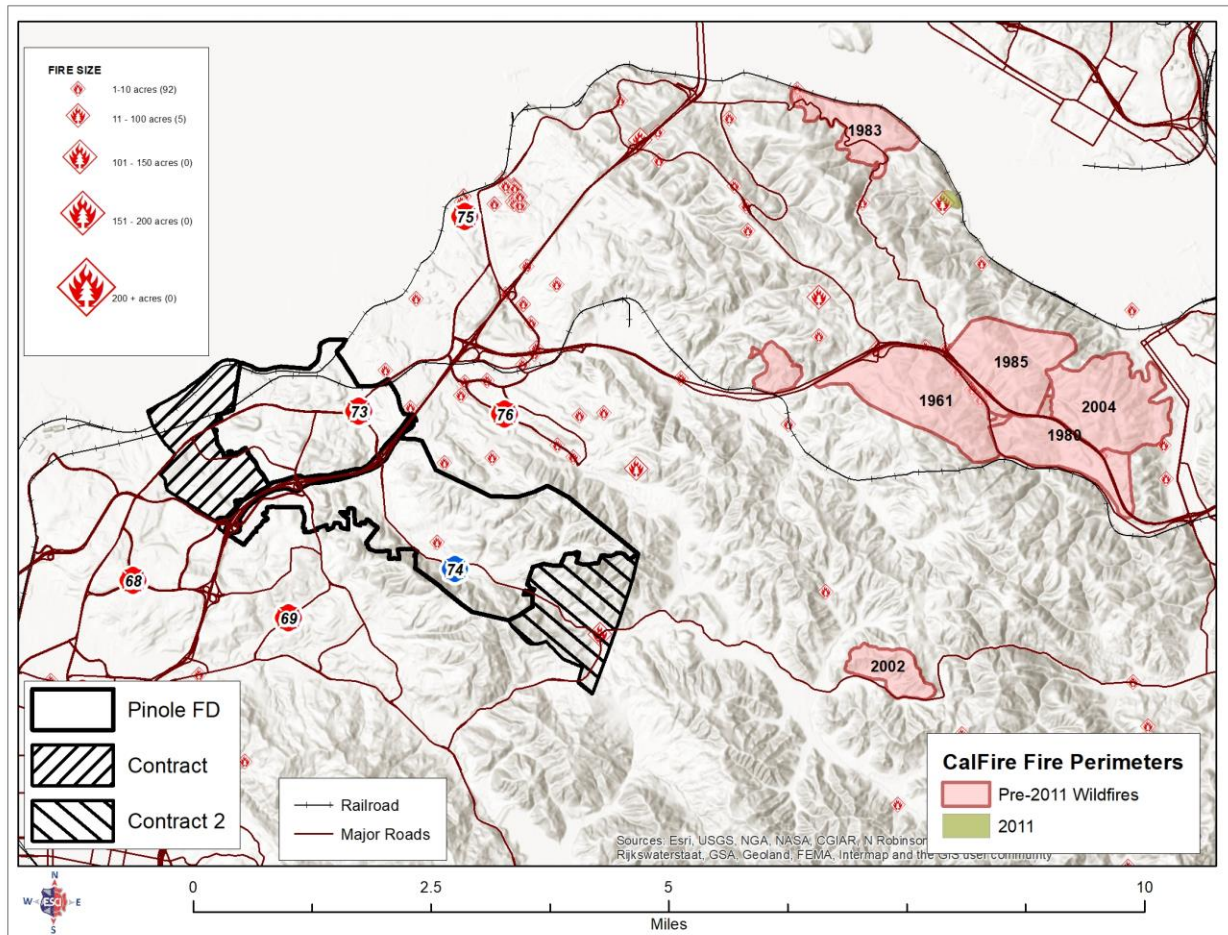
Figure 95: Study Area Historical Wildfire Occurrences and Impacts, 2009–2018²²

Fire Name	Year	Acres	Month
Carson	2011	20	September
Turquoise	2011	1	July
Franklin	2011	1	August
Savage Av Pinole	2011	1	July
Castro	2011	83	September
Refugio Valley Rd	2011	4	June
Unnamed	2011	0.01	August
Unnamed	2011	0.01	June
Unnamed	2011	0.01	June
Brick Yard	2011	17	September
Franklin	2012	1	October
Unnamed	2012	0.01	July
Unnamed	2012	0.1	August
Unnamed	2012	0.4	August
Unnamed	2012	0.01	September
Unnamed	2012	0.5	September
Unnamed	2013	2	May
Unnamed	2013	0.1	November
Unnamed	2013	0.5	November
Unnamed	2014	0.25	June
Toll	2017	43	June

²² Retrieved from Pinole_Incident_Summary_2009-2018.xlsx.

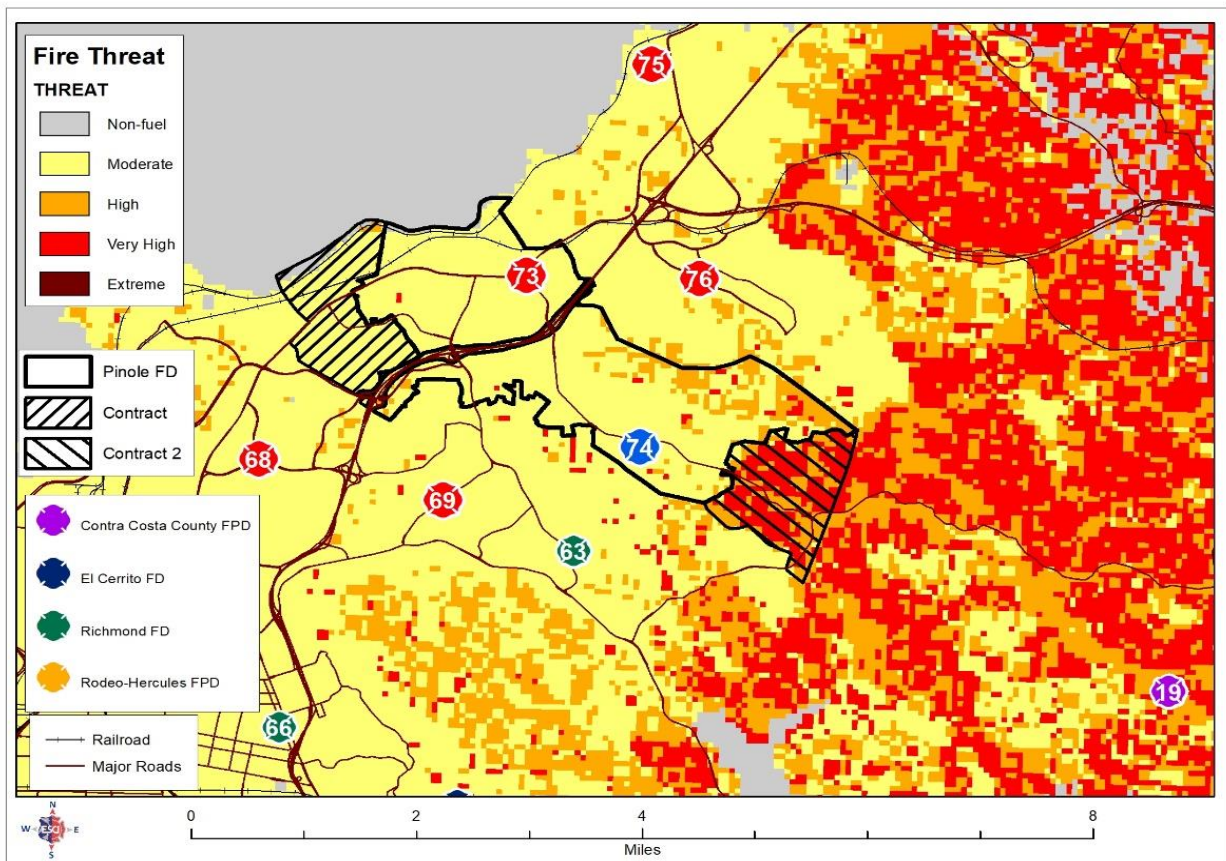
The next figure shows the historical wildfires listed in the previous figure in and near Pinole. There have been many small wildfires (< 10 acres) in the more remote portions of the county.

Figure 96: Historical Wildfires in and Near Pinole through 2018



The next figure shows the wildfire threat in and near Pinole.

Figure 97: Degree of Wildfire Threat



The fire threat is a combination of two factors: 1) fire frequency, or the likelihood of a given area burning, and 2) potential fire behavior (hazard). These two factors are combined to create four threat classes ranging from moderate to extreme (California Department of Forestry and Fire Protection's Fire and Resource Assessment Program [FRAP]).

The next figure shows the estimated land area, population, and dwellings that are in the Wildland Urban Interface areas.

Figure 98: Study Area Current Estimates as Related to the Urban Interface, 2015

Fire Department/District	Population		Residential Dwellings	
	Total	Percent in the Hazard Area	Total	Value in the Hazard Area
Pinole Fire Department	94	.5% ²³	30	\$16,007,875

Of concern is the Galbreath Road neighborhood to the southwest of Station 74. This area is characterized by a single road in, as well as being surrounded by dense vegetation. This is a large concern for the ingress of fire equipment during an emergency (such as a wildfire event) and egress of residents who may be evacuating the Galbreath Road area. Future development should evaluate hazards to the development area and ensure adequate traffic routes are designed and implemented.

Figure 99: Galbreath Road Neighborhood

²³ Retrieved from: <http://www.co.contra-costa.ca.us/DocumentCenter/View/48893/Contra-Costa-County-Draft-Local-Hazard-Mitigation-Plan-Volume-1-January-31-2018?bidId=>.

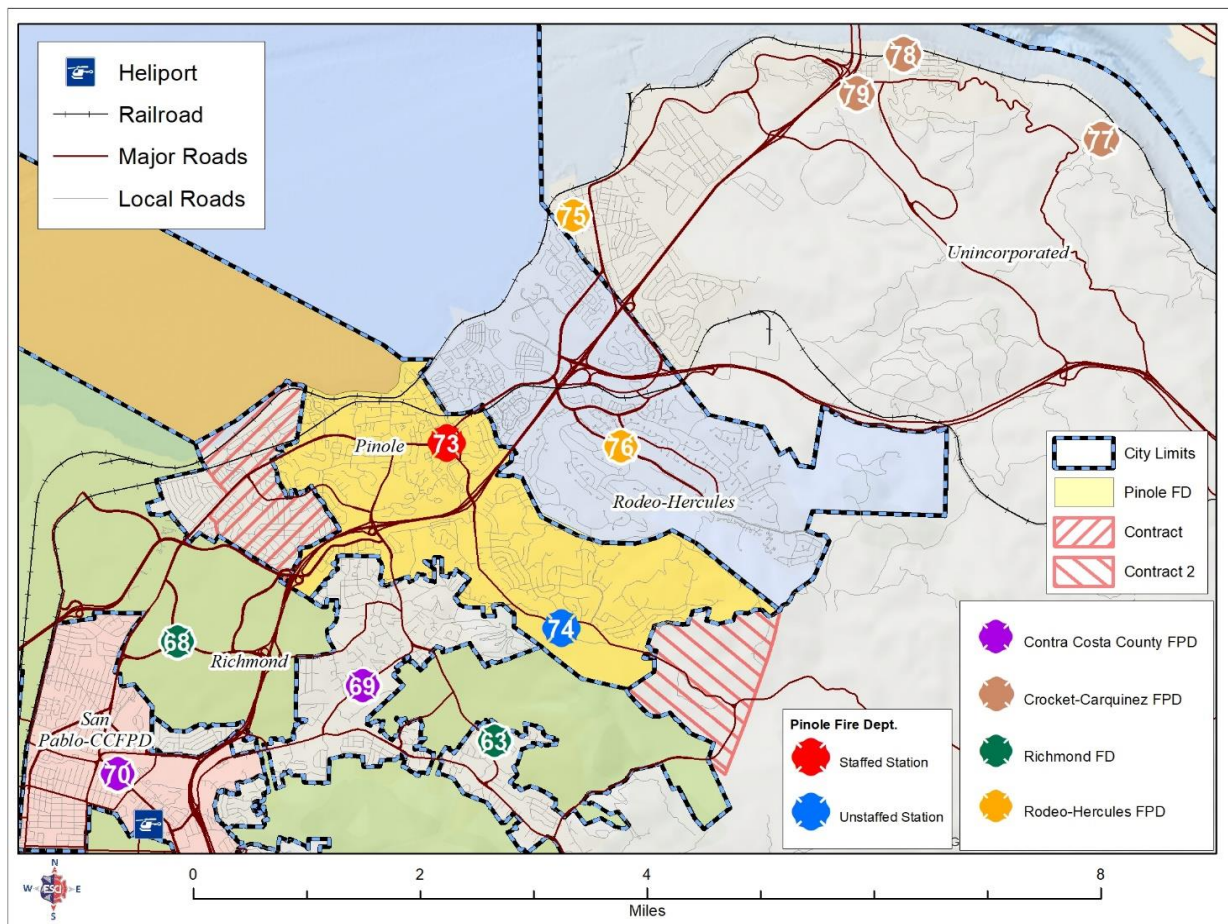
Transportation Risks

Highways

There are several transportation corridors and various modes of transportation that fall within the study area for which the department is responsible. Beginning with major roadways, Interstate 80 goes through the middle of Pinole. Additionally, there are several major local roads within the City, including San Pablo, Appian Way, and Pinole Valley Road. Regardless of the size of the roadway or the speed limit, any roadway has the potential for motor vehicle crashes, vehicle fires, medical emergencies, brush fires, or hazardous material spills/leaks. Each of these is not only a risk to the community, but the responders are also at risk of being struck by vehicles while operating near moving traffic.

Last year, the town of Paradise faced a devastating fire. Evacuations from the town on narrow two-lane roads became problematic to those leaving the fire area. In 2019, Streetlight Data, Inc. listed Pinole as three times the national average in difficulty in evacuating the city in case of emergency due to limited evacuation routes and narrow streets.²⁴ Due to the general geography of Pinole, this road arrangement is nearly unavoidable. The Pinole Police Department has a plan to use all lanes to travel in one direction to evacuate residents from the fire area in an expedient manner.

²⁴ It should be noted that Streetlight Data only studied cities of under 40k in population. The study also made the assumption that people would choose familiar and preferred routes even though other exists exist.

Figure 100: Major Transportation Infrastructure in the Study Area

Airports

The City of Pinole does not have an airport. Two international airports are located nearby, the Oakland International Airport (27 miles) and the San Francisco International Airport (34 miles). There is a heliport in San Pablo.

Railroads

Figure 100 shows the rail line through Pinole. Amtrak provides regular service through the city with over 16 rail stations within a 30-mile radius. In addition, Union Pacific's Martinez Subdivision and BNSF Stockton Subdivision transport freight through the area. Although a comparatively safe mode of transport, railway operations do come with hazards, including accidents involving pedestrians, other vehicles, derailments, and accidental hazardous material releases. The next figure discusses some of these incidents.

Figure 101: Hazard Descriptions Faced by the Pinole Fire Department

Type of Incident	Description/Hazard
Train Collisions	Collisions can be between two or more trains or between trains and infrastructure.
Derailments	Derailments occur when one or more cars of a train leave the tracks; generally, it involves just one train.
Grade Crossings Crashes	There are various scenarios in which accidents occur at railroad crossings.
Railroad Staff Injuries	Railroad staff may get injured while working on or near the tracks. In some cases, accessibility will be a problem.
Dangerous Goods Release	As the railroads carry hazardous goods, there is always the potential for product release.

The effects of these incidents can require large numbers of fire and EMS resources. In review of the previous figure, several of these incidents could require the response of a Haz-Mat team, Technical Rescue, and EMS. Many times, the complexity of the incidents will require multiple operational periods. Risk analysis and planning for these types of incidents must consider the need for higher than usual personnel, equipment, and Automatic or Mutual Aid resources. When incidents occur at a grade crossing, fire and EMS personnel will have to operate near the tracks. Training in proper precautions is essential.

Buildings

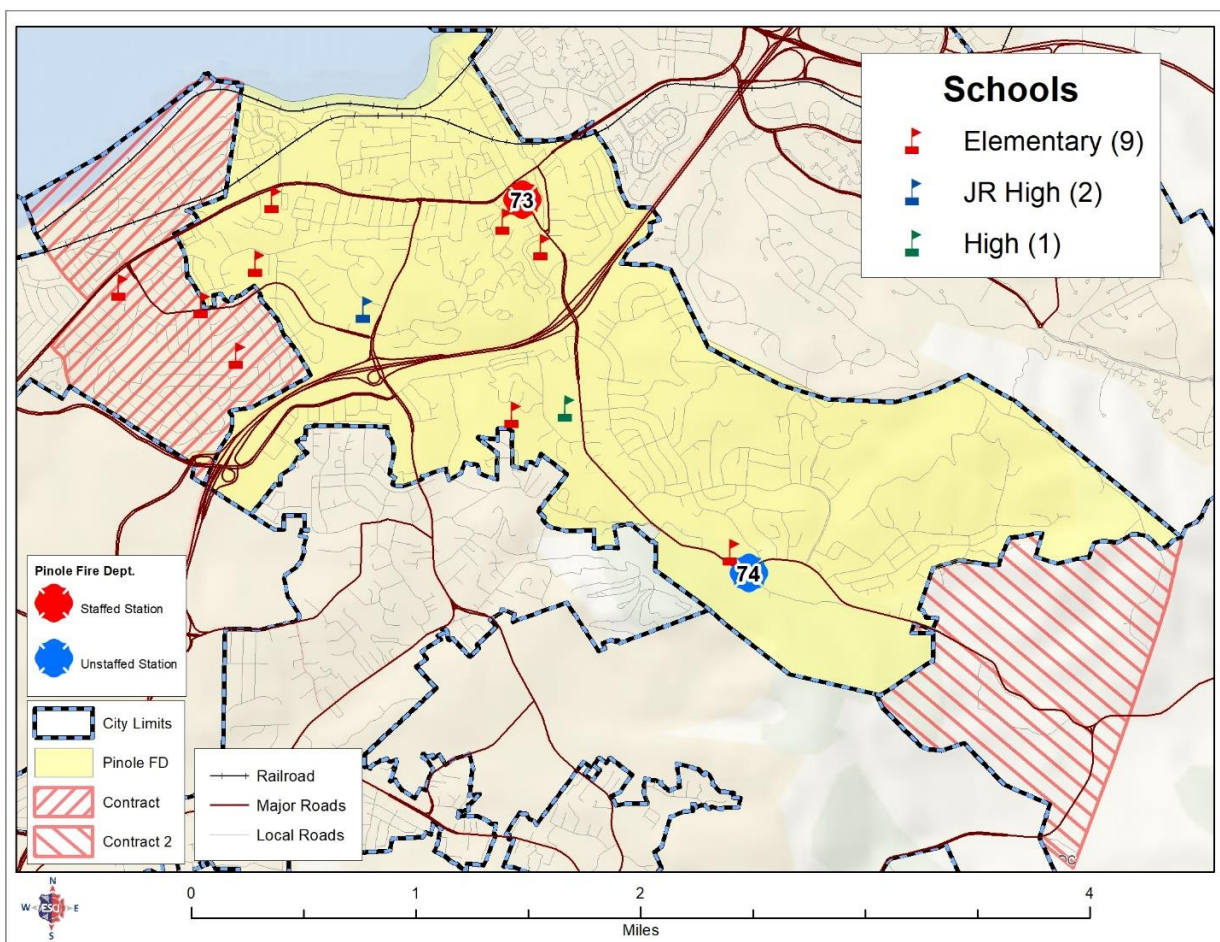
Many buildings in the city are used for purposes that create more significant risks than others during an emergency. High occupancy buildings, facilities providing care to vulnerable populations, and others may require greater numbers of emergency response and resources during an emergency.

Numerous buildings lie within the study area in which large numbers of people gather for entertainment, worship, and other similar events. A variety of small businesses and entertainment venues also exist.

Colleges and Schools

The next figure shows the locations of the educational facilities within the study area. These facilities present additional risk, primarily for mass casualty incidents. Fire, criminal mischief, and potentially terrorism could cause a major medical emergency requiring significant emergency service resources.

Figure 102: Colleges and Schools in the Study Area

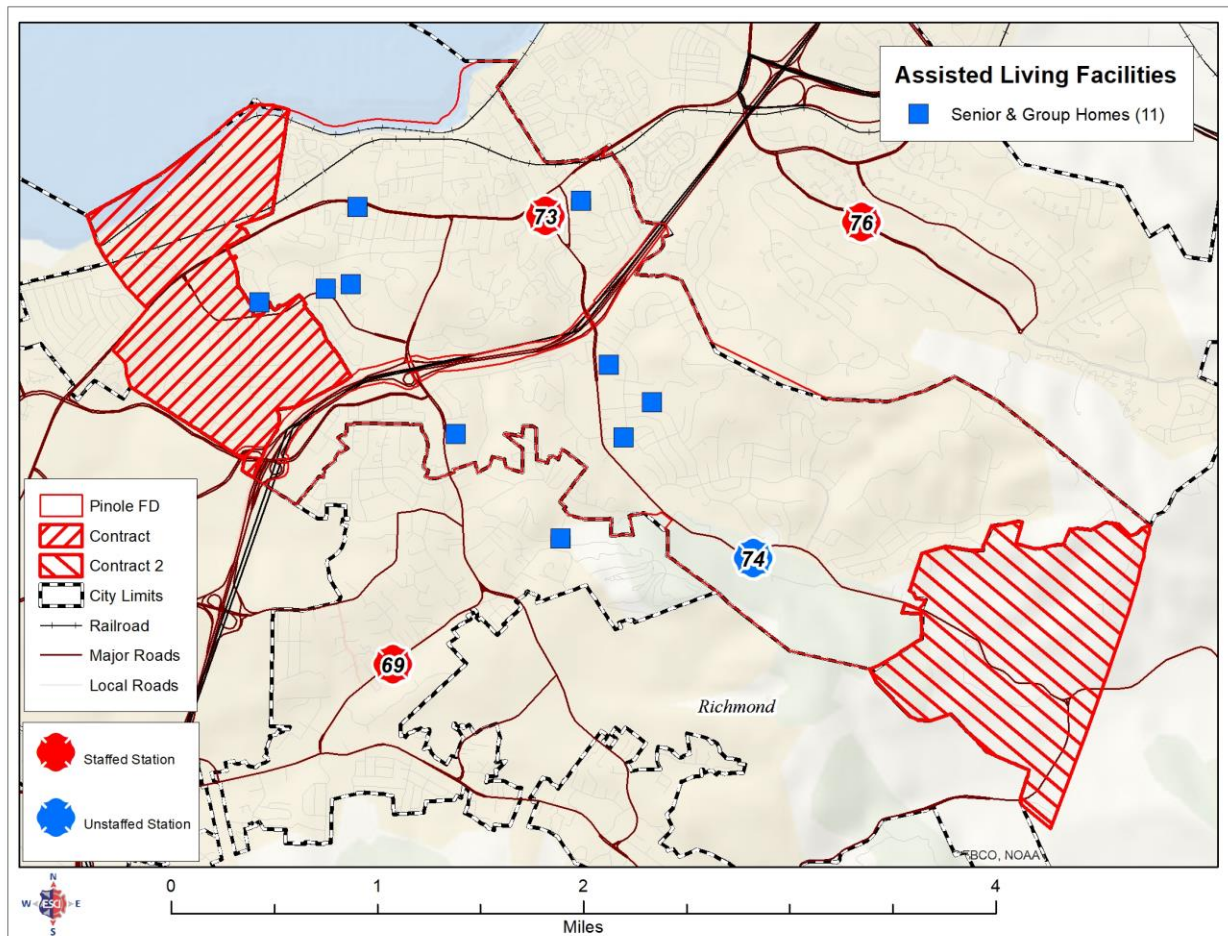


Medical and Congregate Care Facilities

Medical and congregate-care facilities, particularly hospitals and nursing homes. Although these facilities have regular fire safety inspections and are generally built of fire-resistive construction with built-in fire suppression, emergencies still can occur that require the quick movement of patients away from the hazard. Incidents at these facilities will require high resource levels.

Pinole does not have a hospital, but has 11 assisted living facilities, as the next figure depicts.

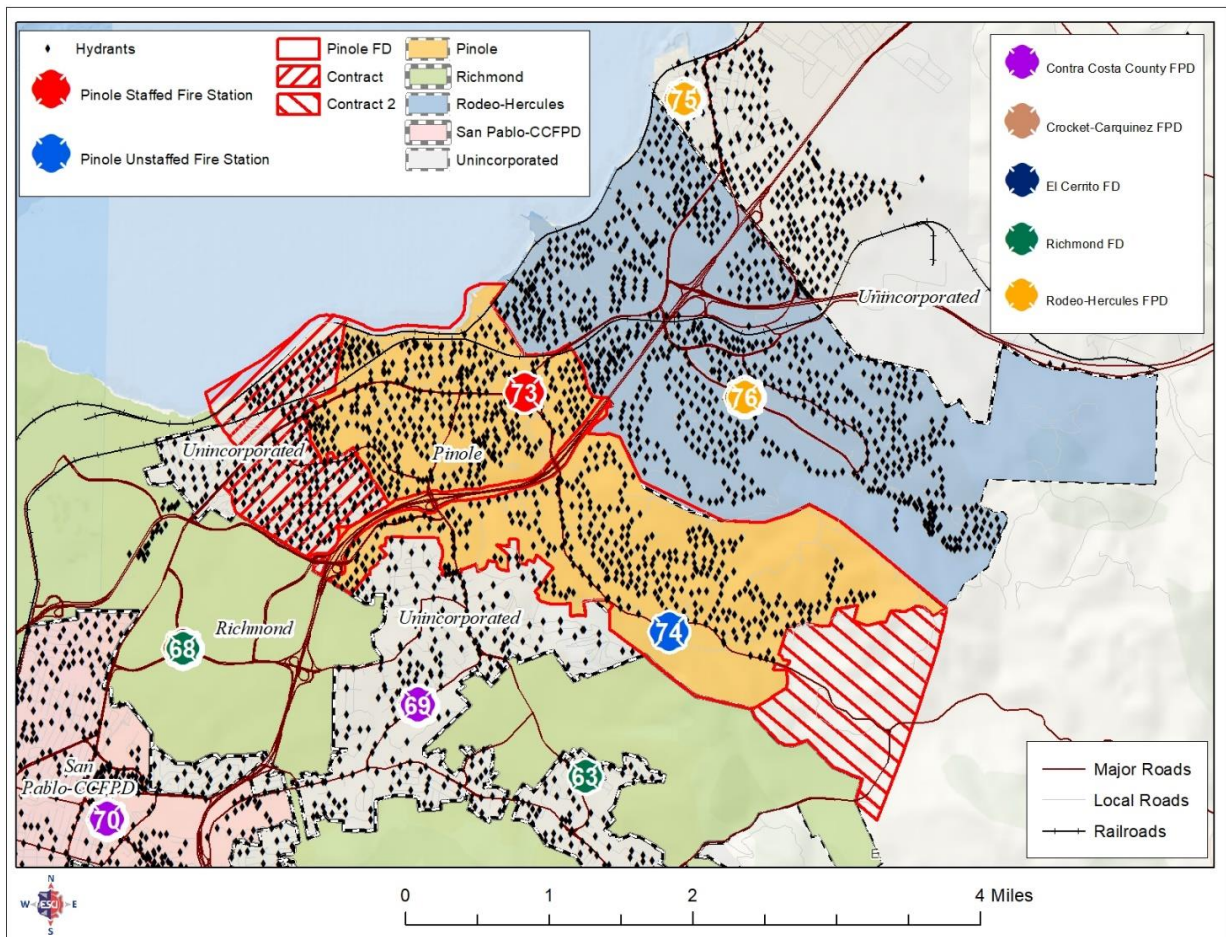
Figure 103: Assisted Living Facilities



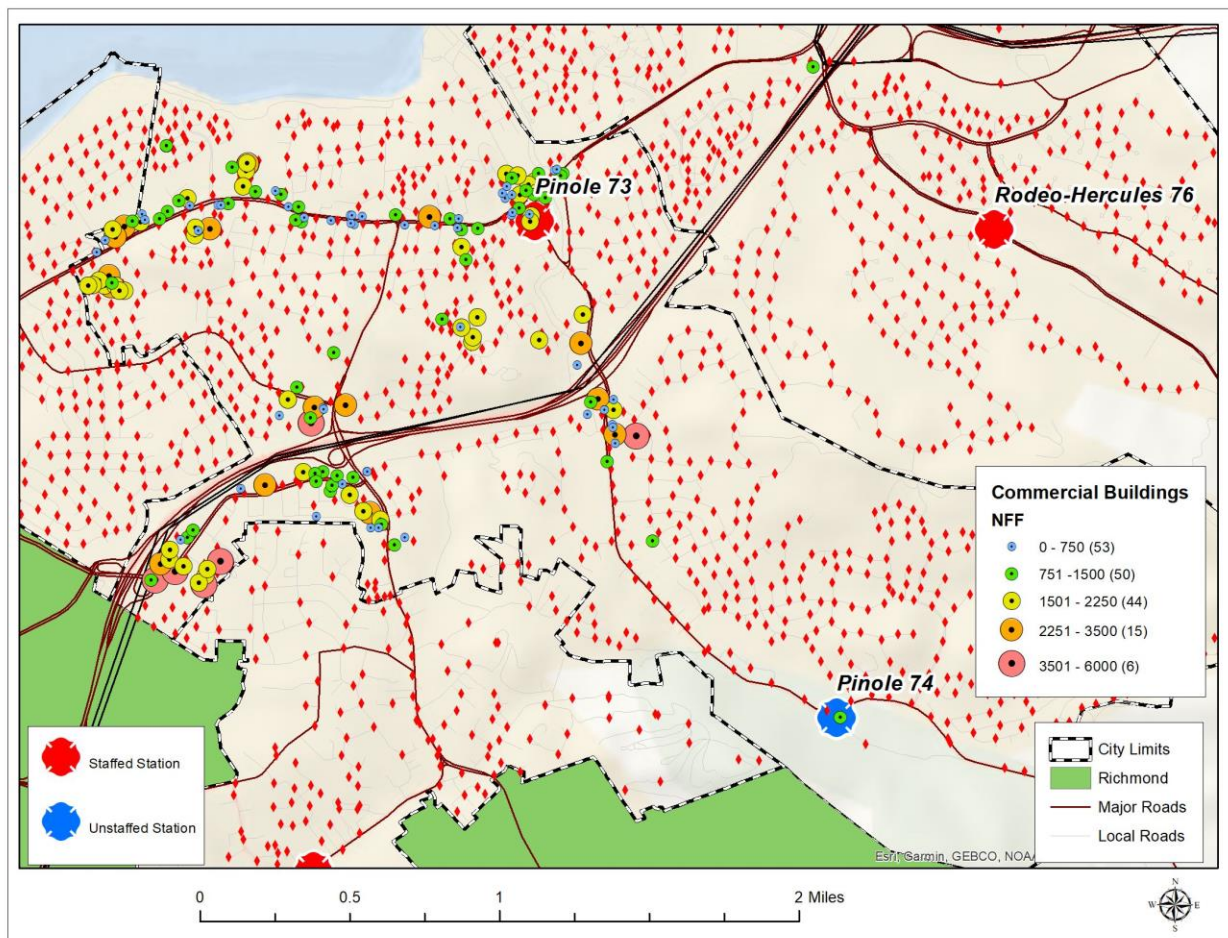
Other Critical Infrastructure

One concern to fire departments is the water and fire hydrant system. Providing enough storage, distribution, and access to this valuable firefighting resource is very important. The next figure illustrates the hydrant system in the study area. As expected, in the more populated urbanized areas, fire hydrants coverage is very good. Some rural areas of the city depend on water delivered by tenders, but generally good hydrant coverage exists throughout the service area. From a risk assessment standpoint, planning consideration must be given to situations when the water system could fail.

Figure 104: Fire Hydrant Distribution in the Study Area



The next figure shows the commercial building and hydrant locations in Pinole. Represented on the map is the Needed Fire Flow (NFF) for each of the commercial buildings. Fire flow is the amount of water that would need to be supplied and pumped from an apparatus to control a building fire. Pinole's fire engine can pump 1,500 gallons per minute. Many buildings in Pinole could require a much higher fire flow to control an established fire.

Figure 105: Fire Hydrant Distribution, Commercial Building with Needed Fire Flow (NFF)

Emergency communication centers and the associated transmitting and receiving equipment are essential facilities for emergency response. The Contra Costa Regional Fire/EMS Communications Center (CCR FCC) provides call receipt and dispatch service to the Pinole Fire Department and many of the neighboring jurisdictions. This center answers 911 calls, dispatches fire and other emergency responders, and provides important support to the on-scene incident management function. This center is the secondary Public Safety Answering Point (PSAP). All 911 calls made from landlines in the city limits are automatically routed to the City of Pinole Police Department, which is the Public Safety Answering Point (PSAP). Calls from landlines in the unincorporated areas within the City's fire service area are automatically routed to the Contra Costa County Sheriff. Once one of these PSAP's dispatchers determines a call requires fire department response, the call is relayed to CCR FCC.

There are other communication facilities and equipment that are equally important to the community and government operations within the study area. These are the telephone company central offices and the transmission lines of local telephone service providers. Internet service providers, along with wireless cellular communication providers, provide essential communication capabilities for the community as well as emergency personnel through their facilities and equipment. Failures in any of these systems can influence emergency services.

Energy

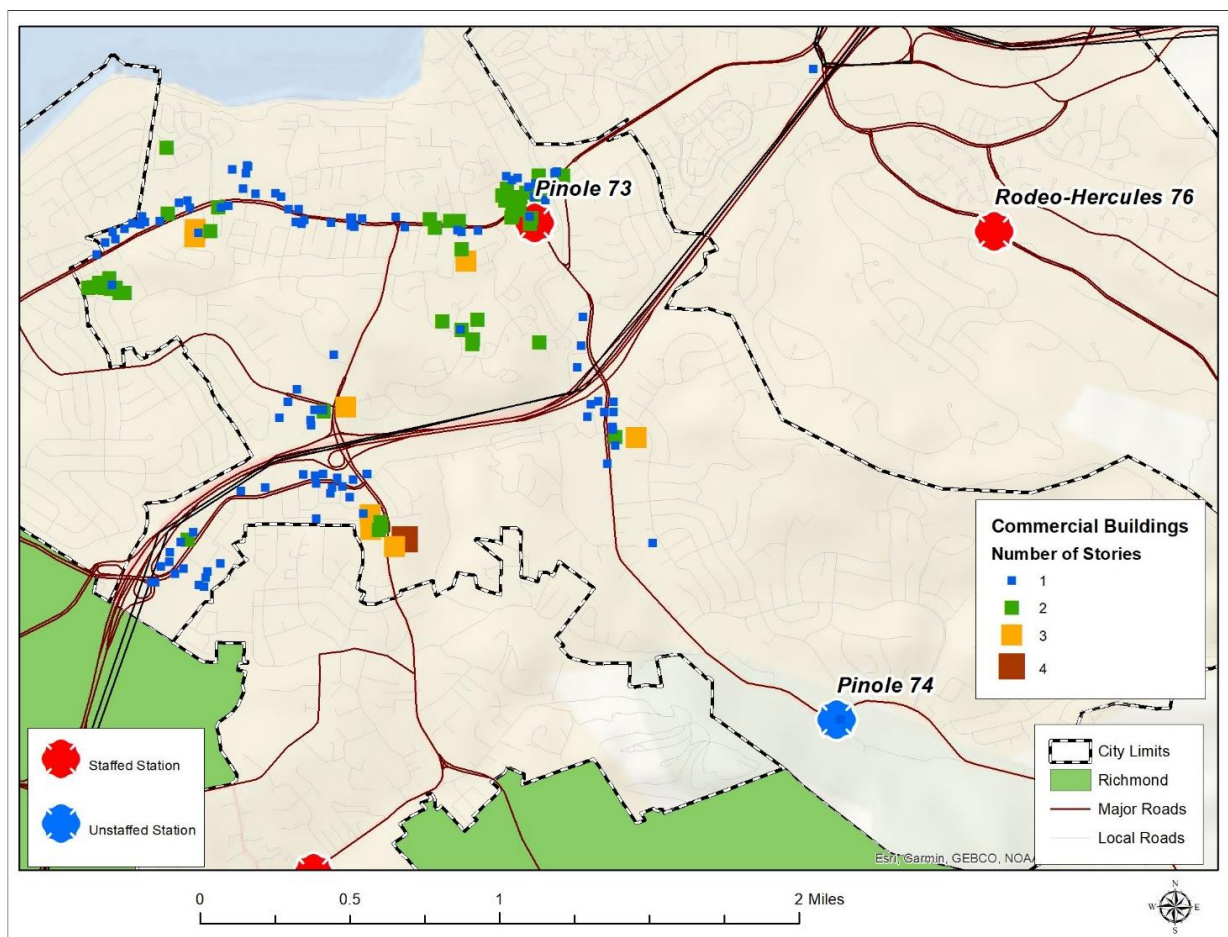
The loss of electrical power is also a risk to the community. Community services, from communications to traffic signals to normal operation of supermarkets, require the use of energy. Whether it is electricity generation and transmission systems, fuel distribution and storage tanks, or natural gas pipelines and regulator stations, the community is dependent upon energy sources. The loss of energy is a planning consideration for response and readiness.

Structural Risks

Certain buildings, contents, functions, and size present a greater firefighting challenge and require special equipment, operations, and training.

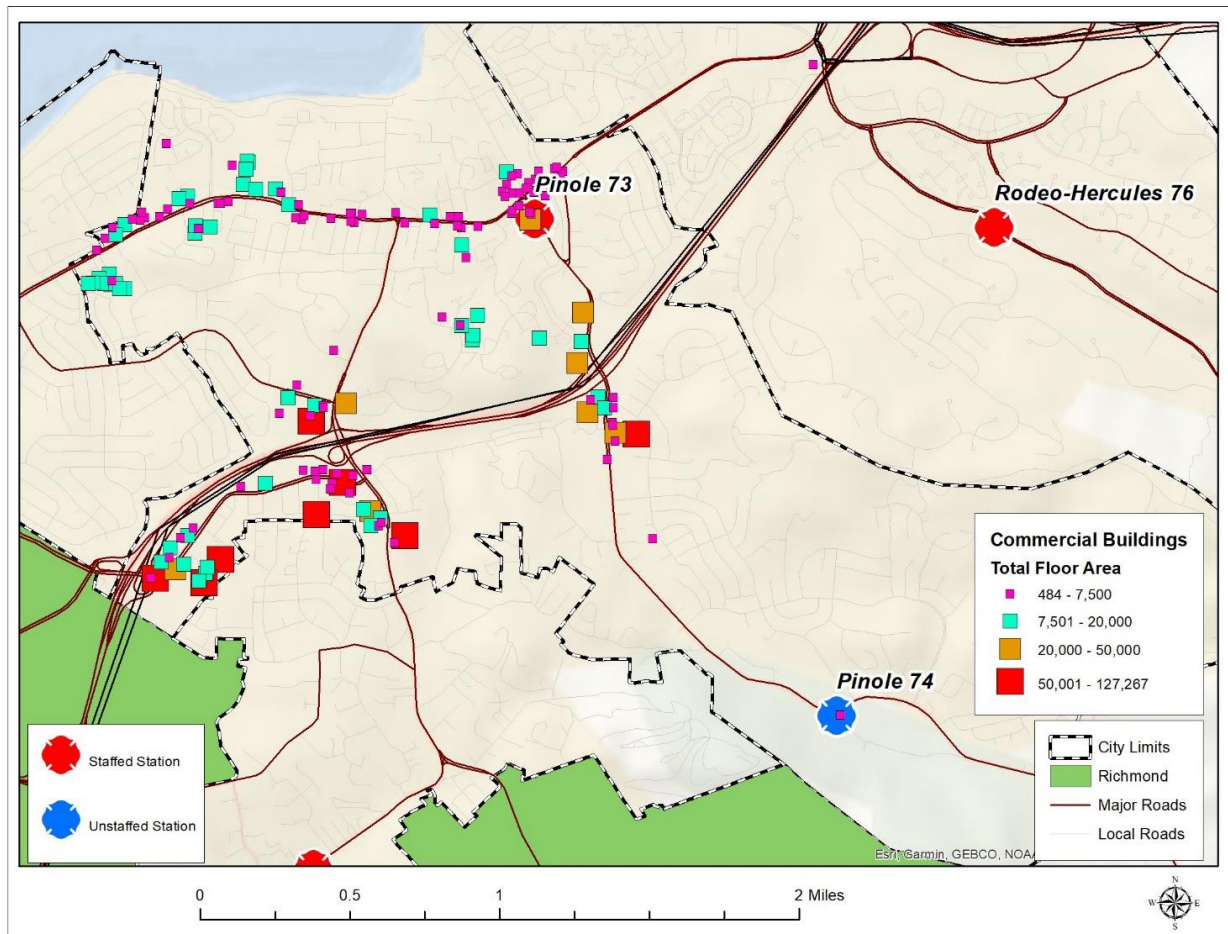
The Insurance Services Office calls for a ladder truck within 2.5 miles of developed areas containing buildings three or more stories in height. Accessing the upper floors and roofs of buildings this tall, typically requires ladder truck capability as ground ladders may not provide access. The next figure documents current commercial facilities and the number of stories each building possesses.

Figure 106: Commercial Buildings, One to Four Stories in Height



Large buildings such as warehouses, malls, and large “box” stores require greater volumes of water for firefighting and require more firefighters to advance hose lines long distances into the building. The following figure demonstrates building locations and their relative total floor space in relationship to Pinole’s Station 73.

Figure 107: Commercial Buildings, Total Floor Area



Terrorism

Pinole is, as is anywhere, a potential target for terrorism. Most of the previously categorized risks in the community are targets for such activity. These include schools, commercial buildings, public infrastructure, and public assembly areas that are located within the study area. In addition, the outdoor public gathering events during the year can also be targets. All fire-rescue departments need to be vigilant in their training and preparedness in the event one or more coordinated acts of terror occur in the region, Pinole is no different. Despite the small likelihood of a terrorist attack, training to ensure coordination and unified command with law enforcement partners is critical.

Demographics

Current Population Information

The next figure is a summary of the service area and population, according to the United States Census Bureau.

Figure 108: Study Area Size and Population Estimates

Fire Department/District	2017 Population Estimate	Area in Sq. Miles	Population Density
Pinole City	19,364	5.32	3,455/sq. mi.

An NFPA report has identified the groups that face a higher risk of being injured or killed in a fire as:²⁵

- Children under 5 years of age;
- Older adults over 65 years of age;
- People with disabilities;
- Those with a language barrier; and
- People in low-income communities.

The following figures were created to provide an overview of the demographics related to these identified groups. Select demographics are provided in the following figure to the extent that the data was available.

Figure 109: Select Population Demographics

	Persons under 5 years	Persons under 18 years	Persons 65 years and over	Persons with Disabilities Under the Age of 65	Language other than English Spoken at Home
Pinole ²⁶	3.7%	17.1%	18.8%	9.1%	36.3%

Based on the preceding figure, 18.8 percent of the population is over 65 years of age, and an additional 3.7 percent of the population is under five years of age. This places a total of approximately 22.5 percent of the populations within the age groups that are at the highest risk in residential fire incidents and account for some of the highest use of emergency medical services.²⁷ Senior citizens can have difficulty escaping from fire due to physical limitations. Seniors also tend to use emergency medical services more frequently than younger persons. As the population ages, this will create an increase in service demand for emergency medical services. In addition, just over 36 percent of the population may have language barriers that make communication with first responders during an emergency difficult.²⁸

²⁵ National Fire Protection Association, 2007; Urban Fire Safety Project, Emmitsburg, MD; retrieved from <http://www.nfpa.org/public-education/by-topic/people-at-risk/urban-fire-safety/reports-and-presentations>.

²⁶ Information retrieved from the United States Census Bureau.

²⁷ This is very close to the national average of 21.7 percent.

²⁸ The national average is 21.8 percent.

As noted, the very young also represent a vulnerable population, both regarding their ability to escape a structure fire as well as their susceptibility to serious medical ailments such as asthma, traumatic events, choking, or injury from vehicular accidents.

The demographics displayed in Figure 110 are factors that indicate that a population is more likely to use fire department services than other populations. Individuals in poverty or with no health insurance are more likely to use local EMS resources compared to individuals with health insurance and a personal physician. A high percentage of owner-occupied homes may indicate a more stable community and residents willing to invest in their community and community services; Pinole with an owner-occupied housing rate of 70 percent is approximately 7 percent higher than the national average.

Figure 110: Other Demographic Comparisons

Subject	Pinole
Persons without health insurance, under age 65 years	4.7%
Owner Occupied Housing Rate, 2012–2016	70.2%
Median household income (in 2017 dollars), 2012–2017	\$84,255
Residents at the poverty level	5.4%

Population Density

Most communities contain areas with different population densities and property risks allowing the community's policymakers to specify different response performance objectives by geographic area. The classifications that are identified by the National Fire Protection Association (NFPA) in Standard 1720 and the percentage of the city in the classification is provided in the following figure.²⁹

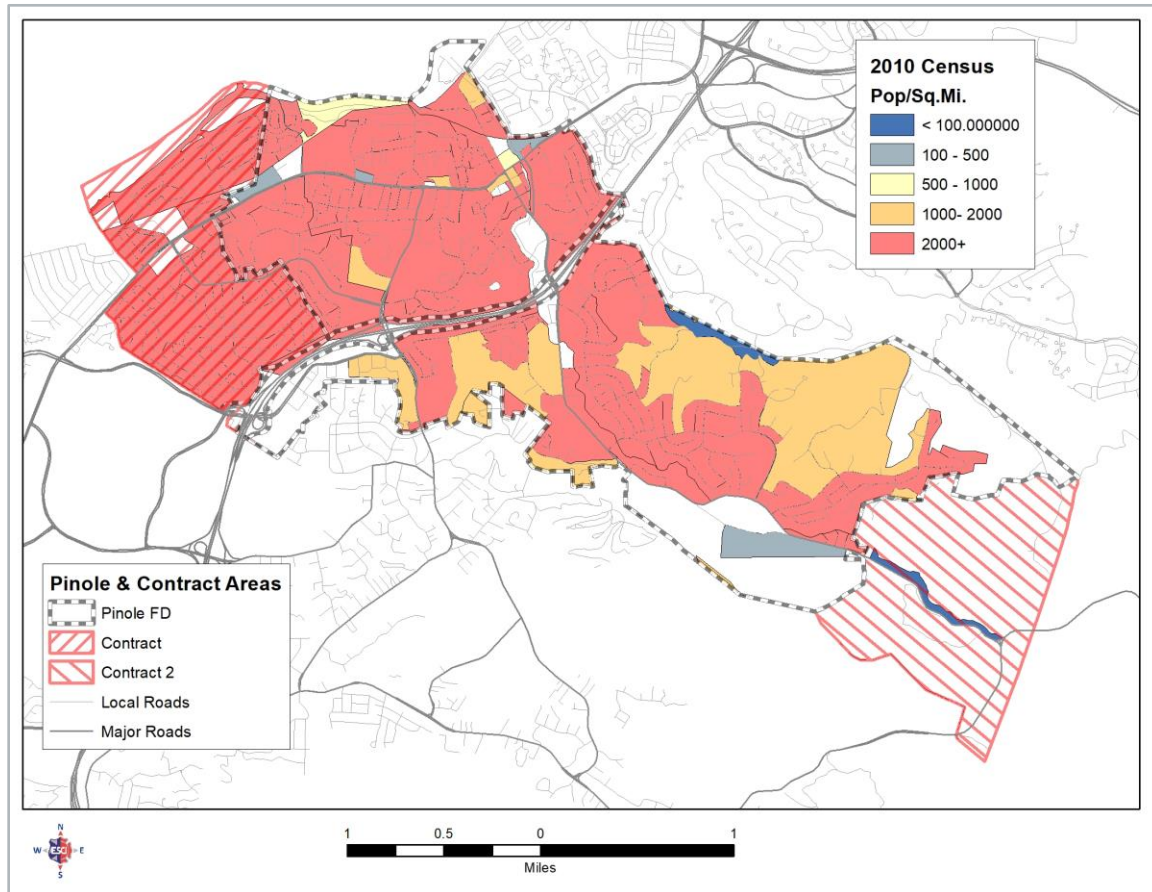
Figure 111: Population Classifications

Classification	Criteria
Urban	> 1,000 people/square mile
Suburban	500–1,000 people/square mile
Rural	< 500 people/square mile
Remote Area	Travel Distance ≥ 8 miles

²⁹ NFPA 1720: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*, 2014 Edition.

The next figure illustrates the population density.

Figure 112: Study Area Population Density



Population Growth Projections

The population in Pinole has grown slowly over the last decades. The population in 1980 was 14,253—in 2019, the population has been estimated to have grown to 19,364.³⁰ This is an overall increase of .077 percent per year. Pinole, in 2010 (during the last national census) had a population was 18,390. The 2019 estimated total is 19,364—an increase of just over 5 percent.

With population growth, there come increases in service demand. More people mean not only more incidents generated, but it also means a need for expanded geographical coverage. Resource additions will need to be planned to provide service delivery and performance at acceptable levels if higher density growth occurs within the service area.

Expansion and growth will affect not only the delivery of fire-rescue services but also other fire department functions, such as code enforcement and community risk reduction. The department must maintain awareness and be involved in monitoring the relationship between population and demand.

³⁰ Retrieved from <https://www.census.gov/quickfacts/pinolecitycalifornia> and <https://datausa.io/profile/geo/pinole-ca>.

Section II:

PUBLIC WORKSHOP & STAKEHOLDER INPUT

PUBLIC INPUT

During the development of the community expectations portion of the Regional Fire Service Delivery Study Scope of Work, the City made it very clear they desired a number of opportunities for public input. The final scope of work included a Community Fire Study Workshop, several days of stakeholder interviews, and no less than two presentations to the City Council that would be conducted with opportunities for public input. This section of the study reflects the results of the Community Fire Study Workshop and the stakeholder interviews.

On May 29, 2019, at 6 p.m., ESCI facilitated the Community Fire Study Workshop, which was attended by approximately 45 people. The format for the workshop was an interactive presentation utilizing Swift Polling on-line platform. This program allowed for a series of questions and input opportunities that could be instantly responded to by the audience with the results displayed in real-time. Responses were collected via text message, internet polling website, or paper polling form as displayed in applicable figures that follow as "SMS," "Web," or "Paper Vote." All polls and inputs were captured and are as follows.

For ESCI to gauge the community's awareness of, access to, and experience with the services provided by the Pinole Fire Department, four questions were presented:

- What services, emergency, and other, are provided by the Pinole Fire Department?
- How many firefighters are on duty daily in Pinole to provide services?
- Have you received any services, emergency, or other, from the Pinole Fire Department?
- If you received services, how satisfied were you with the service?

Responses to the question regarding services provided by the department are summarized in Figure 113. The participants understood the department's primary mission and the services that are or should be available to fulfill that mission.

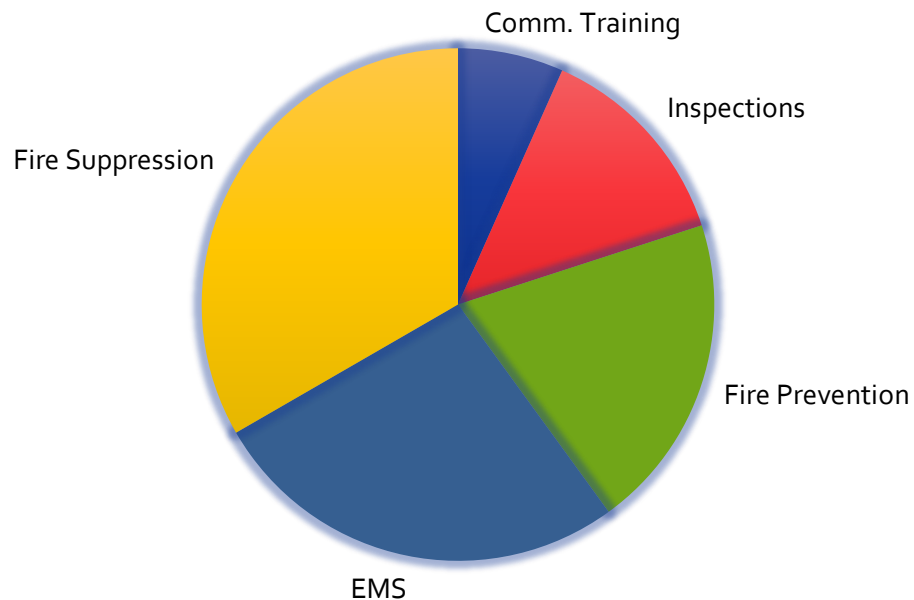
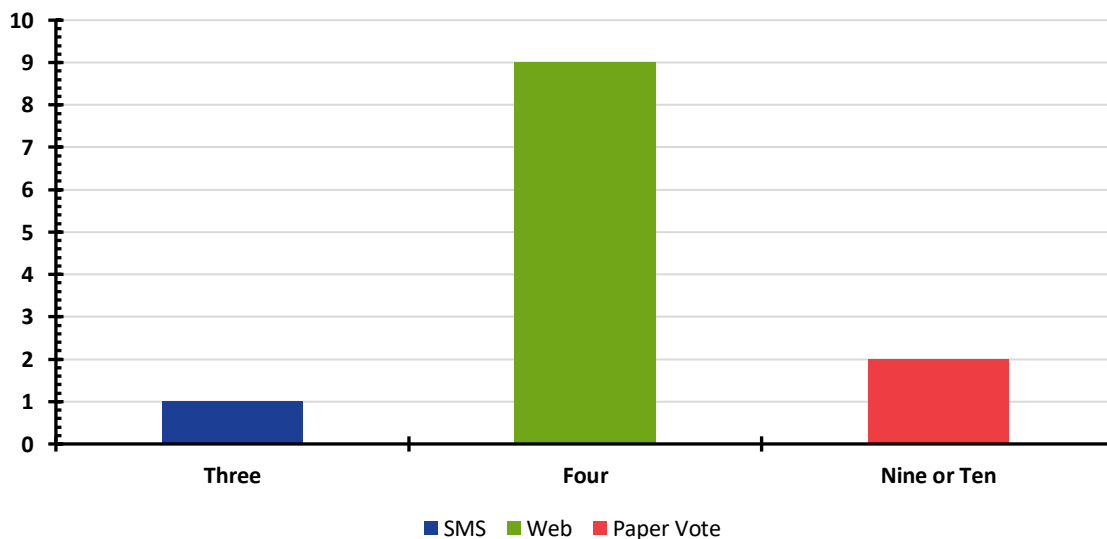
Figure 113: Services Provided by the Pinole Fire Department

Figure 114 indicates that the participants were aware of the department's on-duty force. In addition to daily staffing, the department enjoys effective automatic and mutual aid agreements with surrounding jurisdictions. However, increasing service demands across the spectrum of partnering agencies often leaves Pinole resources stretched thinly.

Figure 114: Number of Firefighters on Duty Daily in Pinole

In the following two figures (Figure 115 and Figure 116), several participants reported having received services from the department, emergency, or other. Of those residents who received services, the majority indicated that they were satisfied with the outcome of those services. This is a very good sign given the minimal resources the department is able to provide at this point in time and is demonstrative of the department's commitment to its service mission.

Figure 115: Have You Received Any Services from PFD?

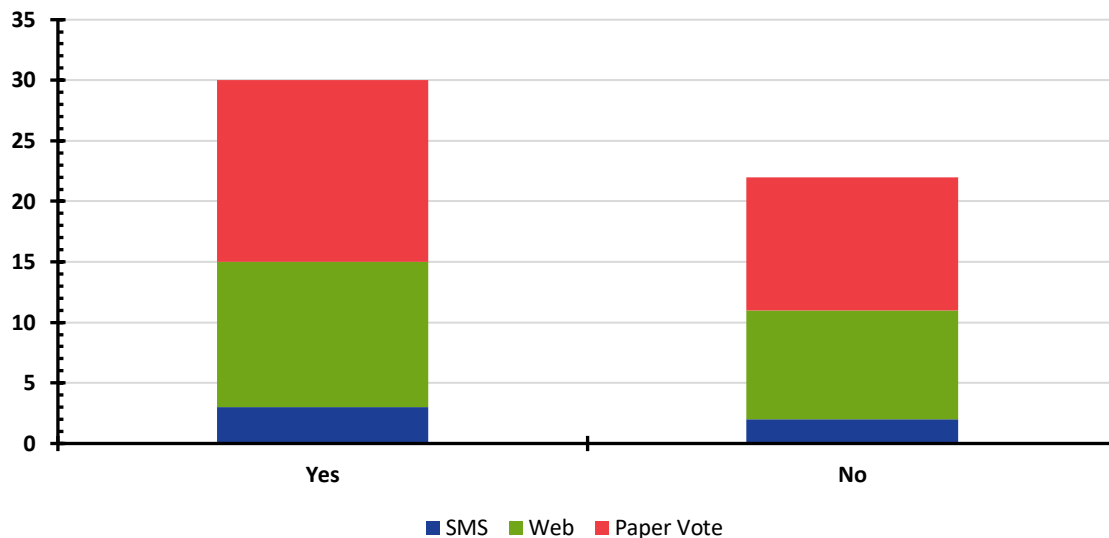
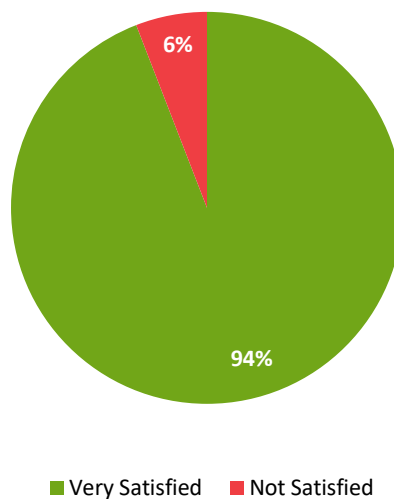


Figure 116: How Satisfied Were You with the Service?



The next set of four questions were designed for ESCI to gain a sense of the community's awareness of the adequacy of the fire protection system in Pinole to meet service demands:

- Is the existing system adequate?
- If not, what is lacking?
- Is the current staffing of the PFD adequate or not?
- How long should it take for resources to arrive from the time that you call?

As displayed in Figure 117, a majority of respondents believe that the existing service delivery system in Pinole is inadequate. Responses to what is lacking regarding the system are summarized in Figure 118

Figure 117: Response to, "Is the Existing System Adequate?"

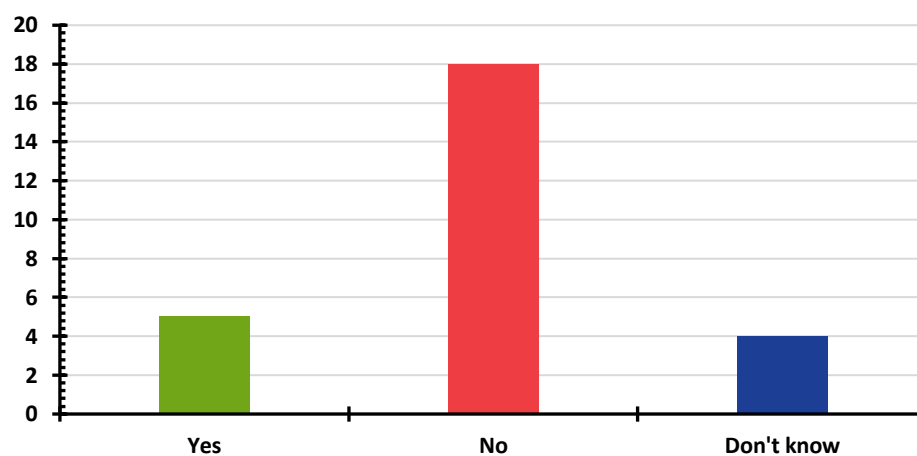
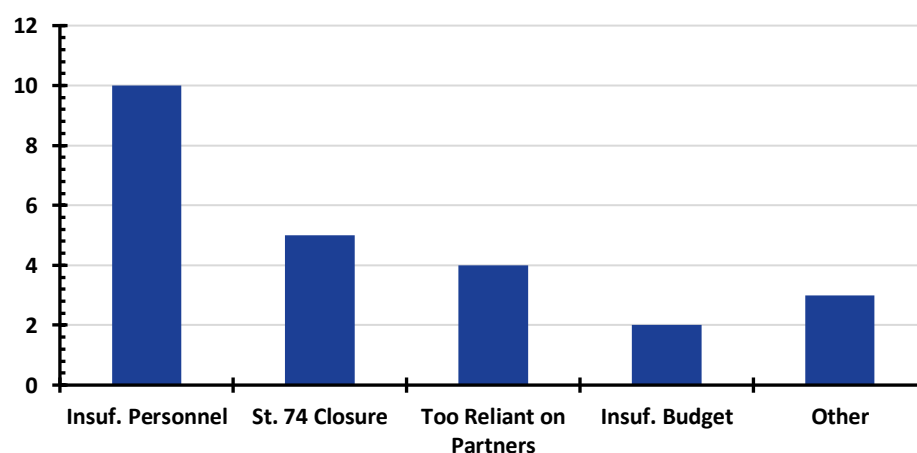


Figure 118: Response to, "What is the Current System Lacking?"



Insufficient personnel and resources were expressed as being the biggest challenges in the current system. Although responses under the category “Other” did not fall under the other four categories, they are important to note here: response time objectives not being met and a lack of preparedness for infrastructure development were noteworthy concerns of some participants.

Responses to current Department staffing in Figure 119 are synonymous with the responses to whether or not the overall existing system is adequate. The respondents believe that their fire department is not adequately staffed at present. This further correlates to the responses in Figure 120 regarding response time expectations. The respondents had a realistic view of how long it should take for resources to arrive when they call, given current staffing of the PFD and automatic/mutual aid agreements.

Figure 119: Response to, “Is Current PFD Staffing Adequate?”

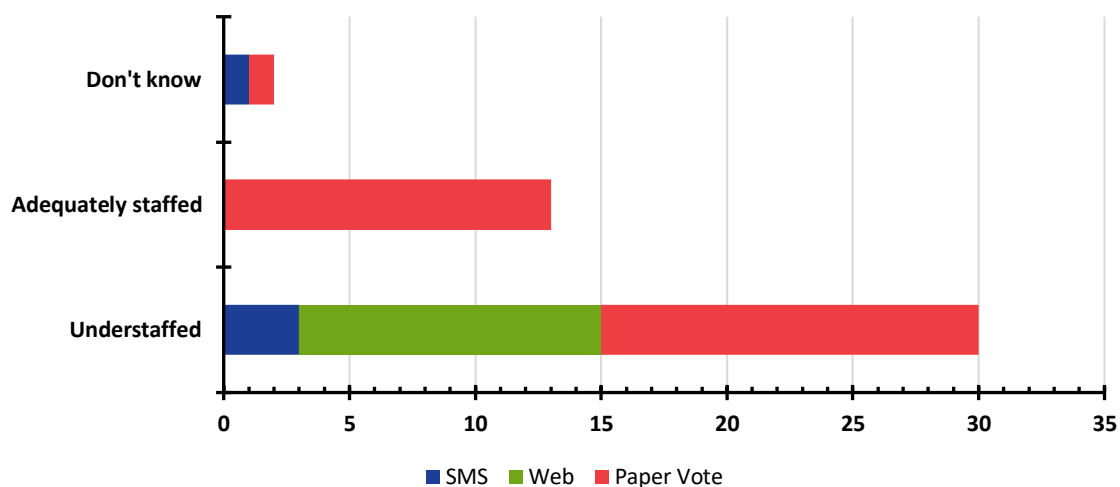
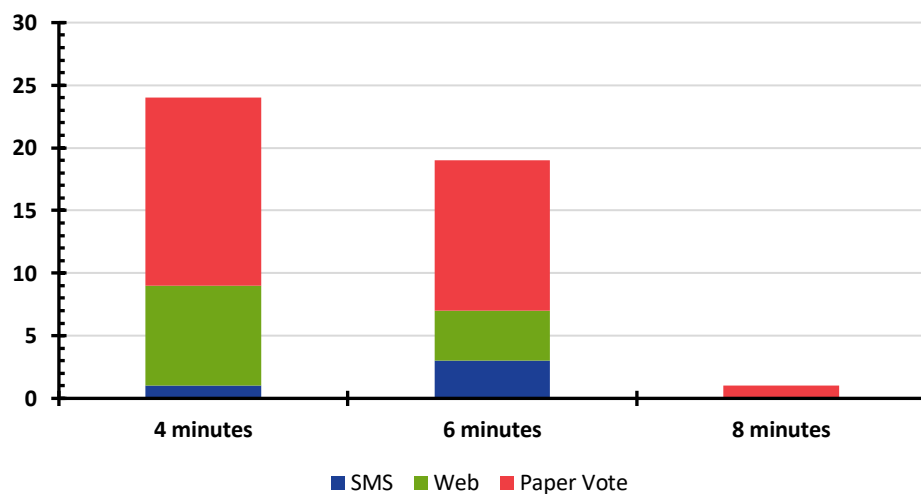


Figure 120: Response to, “How Long Should It Take a Fire Engine to Arrive?”



The final six questions presented were designed to determine the community's awareness and understanding of prospective partnering options, the desirability of those options, and positive or negative impacts that may arise with each option:

- How important is it that the City of Pinole has its own fire department?
- Would there be advantages in contracting with Contra Costa County FPD for fire-based services?
- Would there be advantages in the Rodeo-Hercules FPD annexing the city area to provide fire-based services?
- What advantages would there be in partnering with either agency for services?
- What disadvantages would there be in partnering with either agency for services?
- Would you support a parcel tax measure if the revenue it generated improved services and financial stability either as a sole agency or in a partnering option?

Figure 121: Response to, "How Important is it to the City of Pinole To Have Its Own Fire Department?"

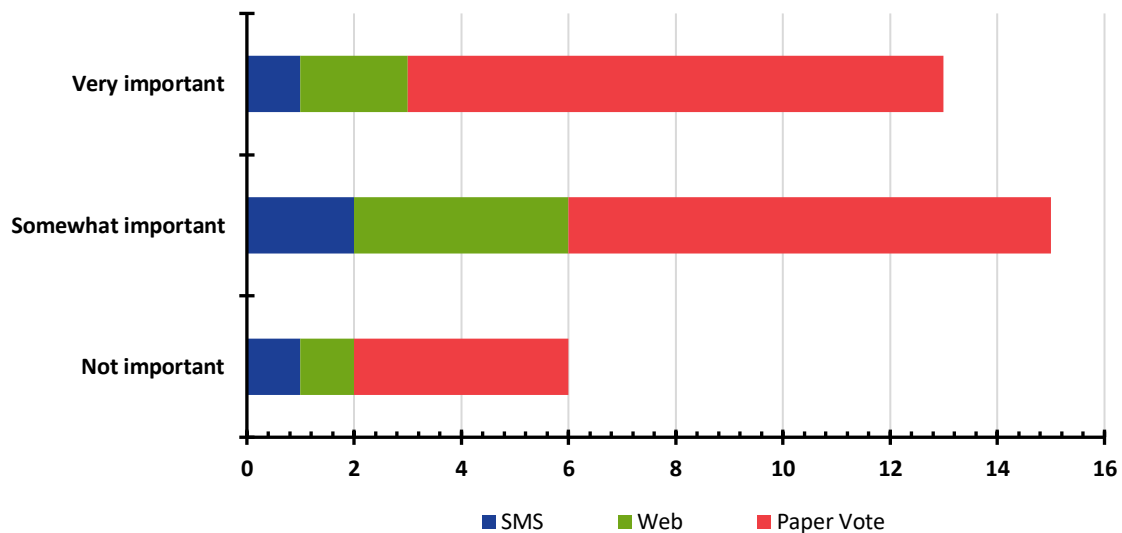


Figure 122: Response to, "Are There Advantages with Contracting With CCCFD?"

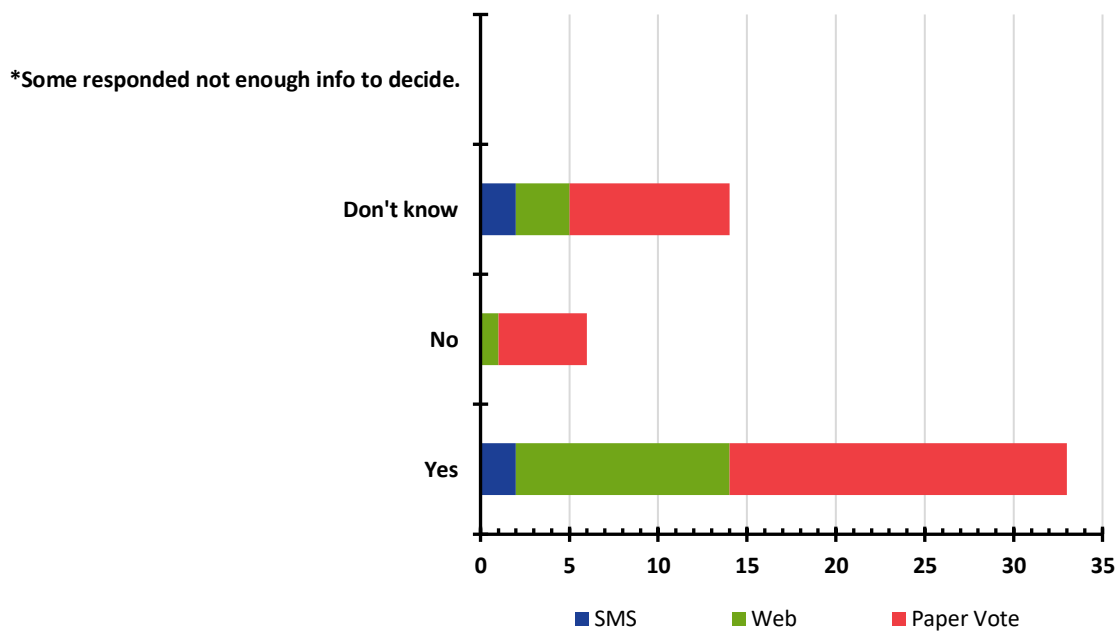


Figure 123: Response to, "Are There Advantages in Rodeo-Hercules Annexing the Pinole Area into the RH Fire Protection District?"

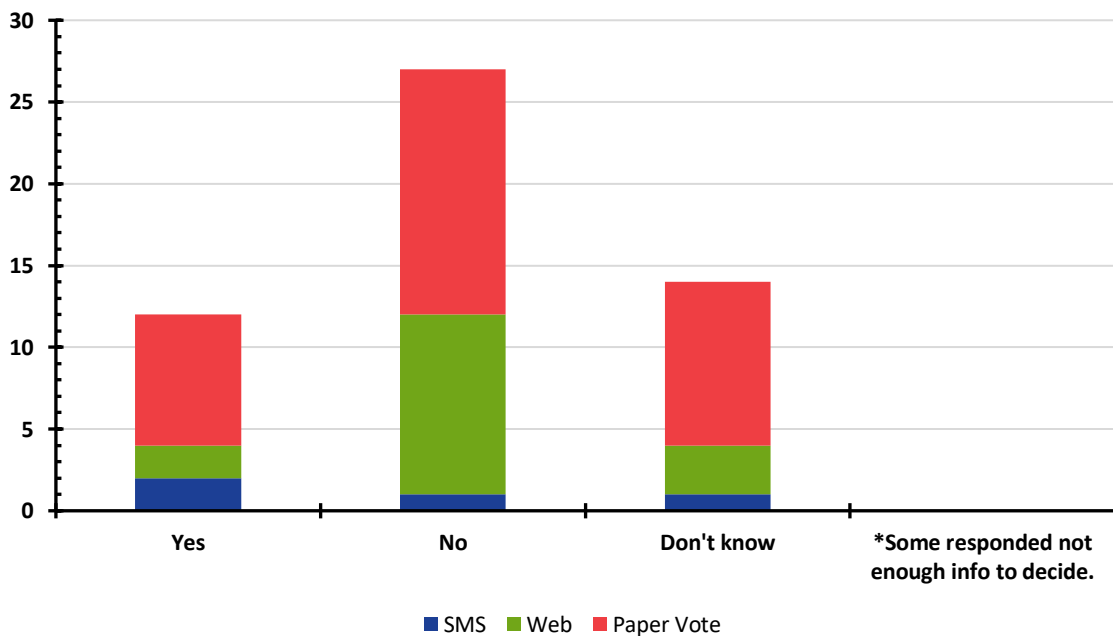


Figure 124: Response to, “What Advantages Would There Be in Partnering with Either Agency for Services?”

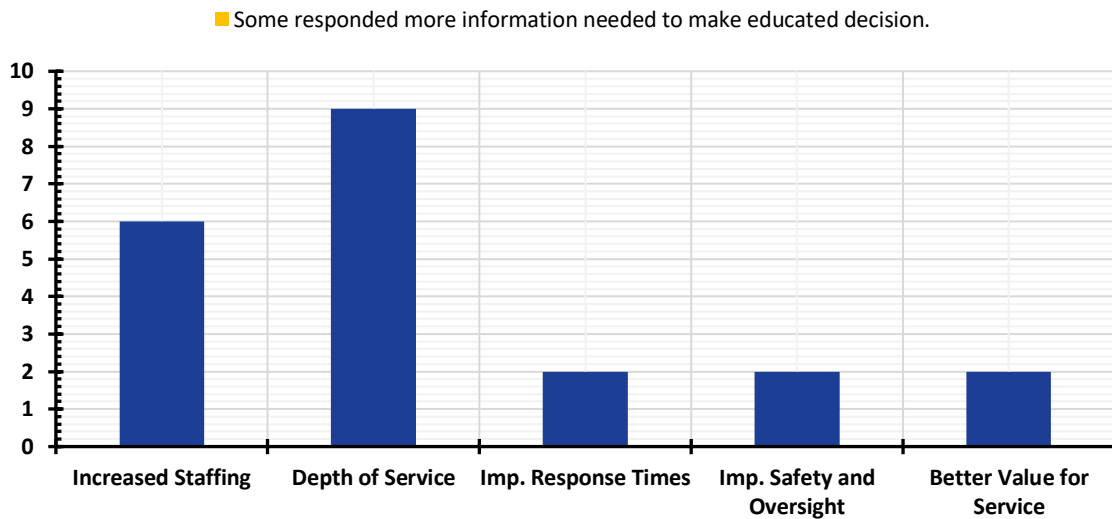
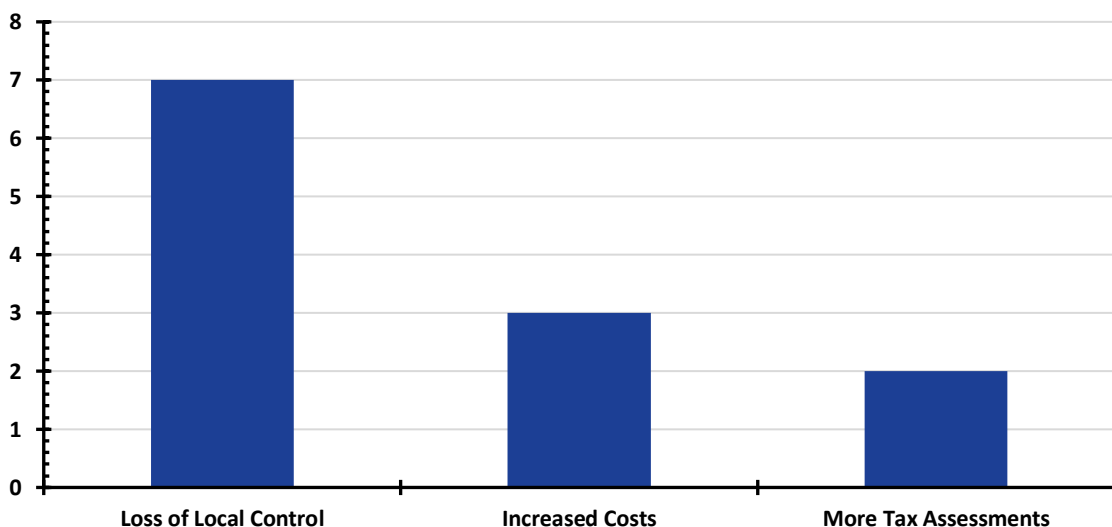
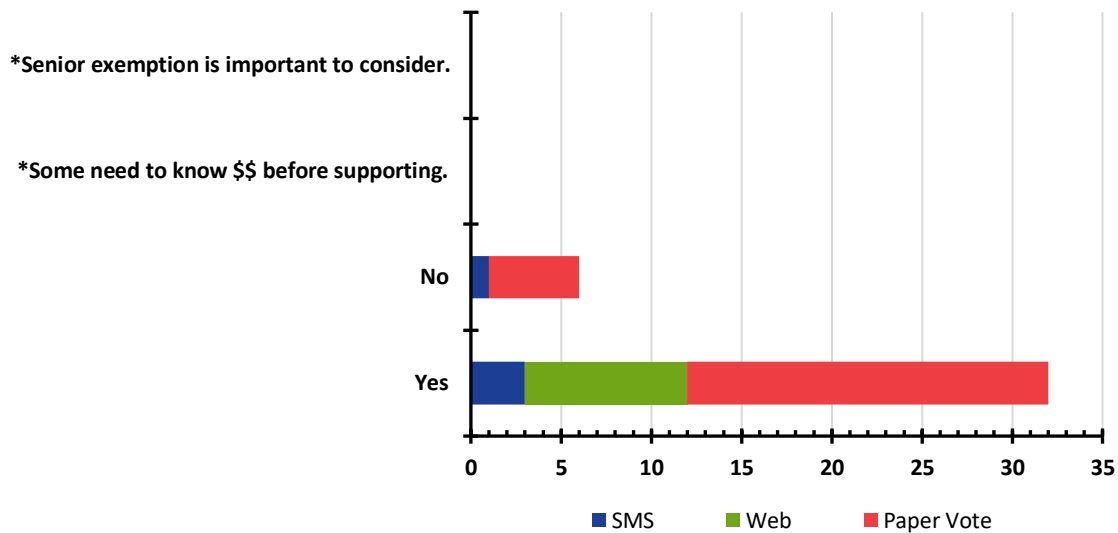


Figure 125: Response to, “What Disadvantages Would There be in Partnering with Either Agency for Services?”



The participants recognized that there are advantages to partnering with one of the surrounding agencies because of the increased staffing and resource depth it would bring. However, several residents expressed that it is important for Pinole to have its own fire department irrespective of whether a partnering option is pursued. Several residents clearly articulated that it is very important that Station 74 be re-opened and staffed full-time. Also expressed was a need for more information regarding partnering options so that the community can make the best-informed decision for service delivery going forward. Increased costs and loss of local control are primary concerns with agency partnering.

Figure 126: Response to, “Would You Support a Parcel Tax Measure if the Revenue it Generated Improved Services and Financial Stability Either as a Sole Agency or in a Partnering Option?”



Support for a parcel tax measure exists among the participants, as indicated in Figure 126. However, consideration of a senior citizen exemption and some idea of a dollar amount per resident are important factors for residents in their deciding whether to support a tax measure.

The second phase of soliciting opinions and expectations about the Pinole Fire Department and the services it delivers were gathered by direct interviews of stakeholders. Eighteen stakeholders were scheduled for interviews that were completed over a two-day period. Of the 18 interviewees, these stakeholders represented the City Council, City Administration, Community Members, Business Community, PFD Labor, Administrative Staff Members, Chief Officers, and surrounding Fire Chiefs.

It is important to note that the information solicited and provided during this process was provided in the form of “individual inputs,” some of which are perceptions as reported by stakeholders. All information was accepted at face value without an in-depth investigation of its origination or reliability. The project team reviewed the information for consistency and frequency of comment to identify specific patterns and/or trends. The stakeholder responses are summarized next.

Elected Officials, Business Community, & Citizens

Are you aware of why we are here and the purpose of this project?

- The majority of those interviewed were aware of why ESCI’s representatives were present.
- Several of those interviewed stated that issues such as the closure of Station 74 and the on-going discussion of merging/consolidating/contracting, etc., with a neighboring fire department or district have been going on for several years.
- Others interviewed indicated that the purpose is to find out where the needs are and where to go from there.
- For those individuals who were not aware of the “why” and “purpose” an update was provided.

In your opinion, what are the advantages/positives/strengths of the existing emergency service delivery system?

- The City Fire Department is providing a service and doing it well.
- Benefits were different between the bargaining groups; now, they are the same which has created harmony amongst the employees.
- The fire department has been serving the City for a long time; and people like the idea of having their own full-service fire department; one station staffed with three firefighters.
- Quick and efficient response by the fire department; impressed with the fire department.
- Responding firefighters are competent, and we have local control.
- Motivated, committed, responsive, well trained, and organized.

What are the disadvantages/negatives/weaknesses of the existing system?

- Understaffed due to disabilities, budgeting for equipment, and excessive repairs.
- The relationship between the fire department and the City could be improved.
- Closure of Station 74, due to the City having zero reserve(s) when the recession occurred in December of 2007. Financial recovery for the City has been slow resulting in not having enough funding to reopen Station 74.
- Adversarial situation due to personnel now paying for a portion of the employer's contribution to the Public Employees Retirement System.
- Strained relationship between elected officials and the fire department.
- Assuming there are services that are not currently provided.
- Pinole Fire Department is understaffed, lacks resources, equipment, and money.
- There are potential disadvantages when reflecting on the wildland fires in California last year and the close proximity of homes, schools, etc., to hills and undeveloped land within the City.
- Strong leadership, need to increase training, develop succession planning, implement performance evaluations.

Does the existing system provide the residents and community with acceptable protection?

- No, due to traffic congestion during commute hours.
- There is a perception that there is a negative impact on surrounding agencies due to Pinole Fire Department having only one fire station.
- Three firefighters is not very many; need to bring in other firefighters from neighboring agencies.
- Yes, the existing system provides acceptable protection.
- No, if the Engine has a mechanical issue; response time is negatively affected and is not an adequate response due to having to depend on our neighboring fire agencies.
- Not sure and want to have resources to respond appropriately to any requests for fire services.

How important do you think it is for the City to have its own fire department?

- The fire department is providing services now.
- Recognizes that there are efficiencies with everyone under the same roof.
- Very important.
- There appears to be a struggle now due to the need for additional resources.
- It is not that important; Stations 73 and 74 are in Pinole; who controls it does not really matter.
- If having our own fire department enables the fire department enhanced ability to respond to emergencies, then it is very important.

Do you believe there would be advantages to the City and level of service if the City were to contract with Contra Costa County FPD or have Rodeo-Hercules annex the area for the provision of fire-based services?

- Yes. Preference is partnering with Rodeo-Hercules Fire Protection District rather than Contra Costa County Fire Protection District.
- Yes, with the assumption that there are services that are not currently provided.
- There definitely would be an advantage.
- Yes, there would be additional training and resources as well as access to services Pinole does not have but the other agencies do.
- Would want this to go to the voters.
- It could be detrimental if the department could not provide—at a minimum—the current level of service.

Do you believe the community would support a parcel tax if the additional funding would improve operations and enhance the financial stability of the department either as a standalone or to fund one of the options mentioned?

- It depends on the dynamics; fixed income recipients are less likely to support an increase in taxes.
- There are competing priorities due to existing conditions of our roadways; should they be addressed at the same time?
- If they understood what improvements were and what the costs are to them; then yes.
- Folks who have wanted the improvements for a while will support it.
- Yes, however, the funds must be allocated specifically for fire service(s).
- The interviewee believes the community will support a parcel tax.
- Possibly; cannot say yes or no. Some communities will support it and other will not.

In the event the City were to contract with Contra Costa County FPD or have Rodeo-Hercules annex the area for the provision of fire-based services, what is the one issue that—if not addressed properly—would be a deal-breaker.

- Financial/cost.
- Identify how services that are provided now will improve and identify the cost.
- Must be able to prove that response times will improve.
- If there is presence in the City.
- Amount of safety personnel provided to the area.
- Taking the time, obtaining appropriate information, making sure that all the agencies coming together are on the same page.

Who do you think would be opposed to the change?

- No—not an organized group.
- There are citizens out there that take pride in having their own fire department.
- Those who do not understand the advantages.
- None; hold on to Pinole's identity.
- People who cannot afford it.
- Those who live in Pinole and only are familiar with Station 73.
- Possibly those who believe they will be stimulating the economy; not supporting the fire department.
- Those who opposed the construction of Station 74.
- Those who oppose spending funds from the City's General Fund.
- Employees affected by combining agencies into one.

Is there anything you would like to add that we have not discussed?

- Hoping for a viable solution that is within the City's financial means.
- What does it take to provide services? A cross section of input is what is anticipated as a result of the current "report."
- Possibly the "study" will put this issue to bed so they can move forward.
- The Pinole Fire Department has always been "spot on."
- 10 years ago, it was appropriate to close Station 74; it should go to a ballot question.
- Residents in this town want more fire coverage; this report is offering the benchmark. What happens when the benchmark is met?
- It is important to come up with a viable solution that the City can afford. If community supports staffing #74—let's do it with a parcel tax. We have options.

Chief Officers, Labor Leaders, & Firefighters Representatives***What are some areas in which you think the department could make improvements?***

- Infrastructure
- Improve labor relations with the City Council
- Administrative support
- Succession Planning
- Leadership stability; in the past 9 years, Pinole Fire Department has had 13 Fire Chiefs
- Battalion Chief training
- Consistent training for all safety personnel
- Open Station 74
- Policies are lacking in various yet needed areas
- Lack of a formal hiring process; at this point in time, there has been no consistency.

What do you see as the top critical issues faced by the City fire department today?

- Lack of supervision on A and C shifts
- Staffing
- Policies; there are none
- Adequate Administration—a good service model
- Morale
- Communication

What opportunities, in your view, are available to improve the service and capabilities?

- Collaboration with others
- On-line training
- Policy Development
- Contra Costa Fire Protection District
- Opportunities prevail with a reorganization

What challenges do you see to the change?

- The will of the Fire Chiefs and Elected Officials
- Going to the Union first before going to the Fire Chief
- Finances
- Public perception(s)
- Collectively reviewing the existing Budget in detail
- Local control

What drawbacks do you see to the City contracting with Contra Costa County FPD or have Rodeo-Hercules annex the area for the provision of fire-based services?

- Price of contracting with Contra Costa Fire Protection District
- Cultural differences between the three entities
- Concerned that Rodeo-Hercules Fire financial status and would not add any depth to existing services currently provided
- Health insurance and retirement benefits differ between agencies

What are the critical issues that you believe will need to be addressed prior to moving forward?

- Feasibility
- Viability
- Identify improvements
- How functioning as one will benefit the safety of personnel
- Retirement (PERS vs County Retirement)
- The type of method that will bring us together, i.e., consolidation/annexation/merger/administrative 5-year agreement

Who or what groups do you believe would oppose the change?

- Some City Council members
- Public opposition

Is there anything that you would like to add that we have not discussed?

- Battalion 7 service model should have a temporary fix; there are multiple safety issues.
- Bringing these three agencies together.
- Trying to train together.
- Salary differences
- Open to hearing the options; Pinole Fire has a stressed response number, no training, etc.

Surrounding Area Fire Chiefs***What are some areas in which you think the department (Pinole) could make improvements?***

- Pinole Fire is a "taker" due to having one fire station and the need to depend on neighboring agencies.
- Open and staff Station 74.
- Increase staffing levels.
- If Pinole cannot stand alone, opportunities exist operationally when working as the same agency.
- The Battalion 7 agreement is being redesigned; however, it is not as good as being one agency.

What opportunities, in your view, are available to improve the service and capabilities within the region?

- Increase the staffing levels and validate why the levels should be increased; i.e., one or two more firefighters per shift.
- Opportunities exist operationally when working as the same agency.

What in your opinion are the top critical issues you believe Pinole Fire is facing over the next 5 years?

- Aging fleet.
- A station in the wrong location based on the population density at the waterfront.
- The constant struggle with funding.
- Expansion of services.
- Having the capability to sustain what they have developed into the future; Pinole Fire has not been able to re-gain staffing levels prior to the Recession.

What are the critical issues that you believe will need to be addressed in the Battalion 7 area in the next 5 years?

- Personnel safety
- Capacity
- Common communications
- Ensuring that each cooperating partner lives up to what they have agreed to

How would you propose to address the coverage challenges in the area around the closed Station 74?

- It is important to review existing numbers, i.e., requests for services/assistance from surrounding agencies, etc.—if the numbers aren't working today how will they work in the future?
- There exists a concern that if Rodeo-Hercules annexes the Pinole Fire Department's response area, how will Rodeo-Hercules Fire be able to maintain an acceptable level of service and staff Station(s) 73 and 74?

In your opinion does the area in and around Pinole need a staffed truck company to compliment the required effective response force?

- If there is an effective training plan, the will of the Firefighters to train, etc., then staff the truck.
- Most likely would not staff it as the Truck Company response responsibilities are contained within the Battalion 7 Agreement.
- Currently, Rodeo-Hercules' Truck Company is the only Truck Company in the area and; is currently first-out for Rodeo-Hercules Fire.

What other information would you like to add?

- This is the third request for a proposal from the City of Pinole.
- Pinole needs to do something; the current situation is not sustainable.
- The City of Pinole has placed "Fire" in the background.

Section III:

OPTIONS FOR SHARED SERVICES

SHARED SERVICES OPTIONS

The following discussion identifies and explains multiple approaches that may be accessed in the State of California for sharing services or partnering in the delivery of services with neighboring agencies.

It is ESCI's understanding based on data review, on-site interviews, and stakeholder input, that since 1971, discussions, studies and proposals, to annex, merge, and/or contract for services between one or more neighboring agencies, have taken place. To date, none of these options have had the administrative, operational, political, or community support necessary to pursue any of the options. While other fire service delivery models are reviewed in this report, an overview of available delivery systems is included to ensure a basic understanding of available partnering strategies.

To adequately discuss the partnering continuum, the terminology and statutory provisions that are available to decision-makers must be understood. The following partner strategies, while not necessarily described by statute, differentiate between various approaches to partnering:

Status Quo

This option continues the current status of PFD without change. PFD continues to provide services as they are today. There is no change to governance, staffing, or deployment of resources beyond the level of that already in place. The current collaborative practices, through the existing cooperative service arrangements and agreements, would remain in effect.

Advanced Auto Aid Systems

When two or more agencies participate in a full boundary drop approach to dispatching the closest resource first regardless of jurisdiction. This process can be greatly enhanced with the utilization of automatic vehicle location technology.

This approach is already in place between PFD, RHFPD, and CCFPD and is memorialized via the "Battalion 7 Agreement."

Functional Consolidation

When two or more agencies enter a collaborative relationship, typically through a contract for service, no permanent organizational commitment is made, and all decision-making power remains with each organization. Interagency collaboration can take many forms and may include shared administrative and support functions, combined operational practices, the participation of fire agencies in activities such as local fire management bodies (such as fire defense boards), mutual aid agreements, and interagency disaster planning exercises. It can also provide for complete service delivery as an integrated/consolidated fire agency from one local agency to another.

One form of functional consolidation is through Contract for Service or Intergovernmental Agreement (IGA), described in greater detail as follows.

Contract for Service—Intergovernmental Agreement (IGA)³¹

In the State of California, authorization for an intergovernmental agreement (contract for service) for the provision of fire services between agencies as provided for by California Statute and Government Code (CGC) Section 55613-55614, and the California Public Contracting Code (CPCC) Section 20811 are commonly referred to as a "Contract for Service."

The California Government Code and Public Contracting Code is written with the intent of being liberally construed relating to contracting for public safety services by cities and fire districts, and states, in part, that:

CPCC 20811. When a district board determines that it is in the public interest, a district may contract with any other public agency for fire protection services, rescue services, emergency medical services, hazardous material emergency response services, ambulance services, and any other emergency services for the protection of lives and property.

This permissive statute allows for a local agency, which includes cities and districts to enter into a written agreement with any other unit or units of a local agency for the performance of any or all fire services and activities that a party to the agreement, its officers or agencies, have authority to perform. The agreement may provide for the performance of a function or activity:

- (1) By a consolidated and fully integrated department;
- (2) By jointly providing for administrative officers and services;
- (3) By means of facilities or equipment jointly constructed, owned, leased, or operated;
- (4) By services and/or functions provided by one of the parties for any other party;

Collaborative approaches under the CGC can include shared or contracted programmatic services, often referred to as *functional unification* or *functional consolidation*. Approaches may include shared administrative service, training programs, fire prevention outreach, or numerous other functional collaborative strategies. This approach can also include a fully integrated/consolidated fire district with services contracted to another local agency.

California law, regulations, and policy directives declare intergovernmental cooperation as a matter of statewide concern and grants special districts broad power to contract with other governmental entities for any function or activity the agencies have authority to perform.

An example of an IGA is the May 29th Fire Services Contract proposal from Contra Costa Fire Protection District to the City of Pinole (Appendix A).

Operational Consolidation

Operational consolidation occurs when two or more separate departments join operationally or administratively to form one organization. The entities remain largely separate; however, they deliver service as if they were one agency.

³¹ California Government Code and California Public Contracting Code, Sections 55513–55614, 55631, 55632, 20811.

Joint Powers Authority

(CGC Section 6500, et seq.)

Joint powers are exercised when the public officials of two or more agencies agree to create another legal entity or establish a joint approach to work on a common problem, fund a project, or act as a representative body for a specific activity.

Before 2016, LAFCOs did not have authority over contracts between government agencies such as Joint Powers Agreements/Agencies (JPA). However, changes in the law require cities and districts to apply to LAFCO for approval of a JPA in certain circumstances.

Many of the changes in the laws governing LAFCO are in response to confusion among citizens regarding who and how their local government services are provided. Also, constituents are requesting increased transparency in government. LAFCOs are expected to provide resources to sort out government service providers, as well as assist in the coordination and long-range planning of those services. LAFCO's role has expanded from oversight of boundary changes to conducting studies that analyze the efficient and economical provision of local government services.

Legal Unification

The concept of legal unification means combining two or more existing organizations into a single, unified, agency. Doing so includes all aspects of the organization's policies, administration, governance, financing, functions, and operations. Legal integration of fire services in California can be achieved in a number of ways, the most common forms for fire districts are district formation, consolidation, reorganization, annexation, or formation of a Joint Powers Agency. District formation, consolidation, reorganization, and annexation are changes of organization which require approval by LAFCO. In some cases, the formation or expansion of a JPA also requires LAFCO approval.

Section IV: OPTIONS FOR DELIVERY OF FIRE-BASED SERVICES

OPTIONS

Per the Regional Fire Service Delivery Study Scope of Work, ESCI was to research possible options for providing fire protection to the community. The alternatives available to accomplish providing these services were limited due to the lack of availability of agencies with capacity and capability in general proximity to Pinole.

Option A: Rodeo-Hercules Fire Protection District

During preliminary discussions with the City of Pinole and the Chief of the Rodeo-Hercules Fire Protection District (RHFPD), ESCI was led to believe that the District was interested in offering a proposal to provide fire protection services under contract to territory within the City of Pinole or annex the area within the City limits into the District so it would receive services comparable to other territories within the District.

Several weeks into developing the baseline analysis of options, the RHFPD Fire Chief transmitted a note via email that RHFPD would not be interested in submitting proposals until the study is completed. Prior to receiving the communication from RHFPD, ESCI had initiated a preliminary analysis of the District's organizational structure and financial condition based on information available via the internet.

RHFPD is similar in operational make up to PFD with the exception being RHFPD operates two staffed stations versus PFD's one. RHFPD, like PFD, has minimal administrative staff to carry out critical administrative tasks. In the event RHFPD were to submit any proposal to provide service, the proposal should include a provision for opening PFD Station 74 as well as staffing key administrative functions.

Should RHFPD express an interest in annexing the area within the Pinole City Limits, the following will need to be considered:

- Expand the boundaries of the Rodeo-Hercules FPD to include territory within the City of Pinole by submitting an annexation proposal to LAFCO.
- Transfer (or lease) City-owned fire service facilities and equipment (i.e., stations, rolling stock, hoses, ladders, etc.) to the Rodeo-Hercules FPD.
- Have the RHFPD hire City of Pinole employees who provide fire protection and wish to become employees of the RHFPD and devise a process to determine relative employee seniority.
- Determine how to fund the additional service responsibilities incurred by the RHFPD such as reallocate a percentage of the City's property tax allocation to RHFPD effective the year the annexation becomes effective. This percentage amount would be negotiated and approved by the City, the District, and the Board of Supervisors and consider extending an existing Special Tax already imposed by Rodeo-Hercules FPD within its current boundaries to the parcels being annexed. It is assumed this would be a condition of LAFCO's approval of the annexation.

- As a result of these changes, (1) the territory within the City would be within the boundaries and service area of the RHFPD, (2) the City would receive a smaller portion of the 1 percent property tax levied within its boundaries but would have fewer municipal expenses since it would no longer provide fire protection services, and (3) property owners within the City would begin paying the special tax which is already being paid by property owners within the Rodeo-Hercules FPD.
- Any proposal from RHFPD should include a plan to staff Pinole Station 74 and provide the administrative functions currently missing within PFD.

Option B: Contra Costa County Fire Protection District

The City of Pinole requested a proposal from Contra Costa County Fire Protection District (CCFPD) to provide services within the Pinole City Limits.

The proposal received from CCFPD is analyzed below. It must be noted that as stated in the document from CCFPD, this is a proposal, not an offer to provide service, and all terms of the proposal would require negotiation.

CCFPD provides fire and emergency medical services to nearly a million people across its 304-square-mile District area, and through mutual aid, in and around the 19 cities and unincorporated communities of Contra Costa County, California. With few exceptions, county emergency ambulance transport services are provided by CCFPD through its unique sub-contractor Alliance model. In 2018, the District responded to nearly 75,000 fire and EMS emergencies and dispatched some 95,000 ambulances, providing expert medical care on more than 74,000 ambulance transports. The District, with 26 fire stations and more than 400 employees, appears to be well funded, well equipped, and is capable of expanding services to include the City of Pinole.

The terms of the proposal include staffing each station with a crew of three personnel on a 24-hour per day, seven days per week basis, and one Battalion Chief-level position on a 56-hour per shift basis with an annual 5 percent escalation for all labor costs. The proposal includes providing components of administration currently understaffed by PFD, such as training, EMS program oversight, duty chief coverage, IT support, and others. The proposal does not include Fire Prevention/Fire Investigation Services or code enforcement that is not cost neutral. The proposal also does not include annual charges for dispatch services. Should Pinole elect to purchase or retain its own equipment, the District would provide maintenance services on those vehicles at an hourly rate of \$100 per hour. The proposal does not include a cost for mobile or hand-held radio equipment. Should Pinole elect to allow the CCFPD to purchase fire trucks for use in the City, the proposal contains a provision for the City to contribute funds to the District's apparatus replacement fund, based on a 10-year replacement cycle for the apparatus.

The City of Pinole may negotiate a contract with CCFPD that would not include acquiring fire apparatus through the service contract; however, it would still be necessary for the City to acquire apparatus to provide the services contemplated under the contract. Operating costs proposed under the contract are indicated in the following figure. Capital costs included in the proposal from CCFPD are separately indicated below the operating costs. The City is in the process of acquiring a new Type I engine. The engine, while capable of comparably performing all the required tasks, does not meet the current specifications of CCFPD.

Figure 127: Contra Costa Fire Protection District Proposal for Fire Protection Services

Contra Costa Fire Protection District Proposal	Projected				
	Year 1	Year 2	Year 3	Year 4	Year 5
Staffing Costs, Including Benefits, Escalates at 5% per Year					
Station 73	3,274,629	3,438,360	3,610,278	3,790,792	3,980,332
Station 74	3,274,629	3,438,360	3,610,278	3,790,792	3,980,332
Shift Battalion Chief	467,880	491,274	515,838	541,630	568,711
Staffing Sub-Total	7,017,138	7,367,995	7,736,395	8,123,214	8,529,375
Administrative Overhead (10%)	701,714	736,799	773,639	812,321	852,938
Total Operating Costs Per the Proposal	7,718,852	8,104,794	8,510,034	8,935,535	9,382,313
Optional Capital Replacement Costs and Staff Vehicle Rental					
Battalion Chief Vehicle	8,700	8,700	8,700	8,700	8,700
Type I Engine—Station 73	94,985	94,985	94,985	94,985	94,985
Type I Engine—Station 74	94,985	94,985	94,985	94,985	94,985
Type III Engine—Station 73	42,150	42,150	42,150	42,150	42,150
Type III Engine—Station 74	42,150	42,150	42,150	42,150	42,150
Capital Replacement Reserve	310,000	310,000	310,000	310,000	310,000
Type I Engine Loose Equipment—73	45,000	-	-	-	-
Type I Engine Loose Equipment—74	45,000	-	-	-	-
Type III Engine Loose Equipment—73	25,000	-	-	-	-
Type III Engine Loose Equipment—74	25,000	-	-	-	-
Battalion Chief Loose Equipment	25,000	-	-	-	-
Equipment Replacement Reserve	22,500	22,500	22,500	22,500	22,500
Totals	\$8,499,322	\$8,720,264	\$9,125,504	\$9,551,006	\$9,997,783

The following figure shows the impact on the City of Pinole's projected budgets through the fifth year. This proposal uses the total operating costs from the CCFPD proposal from Figure 127 as the starting point. These costs would include a minimum of three crew members per shift staffing at both stations, the cost of a Battalion Chief's position, and administrative costs of 10 percent of the total salary and benefits costs. The proposal has an automatic five percent annual escalator included for anticipated cost increases. All current costs associated with the fire department are removed, and the contract fire prevention officer costs added back to determine the impact on the City's General Fund Budget for the five years. These calculations freeze the City's General Fund and Measure S contributions at current levels. To re-open Station 74, an apparatus will be required and, to ensure funds are available to purchase replacement apparatus, an apparatus replacement fund is indicated as being created. While the City would no longer pay for current, normal costs for pensions, the City's unfunded actuarial liabilities would not be extinguished, and payments would be required to pay off that liability. The costs associated with accepting the Contra Costa FPD proposal assume that the City of Pinole will, rather than purchase apparatus through the proposal, purchase its own apparatus and create a fleet replacement fund to provide cash to replace the vehicles at the end its useful life. Accordingly, some amount should be considered for annual maintenance costs related to the apparatus. Similar to the projected amounts contained in prior figures, the information contained in the following figures utilizes revised amounts provided represents amounts available on December 15, 2019.

The parcel tax calculations include allocating the costs of this Option first, between the three types of parcels, with 10 percent of the single-family parcels being excluded as occupied by at least one person aged 65 or older, and second, allocating the costs using the total number of parcels, again reduced by 10 percent of the single-family units for the senior's discount. The 10 percent figure is based on information from the 2010 U.S. Census.

**Figure 128: Impact on Future City of Pinole Operating Budgets of
Accepting the Contra Costa FPD Proposal**

Costs	Year				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Contra Costa Proposed Operating Costs (Figure 127)	7,718,852	8,104,794	8,510,034	8,935,536	9,382,313
Add Fire Prevention Costs	160,000	160,000	160,000	160,000	160,000
UAL Pension Liability Payment	386,129	441,171	506,390	559,659	591,073
Total Operating Costs	8,264,981	8,705,965	9,176,424	9,655,195	10,133,386
Additional Type I Engine Lease	102,948	102,948	102,948	102,948	102,948
Replacement Fund	231,454	231,454	231,454	231,454	231,454
Total Capital Expenditures	334,402	334,402	334,402	334,402	334,402
Total Expenditures	8,599,383	9,040,367	9,510,826	9,989,597	10,467,788
Deduct GF Funding Cap	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)
Projected Funding from Measure S Initiatives	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)
Revised Net Funding from the Parcel Tax	4,100,160	4,541,144	5,011,603	5,490,374	5,968,565
Commercial Tracts	574	574	574	574	574
Parcel Tax Per Tract	968.96	1,073.18	1,184.36	1,297.50	1,410.51
Costs Allocated	556,184	616,003	679,820	744,765	809,632
Multi-Family Tracts	105	105	105	105	105
Parcel Tax Per Tract	807.47	894.31	986.96	1,081.25	1,175.42
Costs Allocated	84,784	93,903	103,631	113,531	123,419
Single Family Tracts	5,950	5,950	5,950	5,950	5,950
10% Tracts Eligible for Senior Exemptions	(595)	(595)	(595)	(595)	(595)
Net Single-Family Tracts	5,355	5,355	5,355	5,355	5,355
Parcel Tax Per Tract	645.97	715.45	789.57	865.00	940.34
Costs Allocated	3,459,192	3,831,238	4,228,152	4,632,077	5,035,514
Total Costs Allocated	4,100,160	4,541,144	5,011,603	5,490,374	5,968,565
Total Tracts	6,629	6,629	6,629	6,629	6,629
10% Tracts Eligible for Senior Exemptions	(595)	(595)	(595)	(595)	(595)
Net Total Tracts	6,034	6,034	6,034	6,034	6,034
Parcel Tax Per Tract	679.51	752.59	830.56	909.91	989.16
Total Costs Allocated	4,100,160	4,541,144	5,011,603	5,490,374	5,968,565
Escalation		10.76%	10.36%	9.55%	8.71%

The decrease in the annual escalation results from the decrease in the growth rate of the funding for the UAL pension costs.

Option C: Expansion of the Pinole Fire Department System

A third alternative to be considered is the restoration of the service model using the currently closed Station 74 and staffing of key administrative positions. This alternative maintains minimum staffing of three personnel for each of the three shifts at this station and enhances service to the area around Station 74 to include initial attack for fire incidents and the provision of advanced life support (Paramedics). It is contemplated that the officers and engineers for Station 74 will be promoted from the current employees at Station 73 and all new hires will be at the firefighter level and placed under the PEPRAs pension system. Salaries for each of the three positions are projected using Step B from the City of Pinole Salary Ranking schedule dated May 31, 2019. Since May 31, 2019, employees have received a 3 percent cost of living adjustment. Overtime costs are projected to be approximately \$100,000 per year higher than those projected at Station 73 or approximately \$400,000 per year, or \$133,333 per shift. Pension and benefit costs are projected by interpolating costs from the FY 19/20 Budget. Medicare costs are calculated at 1.045 percent of gross salaries. Education and certification pay are calculated at \$50 per month per position. Salary costs are escalated at the previously established 3 percent annually. Benefits other than pension costs increase at a 5 percent annual rate. Pension costs are estimated to remain at 13.1 percent per the CalPERS August 2018 PEPRAs Safety Fire Plan Annual Valuation report as of June 30, 2017, for the new employees.

There will be other miscellaneous but minimal station operating expenses resulting from the occupancy of the station on a full-time basis. There will be additional supplies, including the annual employee clothing allowances and start-up costs for turnout gear for new employees.

Additionally, capital expenditures may include the acquisition of a new Type I engine to be used by the expanded crews at Station 74.

The following figure indicates the costs associated with adding Station 74 back into the deployment model.

Figure 129: Projected Costs to Re-Open Station 74, Years 1–5

Station 74 Staffing Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Station 74 Staffing Costs					
Captain	95,539	98,405	101,357	104,398	107,530
Engineer	86,337	88,927	91,595	94,343	97,173
Firefighter/Paramedic	82,724	85,206	87,762	90,395	93,107
Overtime Costs	133,333	133,333	133,333	133,333	133,333
Per Shift	397,933	405,871	414,047	422,469	431,143
Number of Shifts	3	3	3	3	3
<i>Compensation</i>	<i>1,193,800</i>	<i>1,217,614</i>	<i>1,242,140</i>	<i>1,267,407</i>	<i>1,293,429</i>
Pension Costs	157,009	160,141	163,366	166,689	170,112
Estimated Health Insurance	248,462	260,885	273,929	287,625	302,007
Life And AD&D Insurance	3,445	3,617	3,798	3,988	4,187
Medicare	17,310	17,655	18,011	18,377	18,755
Estimated Education/Certification Pay	5,400	5,400	5,400	5,400	5,400
<i>Benefits</i>	<i>431,625</i>	<i>447,698</i>	<i>464,504</i>	<i>482,080</i>	<i>500,460</i>
Compensation and Benefits—Station 74	1,625,425	1,665,312	1,706,643	1,749,487	1,793,889
Clothing Allowance	9,000	7,200	7,200	7,200	7,200
Turnout Gear	31,500	—	—	—	—
<i>Total Supplies</i>	<i>40,500</i>	<i>7,200</i>	<i>7,200</i>	<i>7,200</i>	<i>7,200</i>
Total Operating Costs	1,665,925	1,672,512	1,713,843	1,756,687	1,801,089
Type I Engine Lease	102,948	102,948	102,948	102,948	102,948
Apparatus Replacement Fund	231,454	231,454	231,454	231,454	231,454
Total Capital Expenditures	334,402	334,402	334,402	334,402	334,402
Total Costs	\$2,000,327	\$2,006,914	\$2,048,245	\$2,091,089	\$2,135,491

Based on ESCI's review of critical administrative functions, PFD will need additional full-time staffing to manage programs and other administrative tasks. ESCI is recommending the creation of three 40-hour per week positions to assist in managing the organization. The first position would be an Administrative Battalion Chief, responsible for the EMS program, training program oversight, policies and procedures, and provide an additional chief officer for supervision. The second position would be a Training Captain responsible for the training program with oversight from the Administrative Battalion Chief. A third recommended position would be a Fire Prevention Officer responsible for all fire prevention duties, including those carried out by the current contract inspector. The following figure provides an estimated cost for each position and in total.

Figure 130: Projected Costs of Additional Administrative Positions, FY 19/20–FY 23/24

Projected Administrative Position Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
<i>Battalion Chief—Administration</i>	152,894	157,481	162,205	167,072	172,084
Pension Costs	20,029	20,630	21,249	21,886	22,543
Estimated Health Insurance	26,292	27,607	28,987	30,437	31,958
Life and AD&D Insurance	420	441	463	486	511
Medicare	2,217	2,328	2,444	2,566	2,695
Estimated Education/Certification Pay	600	630	662	695	729
<i>Benefits</i>	49,558	51,636	53,805	56,070	58,436
Salary & Benefits—Admin BC	202,452	209,117	216,010	223,142	230,520
<i>Captain—Training</i>	88,339	90,989	93,719	96,530	99,426
Pension Costs	11,572	11,920	12,277	12,645	13,025
Estimated Health Insurance	26,292	27,607	28,987	30,437	31,958
Life and AD&D Insurance	243	255	268	281	295
Medicare	1,281	1,345	1,412	1,483	1,557
Estimated Education/Certification Pay	600	630	662	695	729
<i>Benefits</i>	39,988	41,757	43,606	45,541	47,564
Salary & Benefits—Training Capt.	128,327	132,746	137,325	142,071	146,990
<i>Fire Prevention Officer (Building Inspector pay)</i>	67,601	69,629	71,718	73,870	76,086
Pension Costs	8,856	9,121	9,395	9,677	9,967
Estimated Health Insurance	26,292	27,607	28,987	30,437	31,958
Life and AD&D Insurance	186	195	205	215	226
Medicare	980	1,029	1,081	1,135	1,191
Estimated Education/Certification Pay	600	630	662	695	729
<i>Benefits</i>	36,914	38,582	40,330	42,159	44,071
Salary & Benefits—Prevention Capt.	104,515	108,211	112,048	116,029	120,157
Total Administrative Personnel Costs	\$435,295	\$450,074	\$465,382	\$481,240	\$497,669

The following figure combines the current projections, projected costs associated with re-opening Station 74, and the costs to increase administrative positions for the fire department. This alternative includes setting a fixed amount to be funded from the City's General Fund Budget that is limited to the funding amount in the adopted FY 19/20 budget. The Measure S initiatives from both 2014 and 2006 are frozen in a similar manner. The funds to provide for these costs are proposed to be derived from the implementation of a parcel tax.

Current fire department operating costs, as identified in Figure 27 and the following figure, includes payments under the legacy CalPERS pension system, which is anticipated to increase dramatically over the next several years. Pension costs on salaries included in the proposed Station 74 and Administrative positions are calculated under the less expensive PEPR system.

This option provides for the re-opening of Station 74, with employee costs of three full-time positions per shift; the creation of an Administrative Battalion Chief, a Training Captain position, and a Fire Prevention Officer included in the projections. Included in this option are the addition of the cost of the lease of a Type I engine and the establishment of an apparatus replacement fund to provide for the replacement of fire apparatus in the future. This option is the most flexible alternative as it provides medical response capability with increased fire response capacity.

**Figure 131: Projected Fire Department Costs Including Station 74 and Administrative Staffing,
FY 20/21–FY 24/25**

Projected Fire Department Operating Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Total Operating Costs (Figure 27)	5,272,626	5,829,220	6,434,978	7,095,984	7,854,198
Fire Prevention	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)
Station 74 Operating Costs (Figure 129)	1,665,925	1,672,512	1,713,843	1,756,687	1,801,089
Administrative Positions	435,295	450,074	465,382	481,240	497,669
Total Operating Costs	7,213,846	7,791,806	8,454,203	9,173,911	9,992,956
Additional Type I Engine Lease	102,948	102,948	102,948	102,948	102,948
Replacement Fund	231,454	231,454	231,454	231,454	231,454
Total Capital Expenditures					
Total Expenditures	7,548,248	8,126,208	8,788,605	9,508,313	10,327,358
Deduct General Fund Funding Cap	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)
Deduct Measure S Initiatives Cap (Figure 27)	(1,103,887)	(1,103,887)	(1,103,887)	(1,103,887)	(1,103,887)
Revised Net Funding from the Parcel Tax	3,049,026	3,626,986	4,289,383	5,009,091	5,828,136
Commercial Tracts	574	574	574	574	574
Parcel Tax Per Tract	720.55	857.14	1,013.68	1,183.76	1,377.32
Costs Allocated	413,598	491,998	581,852	679,480	790,583
Multi-family Tracts	105	105	105	105	105
Parcel Tax Per Tract	600.46	714.28	844.73	986.47	1,147.77
Costs Allocated	63,049	75,000	88,697	103,579	120,516
Single Family Tracts	5,950	5,950	5,950	5,950	5,950
10% Tracts Eligible for Senior Exemptions	(595)	(595)	(595)	(595)	(595)
Net Single-Family Tracts	5,355	5,355	5,355	5,355	5,355
Parcel Tax Per Tract	480.37	571.43	675.79	789.17	918.21
Costs Allocated	2,572,379	3,059,988	3,618,834	4,226,032	4,917,038
Total Costs Allocated	3,049,026	3,626,986	4,289,383	5,009,091	5,828,136
Net Total Tracts	6,034	6,034	6,034	6,034	6,034
Parcel Tax Per Tract	505.31	601.09	710.87	830.14	965.88
Costs Allocated	3,049,026	3,626,986	4,289,383	5,009,091	5,828,136
Escalation		18.96%	18.26%	16.78%	16.35%

Option D: Staffing of Station 74 Service Area Utilizing Two-Person Unit

A fourth alternative to consider is the implementation of a service model using the currently closed Station 74 and utilizing a quick response/attack unit staffed with two qualified personnel. This option enhances service to the area around Station 74 to include limited initial attack for fire incidents and improved provision of advanced life support (Paramedics). Salaries for the two positions are projected using Step B from the City of Pinole Salary Ranking schedule dated May 31, 2019. Pension costs are calculated at the PEPRA rate of 13.1 percent, and benefit costs are projected by interpolating costs from the FY 19/20 Budget. Medicare costs are calculated at 1.045 percent of gross salaries. Education and certification pay are calculated at \$50 per month per position. Salary costs are escalated at the previously established 3 percent annually. Benefits other than pension costs increase at a 5 percent annual rate. Pension costs are estimated to remain at 13.1 percent per the CalPERS August 2018 PEPRA Safety Fire Plan Annual Valuation report as of June 30, 2017, for the new employees.

This alternative, while not recommended, restores the minimum staffing of two personnel for each of the three shifts at this station. This option will provide an apparatus with medical response capability and minimal fire response capacity. The effect on fire operations would be to allow safer operations for firefighters and the ability to conduct interior operations on structure fires without awaiting the arrival of mutual or automatic aid companies.

Figure 132: Estimated Cost of Reopening and Staffing a Quick Response Pumper at Station 74

Station 74 Staffing Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Engineer	86,337	88,927	91,595	94,343	97,173
Firefighter/Paramedic	82,724	85,206	87,762	90,395	93,107
Overtime Costs	66,667	66,667	66,667	66,667	66,667
Per Shift	235,727	240,799	246,023	251,404	256,946
Number of Shifts	3	3	3	3	3
<i>Compensation</i>	<i>707,182</i>	<i>722,398</i>	<i>738,070</i>	<i>754,212</i>	<i>770,838</i>
Pension Costs	92,641	94,634	96,687	98,802	100,980
Estimated Health Insurance	165,641	173,923	182,619	191,750	201,338
Life and AD&D Insurance	2,041	2,143	2,250	2,362	2,480
Medicare	10,254	10,475	10,702	10,936	11,177
Estimated Education/Certification Pay	5,400	5,400	5,400	5,400	5,400
<i>Benefits</i>	<i>275,977</i>	<i>286,575</i>	<i>297,658</i>	<i>309,250</i>	<i>321,375</i>
Compensation and Benefits—Station 74	983,159	1,008,973	1,035,728	1,063,462	1,092,213
Station 74 Supplies					
Clothing Allowance	9,000	7,200	7,200	7,200	7,200
Turnout Gear	31,500	—	—	—	—
<i>Total Supplies</i>	<i>40,500</i>	<i>7,200</i>	<i>7,200</i>	<i>7,200</i>	<i>7,200</i>
Total Station 74 Costs	1,023,659	1,016,173	1,042,928	1,070,662	1,099,413

Station 74 Staffing Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
PFD Projected Operating Costs	5,272,626	5,829,220	6,434,978	7,095,984	7,854,198
Quick Attack Pumper Lease	24,048	24,048	24,048	24,048	24,048
Projected Costs	6,320,333	6,869,441	7,501,954	8,190,694	8,977,659
Deduct General Fund Funding Cap	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)
Deduct Measure S Initiatives Cap (Figure 27)	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)
Amount to Fund from Parcel Tax	1,821,110	2,370,217	3,002,731	3,691,471	4,478,436
Commercial Tracts	574	574	574	574	574
Parcel Tax Per Tract	393.48	512.13	648.79	797.61	967.65
Costs Allocated	225,860	293,962	372,408	457,828	555,430
Multi-Family Tracts	105	105	105	105	105
Parcel Tax Per Tract	327.90	426.77	540.66	664.67	806.37
Costs Allocated	34,430	44,811	56,770	69,791	84,669
Single Family Tracts	5,950	5,950	5,950	5,950	5,950
10% Tracts Eligible for Senior Exemptions	(595)	(595)	(595)	(595)	(595)
Net Single-Family Tracts	5,355	5,355	5,355	5,355	5,355
Parcel Tax Per Tract	291.47	379.35	480.59	590.82	716.78
Costs Allocated	1,560,820	2,031,444	2,573,553	3,163,852	3,838,337
Total Costs Allocated	1,821,110	2,370,217	3,002,731	3,691,471	4,478,436
All Tracts w/o Regard to Classification	6,629	6,629	6,629	6,629	6,629
10% Tracts Eligible for Senior Exemptions	(595)	(595)	(595)	(595)	(595)
Net Total Tracts	6,034	6,034	6,034	6,034	6,034
Parcel Tax Per Tract	296.59	392.81	497.64	611.78	742.20
Total Costs Allocated	1,789,610	2,370,217	3,002,731	3,691,471	4,478,436
Escalation		32.44%	26.69%	22.94%	21.32%

Option E: Staffing Station 74 with a Two-Person Unit and Add a Training Captain³²

The following figure includes costs associated with adding a two-person quick response unit noted in Figure 132 and the addition of a recommended Training Captain's position to assist in the continuing training of the Department's firefighters and the administrative tasks of the Department. The addition of the Training Captain position will remove these day-to-day responsibilities from the Fire Chief, allowing him to focus on the more strategic needs of the agency.

Figure 133: Estimated Cost of Reopening and Staffing a Quick Response Pumper at Station 74 and a Training Captain

Station 74 Staffing Costs and Training Captain	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Projected Operating Costs (Figure 27)	5,272,626	5,829,220	6,434,978	7,095,984	7,854,198
Total Station 74 Costs	1,023,659	1,016,173	1,042,928	1,070,662	1,099,413
Training Captain Costs	128,327	132,745	137,325	142,071	146,991
Total Projected Operating Costs	6,424,612	6,978,138	7,615,231	8,308,717	9,100,602
Quick Attack Pumper Lease	24,048	24,048	24,048	24,048	24,048
Total Projected Costs	6,448,660	7,002,186	7,639,279	8,332,765	9,124,650
General Fund Maximum Contributions	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)
Measure S Initiatives—Maximum	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)
Amount to Fund from Parcel Tax	1,949,438	2,502,963	3,140,056	3,833,542	4,625,427
Commercial Tracts	574	574	574	574	574
Parcel Tax Per Tract	460.70	591.51	742.07	905.95	1,093.09
Costs Allocated	264,440	339,525	425,946	520,017	627,436
Multi-Family Tracts	105	105	105	105	105
Parcel Tax Per Tract	383.91	492.92	618.39	754.96	910.91
Costs Allocated	40,311	51,757	64,931	79,271	95,646
Single Family Tracts	5,950	5,950	5,950	5,950	5,950
10% Tracts Eligible for Senior Exemptions	(595)	(595)	(595)	(595)	(595)
Net Single-Family Tracts	5,355	5,355	5,355	5,355	5,355
Parcel Tax Per Tract	307.13	394.34	494.71	603.97	728.73
Costs Allocated	1,644,687	2,111,681	2,649,179	3,234,254	3,902,345
Total Costs Allocated	1,949,438	2,502,963	3,140,056	3,833,542	4,625,427
All tracts w/o Regard to Classification	6,629	6,629	6,629	6,629	6,629
10% Tracts Eligible for Senior Exemptions	(595)	(595)	(595)	(595)	(595)
Net Total Tracts	6,034	6,034	6,034	6,034	6,034
Parcel Tax Per Tract	323.08	414.81	520.39	635.32	766.56
Total Costs Allocated	1,949,438	2,502,963	3,140,056	3,833,542	4,625,427
Escalation		28.39%	25.45%	22.09%	20.66%

³² Option is an addition to this Addendum.

Capital Costs to Implement the Expansion of Services

To accomplish the reopening of Station 74 as a firefighting unit with medical first response capabilities and to fill the administrative and prevention positions recommended above, it will be necessary to invest in capital resources. The following figure estimates the amounts necessary to acquire the vehicles identified in the preceding recommendations.

Figure 134: Costs of Capital Resources to Reopen Station 74 and Add Administrative and Prevention Staff

Description	Vehicle Cost	Equipment Cost	Total Cost
Quick attack	\$150,000	\$50,000	\$200,000
Or Type I Engine	\$850,000	\$50,000	\$900,000
Battalion Chief SUV	\$45,000	\$30,000	\$75,000
Training Captain Pickup	\$35,000	\$20,000	\$55,000
Fire Prevention Officer	\$35,000	\$5,000	\$40,000

In comparing the costs between a Type I engine with a crew of three and a Type VI quick attack pumper with a crew of two, several issues need to be considered in the decision. The first issue is the community's expectation regarding the effectiveness of the smaller crew of the Type VI arriving on a medical response and being able to efficiently provide continuous Advanced Life Support (ALS) intervention pending the arrival of an ambulance unit. The second consideration is the effectiveness of the smaller crew and minimum capabilities of a Type VI engine arriving at a structure fire and being expected to safely perform the tasks of the larger crew of the Type I engine. Placing a Type I engine in Station 74 would improve response times to the area served by the station and would increase firefighter safety as well as effectiveness throughout the system. Personnel costs would increase approximately \$400,000 per year to add the third firefighter position per shift at Station 74.

Potential Revenue Source to Provide Funding for Restoration of Services from Station 74

Costs required to improve the performance of the Pinole Fire Department by restoring fire and EMS response services from Station 74 are significant and include operations as well as capital costs. As the City of Pinole continues to experience fiscal issues associated with, among other demands, increased pension funding requirements, an additional source of revenue is necessary to provide funding for the increased costs associated with Station 74.

The State of California allows for community-approved special assessments to provide funding for specific government programs such as fire protection. One such alternative would be that of a parcel tax. As indicated in the projections of Figure 133, the proposed parcel tax has, for your consideration, been calculated with and without an exemption for senior citizens and with being allocated by property type versus a total parcel count.

ESCI evaluated various service fee lists provided by the City of Pinole to determine if any were a suitable model for an allocation schedule that fairly distributes the costs among the types of parcels. ESCI determined that none of the provided fee allocation schedules were appropriate and elected to develop a model based on differences in assumed risk between the three categories; commercial, multi-family residential, and single-family residential. The methodology assumes that single-family residential would be the base risk upon which the other categories would be viewed and would assign it a 1.0 risk factor. Multi-family residential would be assigned a risk factor of 1.25 or 25 percent higher risk than that of a single-family residence; the thought is that the impact to multiple residents is greater due to the proximity of a neighboring residence (two layers of sheetrock versus a required separation between single-family homes). Commercial parcels are assigned a risk factor of 1.5 or 50 percent higher than single-family residential units due to, typically, larger floor space, more flammable contents and the risk extending beyond the typical life hazards found in residential structures to the potential economic impact of the loss of an employer and sales tax generator in the city. This methodology creates a higher parcel assessment for multi-family residential and commercial parcels than single-family residential parcels. The same methodology was utilized to evaluate the various alternatives to provide fire protection services. An additional per parcel calculation is included that spreads the increased costs over the total number of parcels. The above calculations include discounts for senior citizens.

Option F: Develop and Implement a Reserve Firefighter Program³³

Reserve and volunteer firefighter programs are not new in California, and there are several examples of these types of programs.

The first volunteer fire departments consisted of neighbors banding together at the sound of a bell or other alarm signal when a fire occurred. These volunteers would respond from home, with little to no training and little to no protective equipment, and assist in saving as much property as possible. As society and equipment progressed, motorized fire apparatus were developed, and personal protective equipment evolved. The volunteer fire service progressed and emergency notification sirens were added, signaling members to respond to the fire station to obtain the apparatus and respond. This system provided some level of emergency response to fire incidents and due to legacy construction materials and furniture coverings, was moderately successful in saving lives and property. As municipalities formed, career-based service delivery began to replace these volunteer fire companies; however, smaller communities and rural areas typically could not afford to move in that direction. Volunteer participation has dwindled due to increasing time commitments and required training and certification, volunteer systems began to employ part-time firefighters to respond during day-time hours, maintain volunteer systems during evening and weekend hours.

³³ Option is an addition to this Addendum.

As construction techniques and building materials “improved” to allow for greater open spans in residential construction and the legacy cotton and wood furnishings were replaced with synthetic materials and laminates, all created from hydrocarbons, fire dynamics changed dramatically. These new materials burn much faster and give off toxic gases as byproducts. In legacy construction, flashover or the rapid full involvement of a room and contents could take up to 25 minutes to occur, minimizing fire growth and providing for extra time to evacuate a building. In the current environment, flashover is occurring in less than five minutes, reducing the chance of survivability and significantly increasing property damage in an incident.

The City administration, fire department, and the bargaining group would have to determine how volunteers or reserves would serve the organization as an augmentation of the current system, a staffing addition to re-open Station 74, staff a second apparatus during incidents requiring the first-out apparatus, or something in-between.

Volunteer or reserve members—to create or maintain an effective response system—should be expected to work a predetermined number of hours on a weekly or monthly basis, working an assigned shift to develop familiarity with crew members and their methods of operation. To safely and effectively perform the duties of a firefighter requires a commitment to physical fitness and continuous training. It takes a time commitment as well as a commitment to serve.

There will be a cost involved in creating a volunteer or reserve firefighter program. California volunteer or reserve firefighters are required to be certified to the same standards as career firefighters in the State. Volunteer firefighters are also required, under State statutes, to be covered under a workers’ compensation insurance program and are required to be furnished with the personal protective equipment necessary to perform their duties.

To provide an alternative to additional full-time firefighters and achieve operational goals and objectives, it would require 18 volunteer/reserve firefighters; nine assigned to daytime 12-hour shifts and nine to nighttime 12-hour shifts. Three each of the daytime and three each of the nighttime volunteers would be assigned to one of the current platoons. This would allow one full-time firefighter/paramedic to be assigned to Station 74 with one volunteer/reserve firefighter/EMT for each of the 12-hour shifts. The remaining two volunteer/reserve firefighters would remain at Station 73 to become the firefighters assigned to the engine, increasing the crew on the first out engine to four personnel.

Figure 135: Projected Cost of Implementing a Volunteer/Reserve Firefighter Program

Volunteer/Reserve Firefighter Program Components	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Workers’ Compensation Insurance	18,000	18,360	18,727	19,102	19,484
Training/Certifications @\$50 each	900	900	900	900	900
Stipends @ \$40 per shift	29,200	29,200	29,200	29,200	29,200
Total Recurring Costs	48,100	48,460	48,827	49,202	49,584
Turnout Gear (18 sets)	54,000	–	–	–	–
Total Non-recurring Costs	54,000	–	–	–	–
Total Costs	102,100	48,460	48,827	49,202	49,584

Option G: Contract with Contra Costa Fire Protection District to Station a Single Role Advanced Life Support Ambulance within Pinole³⁴

Per the direction of the City Council, the City of Pinole requested and received a proposal from Contra Costa County Fire Protection District (CCFPD) to station a single role Advanced Life Support ambulance within the Pinole city limits (Appendix B). The proposal received from CCFPD is analyzed below. Note that, as stated in the document from CCFPD, this is a proposal, not an offer to provide service, and all terms of the proposal would require negotiation.

The terms of the proposal include staffing Station 74 with an ambulance contracted through CCFPD. The proposal provides an ambulance on a 24/7 basis, staffed with one paramedic and one EMT. The supervision, training, and administrative costs are included in the \$1,445,400 annual payment. There is no stated escalation clause, but the pricing is subject to change based on "increased costs of providing ambulance services, increased equipment and apparatus costs, or other unanticipated cost issues not contemplated." For this projection, ESCI has estimated a five percent annual escalation in the operating costs of the ambulance unit. The proposal requires the acquisition of an ambulance unit and related equipment, totaling \$170,000 first-year cost.

Figure 136: Estimated Cost of Reopening and Staffing a Contract Ambulance at Station 74

Cost of Reopening and Staffing a Contract Ambulance at Station 74	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Total Operating Costs (Figure 27)	5,272,626	5,829,220	6,434,978	7,095,984	7,854,198
Contra Costa Ambulance Costs	1,445,400	1,517,670	1,593,554	1,673,231	1,756,893
Less Contract Fire Prevention Costs	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)
Administrative Positions (Figure 130)	435,295	450,074	465,382	481,240	497,669
Total Operating Costs	6,993,321	7,636,964	8,333,914	9,090,455	9,948,760
Ambulance Capital Costs	170,000	–	–	–	–
Total Expenditures	7,163,321	7,636,964	8,333,914	9,090,455	9,948,760
Deduct Measure S 2006	(794,698)	(794,698)	(794,698)	(794,698)	(794,698)
Deduct Measure S 2014	(309,189)	(309,189)	(309,189)	(309,189)	(309,189)
Total Measure S Initiatives Deductions	(1,103,887)	(1,103,887)	(1,103,887)	(1,103,887)	(1,103,887)
Deduct Projected GF Funding Cap	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)
Amount to Fund from Parcel Tax	2,664,099	3,137,742	3,834,692	4,591,233	5,449,538
Commercial Tracts	574	574	574	574	574
Parcel Tax Per Tract	575.63	677.97	828.56	992.02	1,177.47
Costs Allocated	330,410	389,153	475,591	569,419	675,869
Multi-family Tracts	105	105	105	105	105
Parcel Tax Per Tract	479.69	564.97	690.46	826.68	981.23
Costs Allocated	50,367	59,322	72,499	86,802	103,029

³⁴ Option is an addition to this Addendum.

Cost of Reopening and Staffing a Contract Ambulance at Station 74	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Single-Family Tracts	5,950	5,950	5,950	5,950	5,950
10% Tracts Eligible for Senior Exemptions	(595)	(595)	(595)	(595)	(595)
Net Single-Family Tracts	5,355	5,355	5,355	5,355	5,355
Parcel Tax Per Tract	426.39	502.20	613.74	734.83	872.20
Costs Allocated	2,283,322	2,689,267	3,286,602	3,935,012	4,670,640
Total Costs Allocated	2,664,099	3,137,742	3,834,692	4,591,233	5,449,538
All tracts w/o Regard to Classification	6,629	6,629	6,629	6,629	6,629
10% Tracts Eligible for Senior Exemptions	(595)	(595)	(595)	(595)	(595)
Net Total Tracts	6,034	6,034	6,034	6,034	6,034
Parcel Tax Per Tract	441.51	473.34	578.47	692.60	822.08
Total Costs Allocated	2,664,099	3,137,742	3,834,692	4,591,233	5,449,538
Escalation		7.21%	22.21%	19.73%	18.69%

In comparing the costs between a Type I engine with a crew of three, a Type VI quick attack pumper with a crew of two, and a contract ambulance, several issues need to be considered in the decision. The first issue is the expectation of the community as to the effectiveness of the smaller crew of the Type VI arriving on a medical incident and providing continuous advanced life support intervention until the arrival of an ambulance. The second consideration is the smaller crew on a Type VI engine arriving at a structure fire and being expected to safely perform the tasks of the larger crew of the Type I engine. Placing a Type I engine in Station 74 would improve response times to the area served by the station and would increase firefighter safety as well as effectiveness throughout the system. Personnel costs would increase approximately \$400,000 per year to add the third firefighter position per shift at Station 74. The contract ambulance would improve medical response times but would have no positive impact of any type on fire response. **Costs to utilize the contract ambulance from Contra Costa Fire Protection District are approximately \$800,000 per year above the costs of staffing a two-person quick attack pumper that would be equipped with medical response equipment.**

The following figure compares the “gross” costs of all the options. As anticipated, the proposals from the CCFPD are the most expensive and would require the most contribution of additional Pinole tax dollars to implement.

Figure 137: Comparison of Gross Costs of All Options

	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Option A: Rodeo-Hercules FPD	No proposal				
Option B: Contra Costa FPD (Figure 128)	\$8,599,383	\$9,040,367	\$9,510,826	\$9,989,597	\$10,467,788
Option C: Expansion of PFD (Figure 131)	\$7,548,248	\$8,126,208	\$8,788,605	\$9,508,313	\$10,327,358
Option D: Two Person Type VI (Figure 132)	\$6,320,333	\$6,869,441	\$7,501,954	\$8,190,694	\$8,977,659
Option E: Type VI & Training Capt. (Figure 133)	\$6,448,660	\$7,002,186	\$7,639,279	\$8,332,765	\$9,124,650
Option F: Volunteer/Reserves (Figure 135)	\$102,100	\$48,460	\$48,827	\$49,202	\$49,584
Option G: Contra Costa Ambulance (Figure 136)	\$7,163,321	\$7,636,964	\$8,333,914	\$9,090,455	\$9,948,760
Status Quo: Operations Continue at The Current Level (Figure 27)	\$4,188,930	\$5,488,293	\$5,272,626	\$5,829,219	\$6,434,978

Section V:

CONCLUSIONS & RECOMMENDATIONS

KEY FINDINGS

This section of the report contains findings as well as recommendations that have been noted and or developed during the course of this study. The following lists ESCI's key findings:

- Due to the lack of sufficient command and administrative staff, the department struggles to maintain compliance with performance goals, industry standards, and workload.
- Data collection and records management analysis was challenging due to inconsistencies.
- The department needs additional staffing to fulfill all fire prevention related functions satisfactorily.
- PFD does not have a designated individual committed to the training function for the department. The responsibility for conducting all needs assessments relative to training, as well as program design, coordination, and records keeping.
- The department does not have adequate training props, although funding has been included in the FY 19/20 budget to purchase some.
- The minimum staffing level for PFD does not provide for the two-in/two-out structure firefighting per OSHA mandates.³⁵
- PFD is fully dependent on automatic and mutual aid for any call requiring more than one unit.
- In the event of concurrent incidents requiring more than the one staffed Pinole Engine, service to the residents of Pinole for the additional incidents must be provided by other agencies.
- In 2018, none of the reported fire incidents achieved the stated performance objective of 21 firefighters on-scene, nor did the travel time for all apparatus on-scene approach 8 minutes.
- Projected General Fund revenues are not sufficient to provide for Fire Department General Fund expenditures on an annual basis and will require a continued drawdown of General Fund reserve balances.
- Station 73's crew quarters need remodeling and updating, which may include ADA accommodation.
- PFD apparatus specifications have not been standardized with the Battalion 7 apparatus.
- Absent automatic and mutual aid from surrounding agencies, standalone PFD is not capable of handling an incident, such as a trash fire, car fire, or medical incident requiring more than one apparatus, much less a more complex incident.
- At 110 calls per 1,000 population, PFD has a higher median number of calls per 1,000 population than the region but slightly lower than the urban high range.
- Much of the developed residential area in the eastern part of the city is beyond 1.5 miles of Station 73.
- Due to Station 74 being closed, a portion of the developed residential area in the southeast part of the city is beyond the 4-minute travel time footprint.

³⁵ Section (g)(4) of OSHA's Respiratory Protection Standard, 29 CFR 1910.134.

- Funding does not appear to be available to cash purchase the required Type I apparatus for Station 74, should that station be reopened.
- The contact proposal from Contra Costa Fire Protection District would result in increased services and depth of support; however, the proposed contract costs exceed the costs of providing those services if the City were to remain a standalone department, open Station 74, and add staff as recommended in Option C.

Short-Term Recommendations

Recommendation A: Adopt Response Performance Goals that are Achievable

A community's desired level of service is a uniquely individual decision. No two communities are exactly alike. Performance goals must be tailored to match community expectations, community conditions, and the ability to pay for the resources necessary to attain the desired level of service.

Levels of service and resource allocation decisions are the responsibility of the community's elected officials, in this case, the Pinole City Council. The policymaking body must carefully balance the needs and expectations of its citizenry when deciding how to allocate money to all the services it provides.

ESCI recommends the following as PFD fire and life safety response performance goals. Formal adoption of goals allows PFD management to report progress on the achievement of these goals, conditions that are impeding progress, and resources needed to improve service regularly.

Call-Processing Performance Goal

The first phase of overall response time is call processing time. This phase begins when the call is received at the PSAP center and ends when response resources are notified of an emergency. There are two components: answer time and dispatch time.

Recommended Call-Processing Goal:

- 911 calls will be answered at the primary PSAP within 15 seconds, 95 percent of the time.
- Response resources shall be notified of a priority incident within 64 seconds from receipt of the call at the dispatch center, 90 percent of the time.

Turnout Time Performance Goal

Turnout time is one area over which the fire department has total control and is not affected by outside influences. Turnout time, or the time between when the call is received by the response units (dispatched) and when the unit is en route to the incident location (responding), affects overall response times. Reducing this time component reduces total response time.

NFPA 1710 recommends turnout time performance of 80 seconds or less for fire and special operations responses, and 60 seconds or less for all other priority responses.

Recommended Turnout Goal:

- Response personnel shall initiate the response of a unit capable of mitigating an incident to a priority fire and special operations incident 80 seconds from notification, 90 percent of the time.
- Response personnel shall initiate a response to all other priority incidents within 60 seconds from notification, 90 percent of the time.

Response Time for the First-Due Unit Goal

The time required to deliver the first response unit capable of intervening in the emergency includes both turnout time and travel time but not call processing time. Based on current performance and implementation of operational improvements, the following are recommended.

Recommended First-Due Response Time Goal:

- The first response unit capable of initiating effective incident intervention shall arrive at a priority fire or special operations incident within 5 minutes, 20 seconds from notification of response personnel, 90 percent of the time.
- The first response unit capable of initiating effective incident intervention shall arrive at all other priority incidents within 5 minutes from notification of response personnel, 90 percent of the time.

Effective Response Force Performance Goal

A fire department's resource *concentration* is the spacing of multiple resources close enough together so that an initial "Effective Response Force" (ERF) for a given risk can be assembled on the scene of an emergency within the specific time frame identified in the community's performance goals for that risk type. An initial effective response force is defined as that which will be most likely to stop the escalation of the emergency.

The minimum ERF for a low-rise structure fire is identified as the arrival of at least four fire engines, one ladder truck, and one Battalion Chief (17 personnel total). This initial ERF does not necessarily represent the entire alarm assignment, as additional units may be assigned based on long-term incident needs and risks. Additional engines, ladders, or other specialty companies are assigned to higher risk responses to accomplish additional critical tasks that are necessary beyond the initial attack and containment.

Recommended Effective Response Force Goal:

- The full effective response force shall arrive at a moderate risk structure fire within 9 minutes, 20 seconds of notification of response personnel, 90 percent of the time.

Estimated Cost: None

Recommendation B: The City should consider moving forward with the necessary steps to improve service via reopening Station 74, and staffing and administrative support, as funding becomes available.

Based on ESCI's review of all options and associated costs to implement, the recommendation is for the City to consider moving forward with Option C: Expansion of Pinole Fire Department System as discussed and portrayed in Figure 129, Figure 130, and Figure 131 and summarized in the following.

To create a safer environment for the firefighters and citizens and provide an appropriate administrative workforce, the restoration of the service model using the currently closed Station 74 and staffing of key administrative positions is essential.

Moving forward with this option will restore all-risk services to the area around the currently closed Station 74, increase the safety of the firefighters by allowing for compliance with the OSHA two-in/two-out rule for structure fires, provide for enhanced Advanced Life Support (Paramedic) response to requests for emergency medical services, make available a second unit in the city for concurrent incidents, and provide staffing of key administrative positions.

Consider a lease-purchase of the new apparatus for Station 74, which will minimize the fluctuations in the amounts of the parcel tax assessments.

Recommendation B-1: As a temporary measure until sufficient funding is developed to implement Recommendation B, to improve cost-effective response performance to both medical as well as fire and other emergency incidents, the City should consider acquiring and staffing a two-person, advanced life support equipped, quick response apparatus (Type VI) appropriately. Included in this recommendation is the hiring of an Administrative Captain to manage, among other administrative tasks, a continuing education program for fire and medical personnel.

This recommendation would allow for the re-opening of Station 74 and provide for a more rapid response to current and anticipated increases in medical incidents. The unit would have minimal first-due firefighting capability but could implement exterior attacks on expanding fire incidents. Firefighters from this unit could not perform interior structural firefighting operations until the arrival of the next fire apparatus. This recommendation could provide a temporary solution to providing cost-effective service to the underserved portion of Pinole until additional funding became available. This proposal would assist the Fire Chief in the completion of administrative tasks related to training and other tasks.

Recommendation C: Consider initiating the process of securing additional funding.

ESCI recommends that the City consider moving forward with the process of pursuing an additional funding source such as a parcel tax as shown in Figure 131 and restated below:

Figure 138: Projected Fire Department Costs Including Station 74 and Administrative Staffing, FY 20/21–FY 24/25

Projected Fire Department Operating Costs	Projected				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Current Fire Dept Operating Projections (Figure 27)	5,272,626	5,829,220	6,434,978	7,095,984	7,854,198
Less Contract Fire Prevention Costs	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)
Station 74 Operating Costs (Figure 129)	1,665,925	1,672,512	1,713,843	1,756,687	1,801,089
Administrative Positions (Figure 130)	435,295	450,074	465,382	481,240	497,669
Type I Engine	102,948	102,948	102,948	102,948	102,948
Apparatus Replacement Fund					
Total Costs	7,548,248	8,126,208	8,788,605	9,508,313	10,327,358
Measure S Initiatives (Figure 27)					
Measure S 2006	794,698	794,698	794,698	794,698	794,698
Measure S 2014	309,189	309,189	309,189	309,189	309,189
Total Other Revenues	1,103,887	1,103,887	1,103,887	1,103,887	1,103,887
General Fund Maximum Amount	3,395,335	3,395,335	3,395,335	3,395,335	3,395,335
Total projected funding	4,499,222	4,499,222	4,499,222	4,499,222	4,499,222
Balance to Fund from Proposed Parcel Tax	3,049,026	3,626,986	4,289,383	5,009,091	5,828,136
Commercial Parcels	574	574	574	574	574
Per Parcel	658.80	783.68	926.80	1,082.31	1,259.28
Total Allocation	378,150	449,830	531,983	621,243	722,824
Multi-Family Parcels	105	105	105	105	105
Per Parcel	549.00	653.06	772.33	901.92	1,049.40
Total Allocation	57,645	68,572	81,095	94,702	110,187
Single-Family Parcels	5,950	5,950	5,950	5,950	5,950
Per Parcel	439.20	522.45	617.87	721.54	839.52
Total Allocation	2,613,231	3,108,584	3,676,305	4,293,146	4,995,125
Total Costs Allocated	3,049,026	3,626,986	4,289,383	5,009,091	5,828,136
All Tracts w/o Regard to Classification	6,629	6,629	6,629	6,629	6,629
Parcel Tax Per Tract	459.95	547.14	647.06	755.63	879.19
Percentage Increase in Parcel Tax, Annual		18.96%	18.26%	16.78%	16.35%

ESCI, in conjunction with the recommendation to adopt a parcel tax, recommends that the City consider the use of a lease/purchase facility to acquire the Type I engine required in Recommendation A.

Regardless of the option chosen, additional funding must be developed to fill the gap between existing financing of the current fire service deployment model and the proposed expanded deployment model. Available options for California jurisdictions include special sales tax assessments and parcel tax assessments. ESCI recommends that consideration be given that the selected alternative be restricted to funding only costs associated with funding the expanded deployment model.

Recommendation D: Standardize apparatus specifications.

Consideration should be given to the standardization of apparatus specifications throughout Battalion 7. Standardization of specifications will enhance operational efficiency and could result in cost savings via group purchasing.

Recommendation E: Review all current fire department alarm assignments.

Consideration should be given to reviewing the department's alarm assignments and determine the number of resources required for an effective response force based on risk.

Recommendation F: Improve the collection and analysis of incident data.

Much can be revealed by collecting and evaluating incident data accurately and regularly. Challenges to quick response can be identified and solutions proposed. Trends can be discovered, allowing the fire department to prepare for changes and or increases in response workload. Frequent incident types can be identified, and steps can be taken to reduce their occurrences, such as public safety education or building engineering.

Mid- to Long-Term Recommendations**Recommendation G: Initiate recruitment of additional staff.**

As soon as funding is available, ESCI recommends that the City recruit the positions identified in Option C: "Expansion of Pinole Fire Department System." This would include:

- 3 Captains
- 3 Fire Apparatus Operators
- 3 Firefighters
- 1 Administrative Battalion Chief
- 1 Training Captain
- 1 Fire Prevention Officer

Recommendation H: Remodel Station 73

Fire Station 73's crew quarters require remodeling to accommodate the relocation of the shared shift Battalion Chief and additional administrative staff.

Recommendation G: Capital Equipment and Facilities Fund

Establish a capital equipment and facilities replacement fund. A portion of the proposed parcel tax could be used to fund this recommendation.

IMPLEMENTATION PLAN

This section cannot be completed until the City Council determines which, if any, of the options they wish to pursue.

Section VI: APPENDICES

APPENDIX A: PROPOSAL FROM CONTRA COSTA COUNTY FPD



CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT

May 29, 2019

Michelle Fitzer, City Manager
City of Pinole
2131 Pear Street
Pinole, CA 94564

Dear City Manager Fitzer,

Please see the attached proposal to provide fire, emergency medical, rescue, administration, and fire prevention services to the City of Pinole. This proposal is a best effort at identifying the Fire District's costs for such services prior to any meaningful discussions with your consultant or representative from the city. As such the figures are estimates and subject to change based on further discussions or additional information that would be relevant to our ability to provide certain services to the city.

I look forward to meeting with ESCI this week for a more detailed discussion.

Please let me know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Lewis T. Broschard III".

Lewis T. Broschard III
Fire Chief

CC: File

4005 Port Chicago Highway, Suite 250 • Concord, CA 94520-1180
Telephone: (925) 941-3300 • Fax: (925) 941-3309 • www.cccfpd.org



CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT

Fire Services Contract Proposal for the City of Pinole (5-30-19)

Fire/EMS/Rescue Services

The District will provide staffing of three (3) full-time positions at Fire Station 73 and Fire Station 74. At least one position at each station on each shift will be a paramedic. All other positions will be an EMT. Each station will be staffed by one (1) Fire Captain, one (1) Engineer, and one (1) Firefighter or Firefighter-Paramedic. The District reserves the right to use qualified acting positions when necessary.

ANNUAL COSTS

Fire Station 73 (crew of three)	\$3,274,629
Fire Station 74 (crew of three)	\$3,274,629
One (1) 56-hour Battalion Chief	\$ 467,880
Subtotal	\$7,017,138
Administrative Overhead (10%)	\$ 701,713
Total	\$7,718,851*

These rates include all components of administration, annual/ongoing training, EMS certifications, medical direction, administration, duty chief coverage, access to specialized/technical services and resources, ePCR program administration, personal protective equipment replacement for all personnel, IT support, and PIO coverage.

These rates do not include CCRFCC annual charges for dispatch and communications center support.

*These rates shall be increased at 5% per year to account for labor cost increases and other benefit cost escalation factors.

Fire Prevention/Fire Investigation Services

Traditional code enforcement and new construction plan review and inspections are generally cost neutral. Additional data and information is needed from the City in order to provide a specific cost estimate and quote for these services. Weed abatement and exterior hazard control services, specifically, would not be cost neutral and detailed discussion is needed to understand the needs of the city for this program. Additional data and discussion is needed to understand the needs of the city for fire investigation services and what, if any, additional costs would be to provide these services.

Apparatus Maintenance

Apparatus maintenance for all non-District owned apparatus will be provided at the hourly shop rate plus parts/equipment. The current shop rate is \$100/hour.

Apparatus

The information provided below assumes the following: (1) all prices are based on 2018 costs, (2) annual price inflation of 3%, (3) apparatus is purchased new at time of contract commencement, (4) all

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fire engines are replaced at 10 year intervals consistent with CCCFPD standards, (5) CCCFPD provides spare engines as needed.

Pierce Velocity Type I Engine x2 (CCCFPD Spec)	\$800,000 (including tax)
Type III Engine x2 (Cal Fire Spec)	\$355,000 (including tax)
Battalion Chief Vehicle	\$725 (monthly lease)
Annual replacement allocation	\$310,000

Equipment for Fire Apparatus

Generally, equipment is purchased new with each fire apparatus purchase and replaced throughout its lifetime as needed. The information below represents estimates for total cost of outfitting each apparatus with our standardized inventory.

Type I Engine Loose Equipment (x2)	\$45,000
Type III Engine Loose Equipment (x2)	\$25,000
Battalion Chief Vehicle Upfitting (x1)	\$25,000
Annual replacement allocation	\$22,500

Mobile and Portable Radios

Additional data is needed to understand current radio inventory and future replacement needs. Current costs of EBRCS compliant portable radios is approximately \$8,000 each and mobile radios can be as much as \$10,000 each. Expected service life is approximately 10 years. Replacement costs for these items is not currently included in our proposal.

TOTAL ANNUAL COSTS

Fire Station Staffing	\$ 6,549,258
Battalion Chief	\$ 467,880
Administrative Overhead	\$ 701,713
Apparatus Replacement Allocation	\$ 310,000
Equipment Replacement Allocation	\$ 22,500
Fire Prevention/Investigation Services	\$ TBD
Radio/Communication Equipment	\$ TBD
Total	\$ 8,051,351

This proposal is not binding or final. The District reserves the right to modify or amend this proposal based on additional information received, revised cost estimates, or any other materially significant information that has not been accounted for or was otherwise omitted in creating this initial proposal.

APPENDIX B: AMBULANCE PROPOSAL FROM CCCFPD



CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT

12/3/2019

Cost Proposal for Exclusive Pinole Ambulance

AMBULANCE OPERATING COSTS

\$1,445,400 annually (\$120,450 monthly)

Ambulance to be staffed 24/7 and shall include one (1) paramedic and one (1) EMT per twelve-hour shift. Supervision, training, and administrative overhead costs are included in the rate above.

Fuel, recurring maintenance, ambulance replacement, and spare equipment capacity are included in this cost.

AMBULANCE APPARATUS AND EQUIPMENT

As the ambulance will be dedicated to City and not considered shared resource within the CON Fire-EMS system, City shall provide initial funding for one (1) ambulance and all associated capital equipment (mobile radio, portable radios, gurney, monitor/AED, etc.) that comply/match the existing CON Fire-EMS apparatus and equipment.

Ambulance costs and equipment cost estimates are below:

Ambulance	\$125,000
Gurney	\$11,000
Monitor/AED	\$16,000
Mobile Radio	\$10,000
Portable Radio	\$8,000

THESE COSTS ARE ESTIMATES ONLY

This proposal is preliminary and shall not be considered binding. It is subject to change based on increased costs of providing ambulance services, increased equipment and apparatus costs, or other unanticipated cost issues not contemplated as of the date of this proposal.

This proposal should not be considered as a means to increase firefighting or rescue capacity within the Battalion 7 response area.

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**CONSULTING SERVICES AGREEMENT BETWEEN
THE CITY OF PINOLE AND
EMERGENCY SERVICES CONSULTING INTERNATIONAL (ESCI)**

THIS AGREEMENT for consulting services is made by and between the City of Pinole ("City") and Emergency Services Consulting International (ESCI) ("Consultant") (together sometimes referred to as the "Parties") as of April 17, 2019 (the "Effective Date") in Pinole, California.

Section 1. SERVICES. Subject to the terms and conditions set forth in this Agreement, Consultant shall provide to City the services described in the Scope of Work attached as Exhibit A at the time and place and in the manner specified therein. In the event of a conflict in or inconsistency between the terms of this Agreement and Exhibit A, the Agreement shall prevail.

- 1.1 **Term of Services.** The term of this Agreement shall begin on the Effective Date and shall end on January 31, 2020, and Consultant shall complete the work described in Exhibit A by that date, unless the term of the Agreement is otherwise terminated or extended, as provided for in Section 8. The time provided to Consultant to complete the services required by this Agreement shall not affect the City's right to terminate the Agreement, as provided for in Section 8.
- 1.2 **Standard of Performance.** Consultant shall perform all services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner of the profession in which Consultant is engaged in the geographical area in which Consultant practices its profession. Consultant shall prepare all work products required by this Agreement in a professional manner and shall conform to the standards of quality normally observed by a person practicing in Consultant's profession.
- 1.3 **Assignment of Personnel.** Consultant shall assign only competent personnel to perform services pursuant to this Agreement. In the event that City, in its sole discretion, at any time during the term of this Agreement, desires the reassignment of any such persons, Consultant shall, immediately upon receiving notice from City of such desire of City, reassign such person or persons.
- 1.4 **Time.** Consultant shall devote such time to the performance of services pursuant to this Agreement as may be reasonably necessary to meet the standard of performance provided in Section 1.1 above and to satisfy Consultant's obligations hereunder.

Section 2. COMPENSATION. City hereby agrees to pay Consultant an amount not to exceed \$60,000, for all work set forth in Exhibit A and all reimbursable expenses incurred in performing the work. In the event of a conflict between this Agreement and Consultant's proposal regarding the amount of compensation, the Agreement shall prevail. City shall pay Consultant for services rendered pursuant to this Agreement at the time and in the manner set forth herein. The payments specified below shall be the only payments from City to Consultant for services rendered pursuant to this Agreement. Consultant shall submit all invoices to City in the manner specified herein. Except as specifically authorized by City, Consultant shall not bill City for duplicate services performed by more than one person.

Consultant and City acknowledge and agree that compensation paid by City to Consultant under this Agreement is based upon Consultant's estimated costs of providing the services required hereunder, including salaries and benefits of employees and subcontractors of Consultant. Consequently, the parties further agree that compensation hereunder is intended to include the costs of contributions to any pensions and/or annuities to which Consultant and its employees, agents, and subcontractors may be eligible. City therefore has no responsibility for such contributions beyond compensation required under this Agreement.

- 2.1 Invoices.** Consultant shall submit invoices, not more often than once a month during the term of this Agreement, based on the cost for services performed and reimbursable costs incurred prior to the invoice date. Invoices shall contain the following information:
- Serial identifications of progress bills, i.e., Progress Bill No. 1 for the first invoice, etc.;
 - The beginning and ending dates of the billing period;
 - A Task Summary containing the original contract amount, the amount of prior billings, the total due this period, the balance available under the Agreement, and the percentage of completion;
 - At City's option, for each work item in each task, a copy of the applicable time entries or time sheets shall be submitted showing the name of the person doing the work, the hours spent by each person, a brief description of the work, and each reimbursable expense;
 - The total number of hours of work performed under the Agreement by Consultant and each employee, agent, and subcontractor of Consultant performing services hereunder, as well as a separate notice when the total number of hours of work by Consultant and any individual employee, agent, or subcontractor of Consultant reaches or exceeds 800 hours, which shall include an estimate of the time necessary to complete the work described in Exhibit A;
 - The Consultant's signature.
- 2.2 Monthly Payment.** City shall make monthly payments, based on invoices received, for services satisfactorily performed, and for authorized reimbursable costs incurred. City shall have 30 days from the receipt of an invoice that complies with all of the requirements above to pay Consultant.
- 2.3 Final Payment.** City shall pay the last 10% of the total sum due pursuant to this Agreement within sixty (60) days after completion of the services and submittal to City of a final invoice, if all services required have been satisfactorily performed.
- 2.4 Total Payment.** City shall pay for the services to be rendered by Consultant pursuant to this Agreement. City shall not pay any additional sum for any expense or cost whatsoever incurred by Consultant in rendering services pursuant to this Agreement. City shall make no payment for any extra, further, or additional service pursuant to this Agreement.

In no event shall Consultant submit any invoice for an amount in excess of the maximum amount of compensation provided above either for a task or for the entire Agreement, unless the Agreement is modified prior to the submission of such an invoice by a properly executed change order or amendment.

- 2.5 **Hourly Fees.** Fees for work performed by Consultant on an hourly basis shall not exceed the amounts shown on the following fee schedule attached hereto as Exhibit A.
- 2.6 **Reimbursable Expenses.** Reimbursable expenses include reasonable travel costs, copying, and mailing and shall not exceed seven thousand five hundred dollars (\$7,500). Any other expenses are not chargeable to City. Reimbursable expenses are included in the total amount of compensation provided under this Agreement that shall not be exceeded.
- 2.7 **Payment of Taxes.** Consultant is solely responsible for the payment of employment taxes incurred under this Agreement and any similar federal or state taxes.
- 2.8 **Payment Upon Termination.** In the event that the City or Consultant terminates this Agreement pursuant to Section 8, the City shall compensate the Consultant for all outstanding costs and reimbursable expenses incurred for work satisfactorily completed as of the date of written notice of termination. Consultant shall maintain adequate logs and timesheets in order to verify costs incurred to that date.
- 2.9 **Authorization to Perform Services.** The Consultant is not authorized to perform any services or incur any costs whatsoever under the terms of this Agreement until receipt of authorization from the Contract Administrator.

Section 3. FACILITIES AND EQUIPMENT. Except as set forth herein, Consultant shall, at its sole cost and expense, provide all facilities and equipment that may be necessary to perform the services required by this Agreement.

Section 4. INSURANCE REQUIREMENTS. Before beginning any work under this Agreement, Consultant, at its own cost and expense, unless otherwise specified below, shall procure the types and amounts of insurance listed below against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the work hereunder by the Consultant and its agents, representatives, employees, and subcontractors. Consistent with the following provisions, Consultant shall provide proof satisfactory to City of such insurance that meets the requirements of this section and under forms of insurance satisfactory in all respects to the City. Consultant shall maintain the insurance policies required by this section throughout the term of this Agreement. The cost of such insurance shall be included in the Consultant's bid. Consultant shall not allow any subcontractor to commence work on any subcontract until Consultant has obtained all insurance required herein for the subcontractor(s) and provided evidence thereof to City. Verification of the required insurance shall be submitted and made part of this Agreement prior to execution.

- 4.1 **Workers' Compensation.** Consultant shall, at its sole cost and expense, maintain Statutory Workers' Compensation Insurance and Employer's Liability Insurance for any and all persons employed directly or indirectly by Consultant. The Statutory Workers' Compensation Insurance and Employer's Liability Insurance shall be provided with limits of not less than ONE MILLION DOLLARS (\$1,000,000.00) per accident. In the alternative, Consultant may rely on a self-insurance program to meet those requirements, but only if the program of self-insurance complies fully with the provisions of the California Labor Code. Determination of whether a self-insurance program meets the standards of the Labor Code shall be solely in the discretion of the City. The insurer, if insurance is provided, or the Consultant, if a program of self-insurance is provided, shall waive all rights of subrogation against the City and its officers, officials, employees, and volunteers for loss arising from work performed under this Agreement.

4.2 **Commercial General and Automobile Liability Insurance.**

- 4.2.1 **General requirements.** Consultant, at its own cost and expense, shall maintain commercial general and automobile liability insurance for the term of this Agreement in an amount not less than ONE MILLION DOLLARS (\$1,000,000.00) per occurrence, combined single limit coverage for risks associated with the work contemplated by this Agreement. If a Commercial General Liability Insurance or an Automobile Liability form or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the work to be performed under this Agreement or the general aggregate limit shall be at least twice the required occurrence limit. Such coverage shall include but shall not be limited to, protection against claims arising from bodily and personal injury, including death resulting therefrom, and damage to property resulting from activities contemplated under this Agreement, including the use of owned and non-owned automobiles.
- 4.2.2 **Minimum scope of coverage.** Commercial general coverage shall be at least as broad as Insurance Services Office Commercial General Liability occurrence form CG 0001 (ed. 11/88) or GL 0002 (ed. 1/73) covering comprehensive General Liability and Insurance Services Office form number GL 0404 covering Broad Form Comprehensive General Liability. Automobile coverage shall be at least as broad as Insurance Services Office Automobile Liability form CA 0001 (ed. 12/90) Code 1. No endorsement shall be attached limiting the coverage.
- 4.2.3 **Additional requirements.** Each of the following shall be included in the insurance coverage or added as a certified endorsement to the policy:
- a. The insurance shall cover on an occurrence or an accident basis, and not on a claims-made basis.

- b. Any failure of Consultant to comply with reporting provisions of the policy shall not affect coverage provided to City and its officers, employees, agents, and volunteers.

4.3 **Professional Liability Insurance.**

4.3.1 General requirements. Consultant, at its own cost and expense, shall maintain for the period covered by this Agreement professional liability insurance for licensed professionals performing work pursuant to this Agreement in an amount not less than ONE MILLION DOLLARS (\$1,000,000) covering the licensed professionals' errors and omissions. Any deductible or self-insured retention shall not exceed \$150,000 per claim.

4.3.2 Claims-made limitations. The following provisions shall apply if the professional liability coverage is written on a claims-made form:

- a. The retroactive date of the policy must be shown and must be before the date of the Agreement.
- b. Insurance must be maintained and evidence of insurance must be provided for at least five years after completion of the Agreement or the work, so long as commercially available at reasonable rates.
- c. If coverage is canceled or not renewed and it is not replaced with another claims-made policy form with a retroactive date that precedes the date of this Agreement, Consultant must provide extended reporting coverage for a minimum of five years after completion of the Agreement or the work. The City shall have the right to exercise, at the Consultant's sole cost and expense, any extended reporting provisions of the policy, if the Consultant cancels or does not renew the coverage.
- d. A copy of the claim reporting requirements must be submitted to the City prior to the commencement of any work under this Agreement.

4.4 **All Policies Requirements.**

4.4.1 Acceptability of insurers. All insurance required by this section is to be placed with insurers with a Bests' rating of no less than A:VII.

4.4.2 Verification of coverage. Prior to beginning any work under this Agreement, Consultant shall furnish City with complete certified copies of all policies, including complete certified copies of all endorsements. All copies of policies and certified endorsements shall show the signature of a person authorized by that insurer to bind coverage on its behalf.

4.4.3 Notice of reduction in or cancellation of coverage. A certified endorsement shall be attached to all insurance obtained pursuant to this Agreement stating that coverage shall not be suspended, voided, canceled by either party, or reduced in coverage or in limits, except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the City. In the event that any coverage required by this section is reduced, limited, cancelled, or materially affected in any other manner, Consultant shall provide written notice to City at Consultant's earliest possible opportunity and in no case later than ten (10) working days after Consultant is notified of the change in coverage.

4.4.4 Additional insured; primary insurance. A certified endorsement at least as broad as Insurance Services Office form number CG 20 10 (11/85 ed.) shall be attached to all policies stating that the City and its officers, employees, agents, and volunteers shall be covered as additional insureds with respect to each of the following: liability arising out of activities performed by or on behalf of Consultant, including the insured's general supervision of Consultant; products and completed operations of Consultant, as applicable; premises owned, occupied, or used by Consultant; and automobiles owned, leased, or used by the Consultant in the course of providing services pursuant to this Agreement. The coverage shall contain no special limitations on the scope of protection afforded to City or its officers, employees, agents, or volunteers.

A certified endorsement shall be attached to all policies stating that coverage is primary insurance with respect to the City and its officers, officials, employees and volunteers, and that no insurance or self-insurance maintained by the City shall be called upon to contribute to a loss under the coverage.

4.4.5 Deductibles and self-insured retentions. Consultant shall disclose to and obtain the approval of City for the self-insured retentions and deductibles before beginning any of the services or work called for by any term of this Agreement.

During the period covered by this Agreement, only upon the prior express written authorization of Contract Administrator, Consultant may increase such deductibles or self-insured retentions with respect to City, its officers, employees, agents, and volunteers. The Contract Administrator may condition approval of an increase in deductible or self-insured retention levels with a requirement that Consultant procure a bond, guaranteeing payment of losses and related investigations, claim administration, and defense expenses that is satisfactory in all respects to each of them.

4.4.6 Subcontractors. Consultant shall include all subcontractors as insureds under its policies or shall furnish separate certificates and certified endorsements for each subcontractor. All coverages for subcontractors shall be subject to all of the requirements stated herein.

4.4.7 Variation. The City may approve a variation in the foregoing insurance requirements, upon a determination that the coverage, scope, limits, and forms of such insurance are either not commercially available, or that the City's interests are otherwise fully protected.

4.5 Remedies. In addition to any other remedies City may have if Consultant fails to provide or maintain any insurance policies or policy endorsements to the extent and within the time herein required, City may, at its sole option exercise any of the following remedies, which are alternatives to other remedies City may have and are not the exclusive remedy for Consultant's breach:

- Obtain such insurance and deduct and retain the amount of the premiums for such insurance from any sums due under the Agreement;
- Order Consultant to stop work under this Agreement or withhold any payment that becomes due to Consultant hereunder, or both stop work and withhold any payment, until Consultant demonstrates compliance with the requirements hereof; and/or
- Terminate this Agreement.

Section 5. INDEMNIFICATION AND CONSULTANT'S RESPONSIBILITIES. Consultant shall indemnify, defend with counsel reasonably acceptable to the City, and hold harmless the City and its officials, officers, employees, agents, and volunteers from and against any and all losses, liability, claims, suits, actions, damages, and causes of action arising out of any personal injury, bodily injury, loss of life, or damage to property, or any violation of any federal, state, or municipal law or ordinance, to the extent caused, in whole or in part, by the willful misconduct or negligent acts or omissions of Consultant or its employees, subcontractors, or agents, by acts for which they could be held strictly liable, or by the quality or character of their work. The foregoing obligation of Consultant shall not apply when (1) the injury, loss of life, damage to property, or violation of law arises wholly from the negligence or willful misconduct of the City or its officers, employees, agents, or volunteers and (2) the actions of Consultant or its employees, subcontractor, or agents have contributed in no part to the injury, loss of life, damage to property, or violation of law. It is understood that the duty of Consultant to indemnify and hold harmless includes the duty to defend as set forth in Section 2778 of the California Civil Code. Acceptance by City of insurance certificates and endorsements required under this Agreement does not relieve Consultant from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall apply to any damages or claims for damages whether or not such insurance policies shall have been determined to apply. By execution of this Agreement, Consultant acknowledges and agrees to the provisions of this Section and that it is a material element of consideration.

In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the

payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.

Section 6. STATUS OF CONSULTANT.

- 6.1 Independent Contractor.** At all times during the term of this Agreement, Consultant shall be an independent contractor and shall not be an employee of City. City shall have the right to control Consultant only insofar as the results of Consultant's services rendered pursuant to this Agreement and assignment of personnel pursuant to Subparagraph 1.3; however, otherwise City shall not have the right to control the means by which Consultant accomplishes services rendered pursuant to this Agreement. Notwithstanding any other City, state, or federal policy, rule, regulation, law, or ordinance to the contrary, Consultant and any of its employees, agents, and subcontractors providing services under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any and all claims to, any compensation, benefit, or any incident of employment by City, including but not limited to eligibility to enroll in the California Public Employees Retirement System (PERS) as an employee of City and entitlement to any contribution to be paid by City for employer contributions and/or employee contributions for PERS benefits.
- 6.2 Consultant No Agent.** Except as City may specify in writing, Consultant shall have no authority, express or implied, to act on behalf of City in any capacity whatsoever as an agent. Consultant shall have no authority, express or implied, pursuant to this Agreement to bind City to any obligation whatsoever.

Section 7. LEGAL REQUIREMENTS.

- 7.1 Governing Law.** The laws of the State of California shall govern this Agreement.
- 7.2 Compliance with Applicable Laws.** Consultant and any subcontractors shall comply with all laws applicable to the performance of the work hereunder including but not limited to the California Labor Code and the prevailing wage requirements.
- 7.3 Other Governmental Regulations.** To the extent that this Agreement may be funded by fiscal assistance from another governmental entity, Consultant and any subcontractors shall comply with all applicable rules and regulations to which City is bound by the terms of such fiscal assistance program.
- 7.4 Licenses and Permits.** Consultant represents and warrants to City that Consultant and its employees, agents, and any subcontractors have all licenses, permits, qualifications, and approvals of whatsoever nature that are legally required to practice their respective professions. Consultant represents and warrants to City that Consultant and its employees, agents, any subcontractors shall, at their sole cost and expense, keep in effect at all times during the term of this Agreement any licenses, permits, and approvals that are legally required to practice their respective professions. In addition to the foregoing,

Consultant and any subcontractors shall obtain and maintain during the term of this Agreement valid Business Licenses from City.

- 7.5 Pinole Business License.** Consultant shall obtain a City of Pinole business license according to the terms of Title 5 of the City of Pinole Municipal Code and deliver to City proof of such business license prior to beginning work under this Agreement. Work under this Agreement cannot begin until the City receives proof that Consultant has obtained a City of Pinole business license.
- 7.6 Nondiscrimination and Equal Opportunity.** Consultant shall not discriminate, on the basis of a person's race, religion, color, national origin, age, physical or mental handicap or disability, medical condition, marital status, sex, or sexual orientation, against any employee, applicant for employment, subcontractor, bidder for a subcontract, or participant in, recipient of, or applicant for any services or programs provided by Consultant under this Agreement. Consultant shall comply with all applicable federal, state, and local laws, policies, rules, and requirements related to equal opportunity and nondiscrimination in employment, contracting, and the provision of any services that are the subject of this Agreement, including but not limited to the satisfaction of any positive obligations required of Consultant thereby.

Consultant shall include the provisions of this Subsection in any subcontract approved by the Contract Administrator or this Agreement.

Section 8. TERMINATION AND MODIFICATION.

- 8.1 Termination.** City may cancel this Agreement upon thirty (30) calendar days and without cause upon written notification to Consultant pursuant to this section.

In the event of termination, Consultant shall be entitled to compensation for services performed to the effective date of termination; City, however, may condition payment of such compensation upon Consultant delivering to City any or all documents, photographs, computer software, video and audio tapes, and other materials provided to Consultant or prepared by or for Consultant or the City in connection with this Agreement.

- 8.2 Extension.** City may, in its sole and exclusive discretion, extend the end date of this Agreement beyond that provided for in Subsection 1.1. Any such extension shall be specified in writing by the City. Consultant understands and agrees that if City issues such an extension, City shall have no obligation to provide Consultant with compensation beyond the maximum amount provided for in this Agreement. Similarly, unless authorized by the City, City shall have no obligation to reimburse Consultant for any otherwise reimbursable expenses incurred during the extension period.

- 8.3 Consultant's Identity and Personnel.** The person identified on page one as the CONSULTANT's Key Personnel will be the key person for the performance of services under this AGREEMENT. CONSULTANT's additional key personnel who will work on the

PROJECT are identified in Exhibit A. Any addition or deletion of a firm (whether working as a joint venture partner or subconsultant), or any change in key personnel may be made only upon prior written approval by CITY. CONSULTANT shall notify CITY of any proposed change of ownership or fundamental structure in CONSULTANT's firm. Within thirty (30) calendar days of such notice, CITY shall notify CONSULTANT whether CITY will approve such changed firm or personnel to continue providing services under this AGREEMENT or whether CITY will terminate this AGREEMENT. Nothing in this provision shall be construed to limit CITY's right to terminate this AGREEMENT for cause or without cause as set forth in Article I, Section C of this AGREEMENT. Subcontracts between the CONSULTANT and any subconsultants will be subject to review and approval of CITY's representative.

If CONSULTANT reassigns or reduces the commitment of any such key personnel, CONSULTANT shall provide a suitable replacement, subject to the approval of CITY, and CONSULTANT shall provide a reasonable number of unbilled hours of work for such replacement personnel to the extent required to bring the personnel up to speed.

- 8.4 Amendments.** The parties may amend this Agreement only by a writing signed by all the parties.
- 8.5 Assignment and Subcontracting.** City and Consultant recognize and agree that this Agreement contemplates personal performance by Consultant and is based upon a determination of Consultant's unique professional competence, experience, and specialized professional knowledge. Moreover, a substantial inducement to City for entering into this Agreement was and is the personal reputation and competence of Consultant. Consultant may not assign this Agreement or any interest therein without the prior written approval of the City. Consultant shall not subcontract any portion of the performance contemplated and provided for herein, other than to the subcontractors noted in the proposal, without prior written approval of the City.
- 8.6 Survival.** All obligations arising prior to the termination of this Agreement and all provisions of this Agreement allocating liability between City and Consultant shall survive the termination of this Agreement.
- 8.7 Options upon Breach by Consultant.** If Consultant materially breaches any of the terms of this Agreement, City's remedies shall include, but not be limited to, the following:
- 8.7.1** Immediately terminate the Agreement;
 - 8.7.2** Retain the plans, specifications, drawings, reports, design documents, and any other work product prepared by Consultant pursuant to this Agreement;
 - 8.7.3** Retain a different consultant to complete the work described in Exhibit A not finished by Consultant; or

- 8.7.4 Charge Consultant the difference between the cost to complete the work described in Exhibit A that is unfinished at the time of breach and the amount that City would have paid Consultant pursuant to Section 2 if Consultant had completed the work.

Section 9. KEEPING AND STATUS OF RECORDS.

- 9.1 **Records Created as Part of Consultant's Performance.** All reports, data, maps, models, charts, studies, surveys, photographs, memoranda, plans, studies, specifications, records, files, or any other documents or materials, in electronic or any other form, that Consultant prepares or obtains pursuant to this Agreement and that relate to the matters covered hereunder shall be the property of the City. Consultant hereby agrees to deliver those documents to the City upon termination of the Agreement. It is understood and agreed that the documents and other materials, including but not limited to those described above, prepared pursuant to this Agreement are prepared specifically for the City and are not necessarily suitable for any future or other use. City and Consultant agree that, until final approval by City, all data, plans, specifications, reports and other documents are confidential and will not be released to third parties without prior written consent of both parties.
- 9.2 **Consultant's Books and Records.** Consultant shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services or expenditures and disbursements charged to the City under this Agreement for a minimum of three (3) years, or for any longer period required by law, from the date of final payment to the Consultant to this Agreement.
- 9.3 **Inspection and Audit of Records.** Any records or documents that Section 9.2 of this Agreement requires Consultant to maintain shall be made available for inspection, audit, and/or copying at any time during regular business hours, upon oral or written request of the City. Under California Government Code Section 8546.7, if the amount of public funds expended under this Agreement exceeds TEN THOUSAND DOLLARS (\$10,000.00), the Agreement shall be subject to the examination and audit of the State Auditor, at the request of City or as part of any audit of the City, for a period of three (3) years after final payment under the Agreement.

Section 10 MISCELLANEOUS PROVISIONS.

- 10.1 **Attorneys' Fees.** If a party to this Agreement brings any action, including an action for declaratory relief, to enforce or interpret the provision of this Agreement, the prevailing party shall be entitled to reasonable attorneys' fees in addition to any other relief to which that party may be entitled. The court may set such fees in the same action or in a separate action brought for that purpose.
- 10.2 **Venue.** In the event that either party brings any action against the other under this Agreement, the parties agree that trial of such action shall be vested exclusively in the

state courts of California in the County of Contra Costa or in the United States District Court for the Northern District of California.

- 10.3 Severability.** If a court of competent jurisdiction finds or rules that any provision of this Agreement is invalid, void, or unenforceable, the provisions of this Agreement not so adjudged shall remain in full force and effect. The invalidity in whole or in part of any provision of this Agreement shall not void or affect the validity of any other provision of this Agreement.
- 10.4 No Implied Waiver of Breach.** The waiver of any breach of a specific provision of this Agreement does not constitute a waiver of any other breach of that term or any other term of this Agreement.
- 10.5 Successors and Assigns.** The provisions of this Agreement shall inure to the benefit of and shall apply to and bind the successors and assigns of the parties.
- 10.6 Use of Recycled Products.** Consultant shall endeavor to prepare and submit all reports, written studies and other printed material on recycled paper to the extent it is available at equal or less cost than virgin paper.
- 10.7 Conflict of Interest.** Consultant may serve other clients, but none whose activities within the corporate limits of City or whose business, regardless of location, would place Consultant in a "conflict of interest," as that term is defined in the Political Reform Act, codified at California Government Code Section 81000 *et seq.*

Consultant shall not employ any City official in the work performed pursuant to this Agreement. No officer or employee of City shall have any financial interest in this Agreement that would violate California Government Code Sections 1090 *et seq.*

Consultant hereby warrants that it is not now, nor has it been in the previous twelve (12) months, an employee, agent, appointee, or official of the City. If Consultant was an employee, agent, appointee, or official of the City in the previous twelve months, Consultant warrants that it did not participate in any manner in the forming of this Agreement. Consultant understands that, if this Agreement is made in violation of Government Code §1090 *et seq.*, the entire Agreement is void and Consultant will not be entitled to any compensation for services performed pursuant to this Agreement, including reimbursement of expenses, and Consultant will be required to reimburse the City for any sums paid to the Consultant. Consultant understands that, in addition to the foregoing, it may be subject to criminal prosecution for a violation of Government Code § 1090 and, if applicable, will be disqualified from holding public office in the State of California.

Consultant will comply with all conflict of interest laws and regulations including, without limitation, City's Conflict of Interest Code (on file in the City Clerk's Office). It is incumbent upon the Consultant or Consultant's firm to notify the City pursuant to section 10.10 Notices of any staff changes relating to this Agreement.

- a. In accomplishing the scope of services of this Agreement, all officers, employees and/or agents of Consultant(s), unless as indicated in Subsection b, will be performing a very limited and closely supervised function, and, therefore, are unlikely to have a conflict of interest arise. No disclosures are required for any officers, employees, and/or agents of Consultant, except as indicated in Subsection b.

Initialed by City Attorney's Office

- b. In accomplishing the scope of services of this Agreement, Consultant(s) will be performing a specialized or general service for the City, and there is substantial likelihood that Consultant's work product will be presented, either written or orally, for the purpose of influencing a governmental decision. As a result, the following Consultant(s) shall be subject to the Disclosure Category "1-5" of the City's Conflict of Interest Code:

KURT LATROW, PROJECT MANAGER

- 10.8 **Solicitation.** Consultant agrees not to solicit business at any meeting, focus group, or interview related to this Agreement, either orally or through any written materials.

- 10.9 **Contract Administration.** This Agreement shall be administered by City Manager Michelle Fitzer who shall act as the City's representative. All correspondence shall be directed to or through her or her designee.

- 10.10 **Notices.** Any written notice to Consultant shall be sent to:
Emergency Services Consulting International
Attn: Andrea Hobi, Business Manager
25030 SW Parkway Avenue, Suite 330
Wilsonville, OR 97070

Any written notice to City shall be sent to:
City of Pinole
Attn: Michelle Fitzer, City Manager
2131 Pear Street
Pinole, CA 94564

- 10.11 **Integration; Incorporation.** This Agreement, including all the exhibits attached hereto, represents the entire and integrated agreement between City and Consultant and supersedes all prior negotiations, representations, or agreements, either written or oral. All exhibits attached hereto are incorporated by reference herein.

10.12 Counterparts. This Agreement may be executed in multiple counterparts, each of which shall be an original and all of which together shall constitute one agreement.

The Parties have executed this Agreement as of the Effective Date.

CITY OF PINOLE

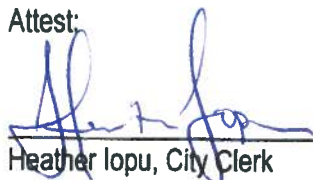

Michelle Fitzner, City Manager

CONSULTANT


Sheldon Gilbert, Chief Executive Officer

Consultant's City of Pinole Business
License #: 19-09681

Attest:


Heather Iopu, City Clerk

Approved as to Form:

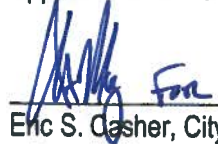

Eric S. Casher, City Attorney

EXHIBIT A
SCOPE OF SERVICES



Pinole Fire Department

Pinole, California

Proposal to conduct a

REGIONAL FIRE SERVICE DELIVERY STUDY

February 2019



**Emergency Services
Consulting International**

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Project Understanding & Methodology

Understanding of Project Opportunities and Challenges

ESCI has worked with hundreds of fire agencies and emergency services providers and is keenly aware of the struggles currently facing these organizations. With the many changes facing today's fire service, a comprehensive long-range vision is essential. ESCI's experience working with agencies in both California and across the U.S. and Canada, offers a broadly knowledgeable perspective with which to help guide the organizations into the future.

ESCI understands that the intent of this project is to provide an unbiased, third-party evaluation, of the current and potential future fire services delivery to the region. ESCI will provide a detailed analysis and evaluation of services, along with recommendations for increased efficiency and effectiveness.

The analysis and determinations to be developed by ESCI are designed to provide the City of Pinole and your regional partners with necessary elements as identified within the RFP. We believe that the detailed scope of work included with this proposal accomplishes those tasks in an ordered and methodical way. We are sure that the recommendations given to policy-makers will be supported by legal requirements, industry standards, benchmarks, and/or best practices.

Methodology

ESCI's methodology reflects our understanding of your expectations and our experience in working with emergency services organizations in communities of similar size and character throughout North America. Key elements of ESCI's methodology include:

- A clear understanding of the project background, goals and objectives, and the complex issues that must be addressed.
- A comprehensive, well designed, and practical scope of work (SOW) and work plan that provides opportunities for ample stakeholder input.
- The utilization of the latest web-based communications technology, computer modeling, and geographic information systems (GIS).
- The commitment of sufficient professional resources, and an ability to complete the project successfully by meeting or exceeding the outlined scope of work and deliverables within the desired period at a reasonable cost.
- The production of a written report that provides systematic observation, analysis, and recommendations for all components and organizational systems.

ESCI's project methodology is augmented by the utilization of web-based communication technology. We will utilize the Dropbox® application to create a secure online project site that enables the client and project team members to collaborate and communicate throughout nearly every phase of the project.

ESCI can also conduct virtual meetings via web conferencing software. This capability allows the project team to display and review documents, maps, and illustrations in real-time, and provides the client with the opportunity to give immediate feedback to the project team. In addition to creating a more efficient work environment, the client benefits from lower travel costs by eliminating on-site reviews of draft documents.

Standards & Best Practices

Depending upon the nature of the project, ESCI will apply local and regional standards; and relevant standards and criteria from the *National Fire Protection Association (NFPA)*, *Insurance Services Office (ISO)*; *Commission on Fire Accreditation International (CFAI)*; *Commission on Accreditation of Ambulance Services (CAAS)*; *Commission on Accreditation of Medical Transport Systems (CAMTS)*; applicable health and safety requirements; and state and federal regulations relative to the fire service, EMS, and other emergency services.

Project Scope of Work

The following phases and tasks will be completed to produce the final report and recommendations. This methodology has been developed specifically for this project based on our understanding of your expectations. ESCI will utilize approaches, tools, and techniques proven through experience to provide the kind and quality of information needed to make objective, informed decisions.

The proposed methods, procedures, and anticipated deliverable items of this project have been organized into phases. Each project phase is described in detail below and on the following pages.

Phase I—Project Initiation

Task I-A: Project Initiation & Development of Work Plan

ESCI will converse with the management teams of the various governments and organizations involved in the study or their project liaisons to gain a comprehensive understanding of the communities' backgrounds, goals, and expectations for the project. Consistent with the RFP this study will focus on information and analysis for increased efficiency, improved effectiveness, enhanced or expanded service or services, cost avoidance, coordination of regional planning, enhanced supervision, elimination of artificial boundaries, standardization of services and programs, potential improvement of ISO rating and enhancements to future state and federal grant writing.

ESCI's project manager will develop and refine a proposed work plan that will guide the project team. This work plan will be developed identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Timetable for each objective to be completed
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This process will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

Task I-B: Acquisition & Review of Background Information

ESCI will request pertinent information and data from each organization's assigned project manager. This data will be used extensively in the analysis and development of the report document. Thoroughly researched and relevant studies will be included during our review.

The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current emergency service studies or research
- Standards of Cover assessments
- LAFCO Spheres of Influence and Municipal Service Reviews
- Community Comprehensive Plan documents, including current and future land use information
- Local census, economic and demographic data

Zoning maps and zoning codes

- Financial data, including debt information, long-range financial plans and projections
- Fire Department administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets for each community
- Training programs
- Facilities and apparatus inventories
- Local collective bargaining agreements
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- Computer-Aided Dispatch (CAD) incident records
- Local Geographic Information Systems (GIS) data, where available

Task I-C: Stakeholder Input

The ESCI project team will conduct on-site interviews and gather information from key personnel and stakeholders from each of the Districts. Some information may be acquired through the use of electronic forms and/or telephone interviews. Individuals will include, but not be limited to:

- Interagency Committee members and any other elected members of the City council and respective fire district Boards.
- Each agency Fire Chief and representatives of their respective command staffs
- Individuals responsible for finance and human resources at each agency
- Representative(s) of each agency's labor leadership
- Select group of firefighters and company officers from each District (may be completed through an online survey)
- Community groups
- External fire, law enforcement and EMS agencies within the region
- Medical facilities, medical director for regional or community EMS
- Employee and volunteer groups (such as CERT)
- Others as they may contribute to this project

From these interviews, ESCI will obtain additional perspective on operational, economic, and policy issues facing the agency. Further, the project staff will complete a summary of Strengths, Weaknesses, Opportunities, and Threats (SWOT) identified in the course of stakeholder interviews.

Task I-D: Internal Strengths, Weaknesses, Opportunities, & Threats Survey (SWOT)

In order to provide internal personnel with an opportunity to participate in this data gathering event, ESCI's Survey Manager will work with the ESCI Project Manager to develop an internal survey (All survey tools will be approved by the agency's project manager prior to distribution. ESCI's Survey Manager will receive the responses directly and will develop and produce an executive summary of the survey results. The survey will be designed to gather detailed feedback related to several aspects of the members' priorities, opinions, and expectations related to service delivery, core services and programs, positive and corrective issues, and recommendations. ESCI recommends that the survey be accessible to all personnel.

To ensure respondent anonymity, ESCI will obtain survey responses confidentially. This will be accomplished using an internet-based survey accessible only by the intended participants. The survey results will be delivered directly to ESCI's headquarters office. ESCI's Survey Manager will develop and produce an executive summary of the survey results.

Task I-E (option): Public Meeting and Assessment of Customer Needs and Expectations

(see pricing option below)

ESCI facilitators will assist the department in identifying external customers/key members of the community. Once identified, invitations will be mailed and ESCI will convene these external customers/community leaders for the purpose of addressing the issues outlined above and gaining a realistic view of external customer needs and expectations. The project team will organize the meeting in coordination with the dates they will be in the city conducting field work. The meeting will be scheduled after normal working hours to accommodate citizen work schedules. ESCI has found through experience that 80 to 90 percent of the invitees attend the session and actively participate. At a minimum, we recommend the representatives of this citizen's focus group include, but not be limited to:

- Business owners
- Service groups representative(s) (i.e., Chamber of Commerce, Rotary, Lions)
- Prominent citizens in the community
- Members of civic organizations
- Media representative(s)
- Multiple citizens who have been actual recipients of fire and EMS services respectfully
- Representatives of neighborhood organizations and/or homeowner associations
- Representatives of non-profit organizations
- Representatives of local industry
- Other citizen-customers as identified by the strategic planning group

I will facilitate the group meeting with the presence of at least one organization representative, usually a chief or chief officer, to act only as a technical resource and to answer questions that may arise that the facilitator is unable to answer. In addition to facilitating the session(s), ESCI may utilize surveys and questionnaires to gather necessary information. This step is critical, as it ensures that customer needs and concerns are incorporated into the strategic plan. More and more, the public is demanding the accomplishment of specific objectives and services with fewer resources. This step ensures that the public concerns are recognized by the organization and incorporated into the long-range strategic planning processes and arms influential members of the public with important background information about their public safety agency that they might not have been exposed to under normal circumstances. The process will seek to identify:

- How customers prioritize the services provided by the organization
- Areas of customer concern about the organization
- Customer expectations
- Customers positive attributes of the organization
- How "good service" is measured by the customer

Phase II—Evaluation of Current Conditions

The initial phases of the study focus on a baseline assessment of the current conditions and current service performance. ESCI will conduct an organizational analysis of the department and regional partners based on the elements included in the following tasks. The purpose of this evaluation is to assess the agency's operations in comparison to industry standards and best practices, as well as to create a benchmark against which the options for future service delivery can be measured.

Task II-A: Organization Overview

An overview of the organization will be developed discussing:

- Service area population and demographics
- History, formation, and general description of the agencies
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational designs
- Operating budget, funding, fees, taxation, and financial resources

Task II-B: Management Components

The organization's basic management processes will be reviewed, including:

- Mission, vision, strategic planning, goals, and objectives
- Internal assessment of critical issues
- Internal assessment of future challenges
- Internal and external communications processes
- Document control and security
- Reporting and recordkeeping
- Information technology systems

Task II-C: Financial Review

ESCI will review the existing financial status of each partner agency to include, but not limited to:

- Sources of recurring and non-recurring revenue, including property taxes
- Existing revenue and projections for the next three to five years
- Cost for existing levels of service and projections for the next three to five years
- Contractual services provided by each agency
- Indirect costs, cost allocations, and contractual obligations
- Review of each District's capital facilities and apparatus replacement and improvement plans

Task II-D: Capital Assets & Capital Improvement Programs

ESCI will review the status of current major capital assets (facilities and apparatus) and analyze needs relative to the existing condition of capital assets and their viability for continued use in future service delivery, including:

Facilities—Tour and make observations in areas related to station efficiency and functionality. Items to be contained in the report include:

- | | |
|------------------------|--------------------|
| • Design | • Code compliance |
| • Construction | • Staff facilities |
| • Safety | • Efficiency |
| • Environmental issues | • Future viability |

Apparatus/Vehicles—Review and make recommendations regarding inventory of apparatus and equipment. Items to be reviewed include:

- | | |
|--------------------------------------|----------------|
| • Regulations compliance | • Maintenance |
| • Age, condition, and serviceability | • Future needs |
| • Distribution and deployment | |

Task II-E: Staffing & Personnel Management

ESCI will review the Department's and regional partner's staffing levels. Areas to be considered include:

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology
- Analyze current standards of coverage and staffing performance for incidents
- Review firefighter/EMS staff distribution
- Review utilization of companies, if applicable and in accordance with methodologies recommended in NFPA 1710 and 1720
- Review responsibilities and activity levels of personnel

Personnel management systems will also be reviewed, focusing on:

- Human resources policies and handbooks
- Quality and status of job descriptions
- Personnel reports and recordkeeping
- Compensation systems
- Disciplinary processes
- Counseling services
- Application and recruitment processes
- Testing, measuring, and promotion processes
- Health and wellness programs

Task II-F: Service Delivery & Performance—Resource Deployment & Standards of Cover Review

ESCI will review and make observations and or recommendations in areas specifically involved in, or affecting, service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

- Service Demand Study—
 - Analysis and geographic display of current service demand by incident type and temporal variation
- Resource Distribution Study—
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems, with identification of service gaps and redundancies
- Resource Concentration Study—
 - Analysis of response time to achieve full effective response force
 - Analysis of company and staff distribution as related to effective response force assembly

Response Reliability Study—

- Analysis of current workload, including unit hour utilization of individual companies (to the extent data is complete)
- Review of actual or estimated failure rates of individual companies (to the extent data is complete)
- Analysis of call concurrency and impact on effective response force assembly
- Response Performance Summary—
 - Analysis of actual system reflex time performance, analyzed by individual companies (to the extent data is available)
- Mutual and Automatic Aid Systems
- Compare and benchmark other rapidly growing nearby fire departments and emergency medical providers, to the extent that data is available.

Task II-G: Planning for Fire Protection and Emergency Medical Services

The planning processes within the agency shall be reviewed. Key components include:

- Review and evaluate the adequacy of the current planning process
- Review elements of tactical planning within the organization
- Review operational planning within the organization
- Review strategic planning practices
- Review long range or other planning efforts
- Make recommendations relative to future planning process needs

Task II-H: Support Programs

ESCI will review and make overall observations involving support programs and collaboration with partner agencies, related to critical areas of training and life safety services. Items to be reviewed include:

Training

- General training competencies
- Training administration
- Training schedules
- Training facilities
- Training procedures, manuals, and protocols and record keeping

Life-Safety Services (Fire Prevention)

- Code enforcement activities
- New construction inspection and involvement
- General inspection program
- Fire and Life-Safety public education programs
- Fire investigation programs
- Pre-incident planning
- Statistical collection and analysis

Communications

- Alarm systems and communications infrastructure
- PSAP and Dispatch Center capabilities and methods
- Dispatch Center staffing

Task II-I: Community Risk Analysis

Land use and zoning classifications will be used, along with specific target hazard information, to analyze and classify community risk by geography. This process will be completed with GIS software and will consider:

- Population and population density
- Demographics
- Community land use regulations
- Occupancy types by land use designation
- Hazardous substances and processes

Task II-J: Insurance Service Office Rating Review

Utilizing findings from Service Delivery and Performance section, as well as information contained within the latest ISO Public Protection Classification (PPC) rating for Pinole, a series of recommendations will be provided to assist the department in future ISO assessments and for CFAI and NFPA requirements. These recommendations will be completed using a combination of data analysis techniques, to include performance observations, GIS analysis, and ISO findings.

The ISO section will include discussions and recommendations regarding:

- Emergency Communications
- Fire Department
- Water Department
- Community Risk Reduction
- Divergence
- General Recommendations

The CFAI/NFPA section will include discussions and recommendations regarding:

- Current Performance
- Service Demand Zones
- Data Collection and Reporting
- Staffing and Deployment
- General Recommendations

Phase III—Opportunities for Cooperative Efforts

ESCI will use the completed baseline assessments of each agency to identify opportunities and feasibility for cooperative efforts. The project team will identify areas of duplication that can be reduced through consolidation and or contractual efforts, as well as potential service improvements that can be accomplished. Experience has shown that this frequently becomes the overriding influence for public fire service cooperative efforts.

Items in this section of the report include but are not limited to the areas listed below. The detailed information provides managers, department heads and elected officials with the information necessary to make important decisions regarding emergency services consolidation. Included are:

Task III-A: General Partnering Strategies

The various partnering strategies are described, beginning with a do-nothing approach and ending with complete consolidation of the agencies into a new emergency service provider. The following alternatives will be evaluated and discussed:

- Status Quo
- Advanced auto aid systems
- Functional consolidation
- Operational consolidation
- Legal unification including consolidation or reorganization options

Task III-B: Options for Shared Services

The study will take into account the many shared issues that face each agency, and how such matters affect the effort to construct a regional model for efficient service. These issues are identified, analyzed and the most viable options will be identified. Within each presented option for shared services, ESCI will evaluate and discuss the following:

- Level of cooperation
- Estimated timeline for completion
- Affected section, i.e. Administration, Operations, Support Services
- Objective of strategy
- Summary of strategy
- Governance considerations
- Fiscal considerations
- Social considerations
- Policy actions

Task III-C: Fiscal Analyses

ESCI uses computer-driven model budgets for each agency to allow a comparative examination of the actual public costs for each fire agency, and as a tool for analyzing the financial effects of any type of consolidation. Budget modeling is also used to measure the effects of the proposed change(s). Funding mechanisms are identified and comprehensive financial outcomes are provided for each consolidation strategy offered.

- Review and analyze budgets and revenues
- Review separate budgets
- Develop projected budget models for each option extending to a minimum of five years
- Identify financial concerns of each option
- Identify areas of short and long-term savings and costs
- Explore potential funding such as parcel tax considerations

Fiscal analysis is an important component of the Regional Fire Service Delivery Study. Long-term survival of an emergency services system requires that the system be adequately funded. ESCI determines the fiscal state of each agency and develops recommendations on improving the financial resources available for emergency services, in addition budgeting practices are thoroughly examined, and alternate methodologies may be suggested.

Phase IV—Future Delivery System Models

The project concludes with strategies intended to place the organization in a position to successfully serve its future demand and risk. ESCI will develop and analyze various operational models for providing emergency services with the specific intent of identifying options that can deliver the desired levels of service identified in the previous task that will result in Potential cost savings/cost avoidance, improved productivity and/or improved customer service and potentially have a positive impact on the agency's ISO rating.

Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy. In addition, short and mid-term strategies will be recommended for service delivery improvement or increased efficiency.

Task IV-A: Short & Mid-Term Strategies

Recommendations for improving service delivery and system efficiency prior to any full implementation of the long-term strategy will be provided in areas such as:

- Agency management and organization
- Staffing and personnel deployment
- Service delivery methods
- Training programs
- Prevention programs
- Enhanced cooperative service agreements with other communities or agencies
- System funding and cost recovery
- Others as appropriate and necessary

Task IV-B: Recommended Long-Term Strategy

ESCI will develop a recommended long-term option for resource deployment that will improve the department's level of service towards the identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocations and or reopening of existing facilities
- General locations of future necessary fire stations
- Selection and deployment of apparatus by type
- Deployment of operations personnel
- Future administrative and support personnel
- Deployment special units or resources
- Additional infrastructure or facilities for administration and support programs
- Cooperative agreements and or consolidations

ESCI will evaluate and present in graphical and descriptive format for each of the deployment option(s):

- Degree of benefit to be gained through its implementation
- Extent to which it achieves established performance targets
- Potential negative consequences

Task IV-C: Cost Projections

ESCI will provide general projections of the cost of recommended long-term strategies, specifically related to:

- Facility changes or additions
- Staff changes or additions
- Primary apparatus changes or additions

Cost projections will be provided for both capital expenditures and on-going operational costs. Operational costs will be provided based on five-year projections including but not limited to: Additional or reduced expenditures resulting from full implementation of the strategy. Additional findings and recommendations will be made, where appropriate, regarding:

- Options for long-term funding strategies
- Options for cost avoidance
- Options for cost recovery

Task IV-D: Development of Draft Implementation Plan

Any cooperative venture among agencies presents the organizational leaders with a series of challenges. Successful implementation will require that significant matters be addressed regardless of which option is chosen. Those issues will be identified here.

- Findings
 - Feasibility of each option will be presented
- Preferred Option
 - The preferred option or options will be presented and discussed at length
- Policy Action
 - Necessary policy action by the elected bodies will be described
- Timelines
 - The recommendations outlined in this section provide general completion timelines offered to guide the agencies in developing a more detailed listing during the formal planning process
- Process Issues
 - Strategic planning, legal considerations, management and governance, funding and other issues will be provided in detail

Phase V—Development, Review, & Delivery of the Project Report

Task V-A: Development and Review of the Draft Report

ESCI will develop and produce an electronic version of the draft written report for review by the client and client representatives. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Clearly designated recommendations highlighted for easy reference and cataloged as necessary in a report appendix
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps utilizing GIS analysis, as necessary

Task V-B: Delivery & Presentation of the Final Report

ESCI will complete any necessary revisions of the draft and produce five publication-quality bound, final versions of the written report along with an electronic copy in PDF file format. A formal presentation of the project report will be made by ESCI project team member(s) to staff, elected officials, and/or the general public as necessary and will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to The City of Pinole at the conclusion of the presentation.

Project Timeline & Fee Proposal

Project Completion Timelines

The timeline for the proposed project is anticipated to be 150 days. It is noted that the timing starts once the requested information is received from the client in response to ESCI's initial data request.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5
Phase I: Project Initiation					
Phase II: Evaluation of Current Conditions					
Phase III: Opportunities for Cooperative Efforts					
Phase IV: Future Delivery System Models					
Phase V: Development, Review & Delivery of Study					

Reasonableness of Cost and Price

ESCI develops project pricing based on a system in which we identify a scope of work, calculate the hours estimated to complete each task as listed in the work plan, and assigning an hourly rate accordingly. Having completed hundreds of projects nationally and many in California, we have designed a pricing structure that is highly competitive and, most importantly, fair to the client.

Hourly rates are translated into a total project cost. The proposed pricing is a fixed amount, inclusive of all expenses incurred. For this reason, absent changes to the scope of work that may be agreed upon, there will be no surprise cost overruns and are no hidden costs other than the stated contract value.

Project Rate/Fee Schedule

The following is a breakdown of the bid price by phase, consulting, and expense as outlined in the Scope of Work as follows:

Project Phase	Consulting Fees	Expenses	Total
Phase I: Project Initiation	\$6,219	\$2,172	\$8,391
Phase II: Evaluation of Current Conditions	\$18,405		\$18,405
Phase III: Opportunities for Cooperative Efforts	\$7,824		\$7,824
Phase IV: Future Delivery System Models	\$8,581		\$8,581
Phase V: Development, Review & Delivery of Study	\$4,595	\$1,370	\$5,965
Optional: Public Meeting	\$2546.	\$2326.	\$4,871.
Total Cost of Project Without Option:			\$49,166

Total Cost of Project with Optional Public Meeting:

\$54,037

rate schedule for all resources necessary to complete the proposed services is shown below. Any optional services requested by the client and performed by ESCI will be provided at the specific rates shown as assigned to specific job responsibilities and/or duties needed for the work.

Project Manager:	\$ 175/hour
Associate Consultants:	\$160/hour
Additional Public Presentations:	\$1,500 each (includes time and expenses)

Proposed Payment Schedule

- 10% payment due upon signing of the contract.
- Monthly invoicing thereafter as work progresses.

Information Relative to Cost Quotation

- Bid quotation is valid for 90 days.
- ESCI Federal Employer Identification Number: 23-2826074.
- When requested, and in a timely manner, the client will provide data, information, and materials required for the completion of the objectives outlined in the Scope of Work submitted in this proposal.
- ESCI shall perform any additional work on a time and materials basis as requested in writing by the client at a negotiated hourly rate.

Project Team Assignments

Emergency Services Consulting International has assigned the following associates to the project. All team members will be available for the duration of the project. Along with the project team, ESCI's full-time staff will be available to assist on the project as needed. Detailed information on the background and qualifications of each member of the team will be found in Appendix A.

The selection and experience of the project manager is important to the success of this project. ESCI is offering a project manager who will:

- Assist in the development and coordination of a project work plan.
- Have the ability to work closely with your representatives.
- Facilitate project team meetings to share project findings and ideas.
- Provide direction based on experience in similar situations, and knowledge of organizational staff analyses.

Team Member	Project Assignments
Kurt Latipow, Project Manager	Project Manager; responsible for the overall content and quality of the project and will ensure that the project is accomplished on schedule and within budget.
Dan Munsey	Fire, EMS, Special Operations and Risk Analysis
Randy Parr	Finance
Pat Lynch PhD	Human Resources
Marsha Cardinal	GIS & Maps
John Stouffer, Regional Manager	General Project Oversight

Profile of Proposing Firm

ESCI Capabilities

Emergency Services Consulting International (ESCI) is an international firm providing specialized, high-quality professional fire, police, communications, and emergency medical services (EMS) consulting services to organizations throughout the United States and Canada. ESCI has been meeting the needs of emergency services agencies since 1976, and is considered by many to be the nation's leader in emergency services consulting.

Utilizing both full-time staff and over 50 field consultants nationwide, ESCI provides consulting services to municipalities; fire, ambulance, and hospital districts; non-profit organizations; and the industrial and commercial community.

ESCI is recognized as an expert in the field by the emergency services community. This is confirmed by our ongoing relationship with the *International Association of Fire Chiefs (IAFC)*, the *Western Fire Chiefs Association*, the *National Fallen Firefighters Foundation*, the *National Volunteer Fire Council*, and the hundreds of clients we serve from coast to coast.

Since the beginning, ESCI has operated on the principles of honesty, integrity, and service. ESCI's philosophy is to maintain an active involvement within the emergency service disciplines and related fields—staying ahead of the rapid changes and issues facing our clients.

The mission of ESCI is to *provide expertise and guidance that enhances community safety*. We will accomplish this by providing the highest value of consulting services and educational programs. ESCI utilizes a team of professionals committed to offering highly beneficial programs covering current and anticipated fire, police, communications, emergency management, and EMS issues and needs.

We provide a wide array of services, including organization audits and evaluations; cooperative effort and consolidation; health and safety evaluations; master, strategic, and growth management plans; deployment planning; hazard mitigation planning; executive searches; assessment centers; and customized consulting. ESCI has helped improve emergency services in hundreds of communities throughout the country. Our innovative training programs are improving the way organizations and people work.

ESCI encourages creative solutions to complex system dilemmas. The firm recognizes the cultural, economic, operational, legal, and political realities of the local environment. ESCI avoids pre-conceived biases in order to develop and implement imaginative and long-lasting solutions. In addition, ESCI equips its clients with the background, understanding, and confidence to tackle future problems as they arise.

All of ESCI's field associates have been active practitioners in their respective fields, with many involved in highly visible and responsible national leadership positions in fire/rescue services, EMS, and law enforcement. We understand your issues, challenges, responsibilities, and offer proven methods to improve your effectiveness.

ESCI at a Glance

- Mission: Provide expertise and guidance that enhances community safety
- Established in 1976
- Headquartered in Wilsonville, Oregon; with branch offices in Texas, Idaho, and Virginia
- Extensive fire and EMS consulting throughout the US and Canada
- Twelve full-time employees, with over 50 expert field consultants

CI Experience

ESCI's advantage begins with our technical expertise and capability, extends to our experienced and highly qualified staff, and concludes with a product that will enable your organization to meet the challenges of emergency services into the future.

ESCI's team has first-hand experience in the process of analyzing emergency service providers and recommending an array of opportunities that are economically, culturally, and operationally feasible. Each team member is a specialist in fire, rescue, law enforcement, EMS, or related fields. The team will work collaboratively to create the best possible strategies and options for your organization.

The *ESCI Advantage* includes:

- A clear understanding and appreciation of the complexity of the local and regional environment.
- Over 40 years of public safety consulting experience; the successful completion of hundreds of consulting engagements.
- The ability to deliver a high-quality product on time, and with organizational support and endorsement.
- Knowledge of contemporary issues associated with the delivery of emergency services.
- Experience with a variety of jurisdictions including municipalities, counties, and state government.
- A highly skilled and knowledgeable team of professionals with skill-sets necessary to meet your expectations.

Effective Project Coordination & Management

When engaged, all work progress is measured against a work plan, timetable, budget, and deliverables. During the project, team members confer frequently to discuss progress as well as new or unanticipated issues. Our project management methodology ensures that services and activities are efficiently conducted and are focused, coordinated, and logical. All project team members are available for the duration of the project.

ESCI Offices

In order to better serve our clients, ESCI maintains two regional offices. The following is the contact information for each office, along with a complete organization chart.

Corporate Headquarters

Andrea Hobi, General Manager

Mike Roth, Operations Manager

4795 Meadow Wood Lane, Chantilly, VA 22033

Andrea—Phone: 800.757.3724 • Email: info@esci.us

Mike—Phone: 703.506.9400 • Email: mike.roth@esci.us

ESCI Organizational Chart

The following is an organizational chart of Emergency Services Consulting International, which includes descriptions of our various positions and services.



Disclosure & Practices

Conflict of Interest Statement

ESCI has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation, including but not limited to the prior discussion of terms, conditions, pricing or other offer parameters required by this solicitation. ESCI is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter. Neither ESCI nor anyone associated with ESCI has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. In the event that a conflict of interest is identified in the provision of services, ESCI will immediately notify the client in writing.

Insurance

ESCI is insured in excess of \$2,000,000. A copy of the ESCI liability insurance certificate is included in an appendix.

Litigation

ESCI has no past and/or pending litigation or unresolved lawsuits.

Employment Practices

ESCI is an equal opportunity employer. The company is guided by recognized industry standards, policies, and procedures. ESCI offers a wide range of employee benefits and ongoing training opportunities that has enabled ESCI to attract and retain quality consultants who are recognized as experts in emergency service organization, management, and service delivery. ESCI will not refuse to hire, discharge, promote, demote, or otherwise discriminate in matters of compensation against any person otherwise qualified, because of age, race, creed, color, sex, national origin, ancestry, or handicap.

Appendix A: Project Team Qualifications

Kurt Latipow

Senior Associate/Project Manager



Summary of Qualifications

Mr. Latipow has enjoyed 40 years in Public Safety with over 27 years of Public Administration in Fire Chief and Chief Officer positions. He has developed and implemented numerous comprehensive fire and emergency services related plans. Mr. Latipow has facilitated the adoption of those plans via a variety of governing bodies. Mr. Latipow offers extensive experience in developing and implementing emergency, strategic, master plans and succession plans/management processes as well as developing and implementing

Standards of Cover Analysis, Fees for Service Cost Recovery Programs and ALS Program Development and Implementation for both transport and engine company-based organizations.

Work Experience

- City of Lompoc, CA - Fire Chief
- Washoe County, NV - County Fire Services Coordinator
- City of Ukiah, CA - Fire Chief
- State of California, Governor's Office of Emergency Services – Deputy Chief, Fire and Rescue Branch
- Stanislaus Consolidated Fire Protection District, CA - Fire Chief/Chief Executive Officer
- Hesperia Fire Protection District, CA - Fire Chief
- City of Arroyo Grande, CA - Fire Chief/Director of Building and Fire
- City of Monterey Park Fire Department, CA - Battalion Chief/Fire Marshal

Education

- National Fire Academy – Accredited Executive Fire Officer
- California Fire Marshal Training and Education System

Publications and Instructor Experience

- IAFC/Volunteer Combination Officers 2017 Symposium in the West -Building Leaders From Within
- IAFC and League of California Cities 2016 - "The Achilles Heel of Local Government"
- California Fire Chiefs 2016 - "The Why and How of Succession Planning and Implementation"
- League of California Cities 2015 - "Contracting for Fire Services; the Trials, Tribulations, Landmines and Political Challenges"
- League of California Cities 2014 - "Leading Change in the New Reality"
- California Fire Chiefs Association 2012 - "Re-engineering Fire Service-Based Service Delivery"
- IAFC/ICMA 2012 - Success & Sustainability

Professional Affiliations

- California Fire Chiefs Association
- League of California Cities Fire Department – Past President
- League of California Cities Public Safety Policy – Past Committee Chair
- Life member International Association of Fire Chiefs

Note: This is a brief summary of Mr. Latipow's CV. A complete version can be made available on request

Daniel R. Munsey

Associate Consultant



Summary of Qualifications

Dan Munsey has been active in the fire service for over 24 years, rising through the ranks of a metro-sized fire department from firefighter-paramedic to assistant fire chief. During his career, Dan has served in a variety of roles including: five years as a training officer where he led and implemented large succession planning efforts to fill the leadership gap of a quickly growing fire department; ten years as a union vice president serving an IAFF local affiliation; two years as the Special Operations Chief overseeing the wildland, aviation, hazardous material, and USAR teams, as well as the EMS and training divisions; five years acting as the "area fire chief" for seven different communities. Chief Munsey is a respected fire service instructor and is a sought-after presenter at national conferences on a broad range of topics such as modern leadership, integration of fire service operational technology to improve performance and fiscal management, and fire service wildland and structural firefighting.

Educational Background

- Master's Degree in Public Administration, Grand Canyon University
- Bachelor's Degree in Business Administration, Grand Canyon University
- Paramedic Program, Crafton Hills College, CA
- Extensive certificates of training in fire service administration, personnel management, incident command and fire department operations and planning

Professional Experience

- President, California Fire Chiefs Association Operations Section
- Assistant Chief, Division 3 (East San Bernardino Valley), San Bernardino County FPD
- Technology Council Member, International Fire Chief Association
- Forum Member, National Fire Protection Agency
- California Incident Management Team 11 member
- California State Fire Marshal, "Expanding Wildland Incidents" Course Curriculum Committee

Relevant Experience

- President, Hi-Desert Water District Board of Directors
- Department Diversity Committee Chairman, San Bernardino County Fire
- Element Leader, County of San Bernardino, Vision Committee, Public Safety Element
- Chair, Victor Valley College EMS Advisory Board
- California State Fire Marshal Instructor for Chief Fire Officer, Fire Officer Wildland, & ICS curriculum

Presentations & Articles

- Deccan International, "Adopting Technology to Improve Fire Service Operations"
- Esri-CalChiefs, Technology Summit, "The Changing Fire Service"
- California Fire Prevention Institute, "The Fire Prevention Officers Role in Large Scale Emergencies"
- IAFC, Tech Council Presentation, "Leadership and Technology"
- National Fire Academy, "Determining Workload Efficiency..."
- FireWire, "The Supervisors Role in the Firefighter Bill of Rights", April 2016

Note: This is a brief summary of Chief Munsey's CV. A complete version can be made available on request

Marsha Cardinal**Associate Consultant/GIS Specialist****Summary of Qualifications**

Ms. Cardinal recently retired after serving for 15 years as a Technology Systems Analyst/GIS with Washoe County Tech. Services, GIS Division. She worked closely providing data-driven solutions for the Truckee Meadows Fire Protection Dept. and Washoe County Emergency Management & Homeland Security, as well as 30 other departments in the County. Ms. Cardinal has been a presenter at the annual Nevada Geographic Information Society (NGIS) for many years.

Ms. Cardinal provided a variety of GIS services for the Truckee Meadows Fire Protection District, Reno Fire Dept., Regional Emergency Operations Center and the combined Reno/Washoe E911 Dispatch Center. She has conducted spatial analyses, network analyses, and dispatch data analyses, as well as data collection, management and real time situation status mapping.

Educational Background

- BA Degree in Biology, the University of Nevada, Reno
- Emergency Services Training including: NIMS, ICS 100- 400, WebEOC, Crisis Track.

Professional Experience

- Technology Systems Analyst/GIS, Washoe County Technology Dept. (15 years).
- GIS Coordinator, Nevada Land Trust; Reno, NV (currently part-time).

Relevant Experience:

- Mapped & installed 911 mile markers along 12 miles of Truckee River
- Provided GIS & GPS Training for AmeriCorps Interns
- Created ArcGIS Story Maps for One Truckee River Program
- Created data for the Washoe County Fire Hazard Map (WUI) <http://wcgisweb.washoecounty.us/FireHazard>

Randall Parr

Associate Consultant



Summary of Qualifications

Mr. Parr has over 40 years of experience in the fire service including 20 years as a chief officer. He has served in four different fire departments in Texas and Missouri. The agencies he has worked for range from mid-sized combination fire districts serving a population of 100,000 to a leading a small municipal department's transition from a volunteer based delivery system to a career based delivery system. He has served the past 13 years in a career position as the fire chief for the City of Tomball, a suburb of the City of Houston Texas with a population of 25,000.

He is a certified public accountant and during his career has served as the chief financial officer of several large regional real estate developers and also served as the City of Tomball interim financial officer. Chief Parr brings his diverse skills to ESCI to provide inter-agency collaboration, strategic planning, master planning, and organizational evaluation. He has a track record of focusing on cost effectiveness and efficiency, with a reputation for building regional collaborative solutions. He has advised policy-makers on fire service delivery options, created financial models and has made presentations to larger workshops on such topics as regional collaboration.

Educational Background

- Bachelors in Business, Accounting Major, Indiana University, 1970
- Master's in Public Administration, Sam Houston State University, Huntsville, TX, 2016
- Executive Fire Officer Graduate – National Fire Academy
- Extensive training in leadership, financial management, and planning

Professional Experience

- Fire Chief/Emergency Management Coordinator – City of Tomball, TX (2004 – present)
- Fire Chief – Cypress Creek Fire Department, Houston, TX (1999 – 2004)
- Chief Financial Officer – Turner Adreac Development, Sugar Land, TX
- Controller/Financial Officer – Trammel Crow Residential/Gables Residential Trust

Relevant Experience

- Board of Directors of the Southwest Division of the IAFC
- Southeast Region Director, Texas Fire Chiefs Association
- Facilitator, Northwest Harris County Fire Chiefs Association
- Treasurer, Institution of Fire Engineers, USA Branch
- Peer Assessor I, Center for Public Safety Excellence Accreditation Site Team

Associated Professional Accomplishments

- 2009 recipient of IAFC-VCOS John Buckman Leadership Award
- Developed UASI grant to equip 90 departments in a three-county area, including the City of Houston, with the same electronic accountability system
- Led the development of the Standards of Cover and Strategic plan for the Tomball Fire Department

Note: This is a brief summary of Mr. Parr's CV. A complete version can be made available on request.

Pat Lynch, Ph.D.

Associate Consultant



Summary of Qualifications

Dr. Pat Lynch has worked as an independent management consultant and subject-matter expert for fire-rescue agencies for over 11 of her 24 years as a consultant. In addition, she has been an associate professor in the California State University system, a senior financial analyst for FedEx, and an arbitrator for the New York Stock Exchange.

Dr. Lynch brings a unique perspective to the public safety arena by virtue of her varied career in the public and private sectors, and by her volunteer work. She has presented at numerous fire-rescue conferences in the U.S. and Canada, written articles, and delivered webinars for the International Association of Fire Chiefs, and provided assistance and guidance to public safety agencies and leaders throughout the U.S.

Educational Background

- Ph.D. in Personnel and Employment Relations, Georgia State University
- MBA in Economics, University of Memphis
- B.A. in Sociology, Smith College
- Certification in Merger and Acquisition Integration
- Certified facilitator for Pritchett Change Essentials for Leaders workshop

Professional Experience

- Associate, Emergency Services Consulting International
- Subject Matter Expert, International Association of Fire Chiefs
- President, Business Alignment Strategies, Inc.
- Principal, HR Value
- Associate Professor of Management and Human Resources, California State University
- Faculty member and curriculum developer, Los Angeles County Learning Academy
- Senior Financial Analyst, Finance and Treasury Divisions, FedEx Corporation

Relevant Experience

- Subject Matter Expert, Company Officers Section, International Association of Fire Chiefs
- Disaster Action Team leader, American Red Cross, Los Angeles Region
- Community Emergency Response Team member, Long Beach, CA

Associated Professional Accomplishments

- Author, Survey Says...: The Professionals' Guide to Great Surveys
- Author, How to Create a Community of Advocates for Public Safety
- Served as subject matter expert for development of the strategic plan for the Company Officers Section, International Association of Fire Chiefs
- Served as subject matter expert for development of the succession management white paper by the Company Officers Section, International Association of Fire Chiefs
- Author of dozens of articles, newsletters, and resource materials (assessments, templates, checklists) available on my company web site and in various corporate publications and web sites

Note: This is a brief summary of Ms. Lynch's CV. A complete version can be made available on request.

John A. Stouffer**Western Regional Manager/Project Manager****Summary of Qualifications**

Mr. Stouffer began his career in public safety in 1976 as a firefighter/EMT with Yakima County (WA) Fire District #10, where he established the first EMS program in the department. In 1980, he attended the Paramedic Program at Central Washington University and obtained a position with Yakima (WA) Medic One becoming a field paramedic and the organization's first Training Officer. In 1988, he was offered the position of the Director of the Yakima County (WA) Department of Emergency Medical Services. After holding that position for nine years, he took a position with Gresham (OR) Fire & Emergency Services as the EMS Coordinator, occasionally serving as the acting Chief of the Training Division, until his retirement in 2009. Since 1992, in addition to his other employment, Mr. Stouffer has been providing a wide variety of public safety consulting services to clients throughout the U.S. and Canada.

Professional Experience

- Project Manager/Associate Consultant, Emergency Services Consulting International
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator (Captain), Gresham Fire & Emergency Services
- Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer | Yakima County Fire District #10
- More than 40 years diverse experience in fire and emergency medical services

Educational Background & Certifications

- Central Washington University
- Yakima Valley Community College
- Western Oregon University
- National Fire Academy Incident Command for EMS
- Seattle/King County Resuscitation Academy Fellowship
- Multiple instructor certifications (NFPA I & II, ACLS, PHTLS, WSFST Instructor II, EZ-IO Instructor)
- Numerous advanced-level EMS certifications
- More than 250 hours fire service education, Washington State Fire Service Training

Associated Professional Accomplishments

- Project Manager and consultant on a number of fire and EMS projects around the U.S. and Canada
- Co-authored and published a number of international prehospital studies (available on request)
- Authored two guides on Community Risk Reduction for Vision 20/20 (available on request)
- Project Co-Director, King LT Airway Implementation Project for Multnomah County (OR)
- Author, Phases I & II of the Yakima County EMS Master Plan
- Earned fourteen professional awards during his career (available on request)

Note: This is a brief summary of Mr. Stouffer's CV. A complete version can be made available on request.

Appendix B: ESCI Experience

Following are examples of ESCI's experience in providing consulting services to various organizations throughout North America. If requested, ESCI can provide more detailed information on any the projects listed.

Project Category & Title	Organization	Location	Year
Cooperative Services & Consolidations			
Performance Review & Alternative Governance.	North Tahoe and Meeks Bay FPD	CA	2018
Consolidation Feasibility Study and Service Review	Local Agency Formation Commission	CA	2018
Cooperative Efforts Feasibility Study	City of Santa Rosa & Rincon Valley FPD	CA	2016
Evaluation & Cooperative Efforts Study	Rifle Fire Protection District	CO	2015
Standards of Cover			
Standards of Cover	Tahoe Douglas Fire Protection District	NV	2018
Standards of Cover/ CRA	Hemet Fire Department	CA	2018
Standards of Cover	Scottsdale Fire Department	AZ	2015
Standards of Cover	Carrollton Fire Rescue	TX	2018
Agency Evaluations			
Fire Department Evaluation	Skamania County Fire District #4	WA	2015
Fire Department Options Analysis	Hemet Fire Department	CA	2015
Emergency Services Operations Analysis	Strathcona County Emergency Services	Canada	2017
Station Location Studies			
Station Location Analysis	American Fork Fire Department	UT	2017
Station Location Analysis	Twin Falls Fire Department	ID	2016
Police and Fire Station Location	Sioux Falls Police & Fire Departments	SD	2018
Master Plan with Station Location Analysis	Telluride Fire Protection District	CO	2015
Miscellaneous Studies			
Public Safety Building Funding Feasibility	City of Homer	AK	2015
Staffing & Deployment Analysis	East Pierce Fire & Rescue	WA	2014

Appendix C: ESCI References

The following are several examples and references out of the hundreds of projects and studies previously completed by ESCI. If requested, ESCI can provide additional examples and client references.

North Tahoe and Meeks Bay Fire Protection Districts, CA			
Project:	Performance Review and Examination of Alternative Governance Models	Contact:	Michael S. Schwartz
Project Lead:	Dawn Mittleman, Kurt Latipow	Title:	Fire Chief
Population:	16,000	Phone:	530 583 6911
Completed:	August 2018	Email:	schwartz@ntfire.net
Project Description: The North Tahoe Fire Protection District and Meeks Bay Fire Protection District Performance Review examined alternate governance models, current conditions, future opportunities for cooperative efforts, financial analysis of trends and current budget as a basis for findings and recommendations.			
Key Recommendation(s): ESCI advised that legal unification would eliminate duplication of governance and further enhance economy of scale. It was recommended that both districts take the necessary steps to initiate the legal unification process and that both pass substantially similar resolutions of application to LAFCO which include relevant terms and conditions.			

Local Agency Formation Commission of Santa Cruz County (California)

Project:	Consolidation Feasibility Study and Service Review	Contact:	Patrick McCormick
Project Leads:	Dawn Mittleman, Kurt Latipow	Title:	Executive Officer
Population:	67,000	Phone:	831 454 2055
Completed:	August, 2018	Email:	Pat.McCormick@santacruzcounty.us

Project Description:

The Santa Cruz Local Agency Formation Commission in cooperation with Aptos/La Selva Fire Protection District and Central Fire Protection District engaged ESCI to conduct a study to analyze the feasibility of consolidating fire and emergency services of the districts.

Key Recommendation(s):

ESCI recommended that the Aptos/La Selva and Central Fire Protection District fully consolidate, projected to result in a combined cost reduction. It was also recommended that consideration be given moving the CFPD truck company from CFPD Station #2 to A/LSFPD Station #1 and relocating the crew from CFPD Station #3 to A/LSFPD Station #1 for the purpose of staffing the truck company full-time. The districts were advised to meet to negotiate pertinent matters to be included in terms and conditions and it was recommended that consolidation take the form of a reorganization with one district annexing the other.

City of Dearborn (Michigan)

Project:	Hazard Analysis / Master Plan	Contact:	Joseph Murray
Project Manager:	Mike Tucker	Title:	Fire Chief
Population:	111,900	Phone:	313-943-2841
Completed:	June 2018	Email:	Josephmurray@ci.dearborn.mi.us

Project Description:

The City of Dearborn engaged ESCI to conduct a Hazard Analysis and Master Plan for the City's fire department. The project entailed conducting a systematic review of the fire department's organizational structure, analyzing current and future risks, analyzing the effectiveness of current facilities, determining the department's ability to achieve current and future service demands, and providing specific recommendations for additions and improvements.

Key Recommendation(s):

ESCI provided the City with specific recommendations focusing on the administrative structure of the organization designed to increase the department's effectiveness in supporting the department's operational response and service to the citizens of Dearborn. ESCI also conducted an extensive station location analysis of the department's existing facilities and made recommendations relative to future station placement to address the City's increasing call volume. Additional recommendations were made to address the department's current data collection procedures and improvements to better position the department to achieve its goal of earning international accreditation.

City of Santa Rosa & Rincon Valley FPD (California)

Project:	Cooperative Efforts Feasibility Study	Contact:	Anthony Gossner, Fire Chief
Project Manager:	Sheldon D. Gilbert	Phone:	(707) 543-3530
Population:	204,000	Email:	AGossner@srcity.org
Completed:	May 2016		

Project Description:

Emergency Services Consulting International (ESCI) was engaged by the city of Santa Rosa Fire Department (SRFD) to conduct a Cooperative Services Study involving the Santa Rosa Fire Department and the Rincon Valley Fire Protection District (RVFPD). Both agencies have a long-standing and established integrated working relationship. As a result of the long-standing history and coordination between these agencies, the question was raised regarding the ability and practicality of the City of Santa Rosa Fire Department (SRFD) providing contract for service fire protection to the Rincon Valley Fire Protection District (RVFPD).

Key Recommendation(s):

- Option one, ESCI recommends an enhanced intergovernmental agreement for training, EMS, fire prevention, and battalion coverage between the RFFPD and SRFD.
- Option two (model B) would be a more formal cooperative service model with the most equitable cost sharing. This model would result in complete administrative and operational integration through a contract for service with the SRFD. Model should be pursued upon completion of the following seven KPI's:
 - 1) Agree on cost of living adjustment (COLA) assumptions to be used in projection modeling to ensure adequate costs and revenue is accounted for in long range financial plans and contract for service costs.
 - 2) Based on a consecutive 24-month expanded cooperative service model (Option one), adjust administrative and overhead staff to ensure adequate management and oversight of personnel upon creation and implementation of a contract for service.
 - 3) Agreement and adoption of capital replacement funding programs by the SRFD and the RVFPD to be used in contract for service administration and cost modeling
 - 4) Creation and adoption of a long-range financial plan (LRFP) by the RVFPD. The LRFP should address five-year projected revenue and expenditure needs as a stand-alone agency and the desired contract for service (option 2B). The LRFP should ensure adequate cash flow, reasonable cost controls, and a sustainable 20% operational reserve.
 - 5) Demonstrated financial performance by the RVFPD for a period of three fiscal years with no deficit spending and maintenance of a 20% operational reserve.
 - 6) Standardization of budget categories and framework between the SRFD and RVFPD for creation of future contract for service costs, modeling, and reporting.
 - 7) Conduct a joint other Post-Employment Benefit (OPEB) actuary for the SRFD and RVFPD, identify side fund amounts for each jurisdiction, and adopt strategies to address current and future unfunded liability for inclusion in the contract for service.

City of Fontana (California)

Project: Plan for Providing Fire & EMS Services & LAFCO Application Process

Project Manager: Martin Goughnour

Population: 203,000

Contact 1: Jeff McPherson

Business Manager, City of Fontana

Phone: (909) 350-7600

Contact 2: Kathleen Rollings-McDonald

Executive Officer, San Bernardino LAFCO

Phone: (909) 388-0480

Project Description:

ESCI conducted a review of the San Bernardino Fire Department Proposal for Countywide Consolidation and prepared alternatives for the City of Fontana.

Project Methodology:

- 1) The project included a financial review of the proposal comparing it to a 2003 ESCI study and budget actuals for 2003 and 2004.
- 2) An alternative proposal was developed that included; an annual budget, a five-year forecast of revenue and expenses, a plan for service, and a Joint Powers Agreement (JPA).
- 3) Throughout the study ESCI worked closely with San Bernardino LAFCO to address Service Review and Sphere of Influence factors.

Eugene/Springfield Fire Departments (Oregon)

Project: Cooperative Services Feasibility Study

Population: 210,000

Completed: January 2010

Contact: Randy Groves, Fire Chief

Phone: (541) 682-7100

Email: randy.b.groves@ci.eugene.or.us

Project Description:

A cooperative services feasibility study for the Eugene Fire Department and Springfield Fire and Life Safety. ESCI analyzed the potential for integration at the program, service delivery, and administrative levels of the two municipal fire departments.

Key Recommendation(s):

Of all the feasible options discussed in the study, ESCI's preferred choice was an IGA between Eugene FD and Springfield FLS. It was seen as an intermediary step for a vision of a single fire agency via annexation to a fire district.

Forest Grove Rural Fire Protection District (Oregon)

Project:	Cooperative Services Study	Contact:	Michael Kinkade, Fire Chief
Project Manager:	Sheldon Gilbert/Lane Wintermute	Phone:	(503) 992-3240
Population:	23,000+		
Completed:	April 2015		

Project Description:

ESCI was engaged by the cities of Forest Grove, Cornelius and the Forest Grove Rural Fire Protections District, Cornelius Rural Fire Protection District, Gaston Fire Protections District and Banks Fire Protection District #13 to conduct a feasibility study regarding opportunities for collaboration and enhanced cooperative service options between and among the participating fire service agencies.

Project Methodology:

- 1) A two-phase process of integration was recommended by the ESCI Team. Phase one would be an enhanced intergovernmental agreement for fire chief and administrative services among all six agencies. Note: As of May 1, 2015, five of the six participating agencies contracted for fire chief services under an established IGA.
- 2) Phase two would be a more formal cooperative service model through a fully integrated Fire Authority IGA, a fire district merger or consolidation into a new fire district.

Cities of Caldwell FD/Meridian FD/Middleton/Star Fire Districts (Idaho)

Project:	Regional Master Plan	Contact:	Mark Niemeyer
Project Manager:	Don Bivins	Title:	Fire Chief
Population:	185,885	Phone:	208-888-1234
Completed:	Winter 2016	Email:	mniemeyer@meridiancity.org

Project Description:

The master plan addressed four agencies in the region, essentially addressing the current conditions of each separate agency and the region as a combined area. The report included all programs and practices, an extensive analysis of current service delivery and response performance for each agency and the region. Future population and community growth projections were used to develop service demand forecasts. Based on these forecasts, options were identified that address future growth and demand.

Key Recommendation(s): Short, mid and long-term recommendations for improving service delivery included existing fire station remodels, implementation of peak activity response units, future station locations, alternate staffing strategies, and exploration of cooperative service delivery. Interest was high in identifying the benefits of a regional approach to service delivery, thus the recommendations addressed those opportunities. A unified presentation to all of the policy-makers was provided.

Lakeside/Pinetop/Show Low Fire Districts (Arizona)

Project:	Collaborative Efforts Feasibility Study	Contact:	Bryan Savage
Project Manager:	Don Bivins	Title:	Lakeside Fire Chief
Population:	97,000	Phone:	928.368.6112
Completed:	June 2014	Email:	bsavage@lakesideazfire.com

Project Description:

Lakeside Fire District (LSFD), Pinetop Fire District (PFD), and Show Low Fire District (SLFD) contracted with ESCI to study the feasibility of the three agencies combining in some fashion. The three agencies have separately experienced significant reductions in assessed valuation and thus, have been losing revenue significantly. After analysis, it was evident that all three agencies have used vastly different methods to survive the economic downturn. Yet, combining was feasible economically and certainly operationally. SLFD and PFD were both operating under interim fire chief guidance with the loss of their fire chief's, making this an opportune time to evaluate combining.

It became clear that LSFD and SLFD was not waiting for the study to conclude, developing collaborative strategies including shared staffing of a station, shared administrative teams, and closer working relationships. The project team felt the three agencies may not move forward together, so evaluated what pairings would work if two of the three agencies wanted to combine. ESCI found that all of the pairing options were also feasible and recommended that all three agencies merge. Failing that, any two of the three agencies could also merge and develop an efficient and effective service delivery model.

Shawnee Fire Department (Kansas)

Project:	Administrative & Support Staffing Study	Contact:	John Mattox
Project Manager:	John Stouffer	Title:	Fire Chief
Population:	65,194	Phone:	913.742.6100
Completed:	May 2018	Email:	Jmattox@cityofshawnee.org

Project Description:

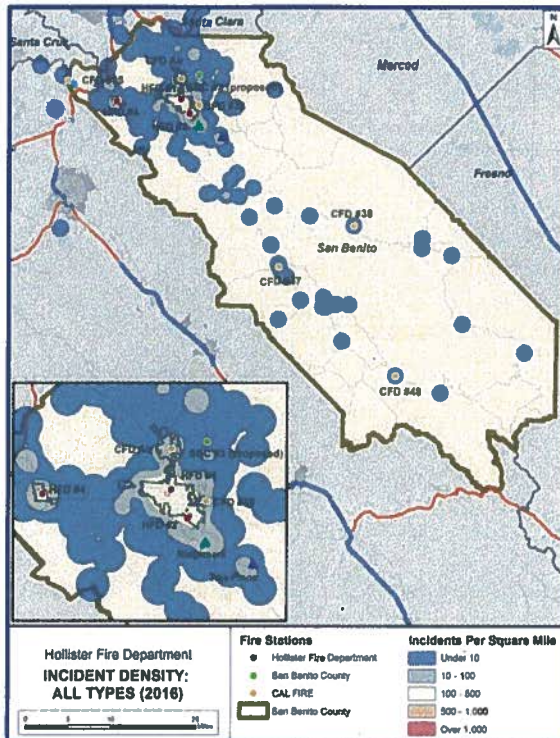
ESCI completed a comprehensive analysis of the Shawnee Fire Department's current administrative and support staff, and determined that the department was understaffed and unable to meet the various administrative and support services functions for a city of that size.

Key Recommendation(s): Re-organize the department into three separate divisions: Operations, Community Risk, and Support Services. ESCI recommended additional positions, along with job descriptions, including promotions of existing officer positions to command staff positions. Also recommended was the addition of a Management Analyst to SFD, and to move Emergency Management Director under the auspices of the City Manager.

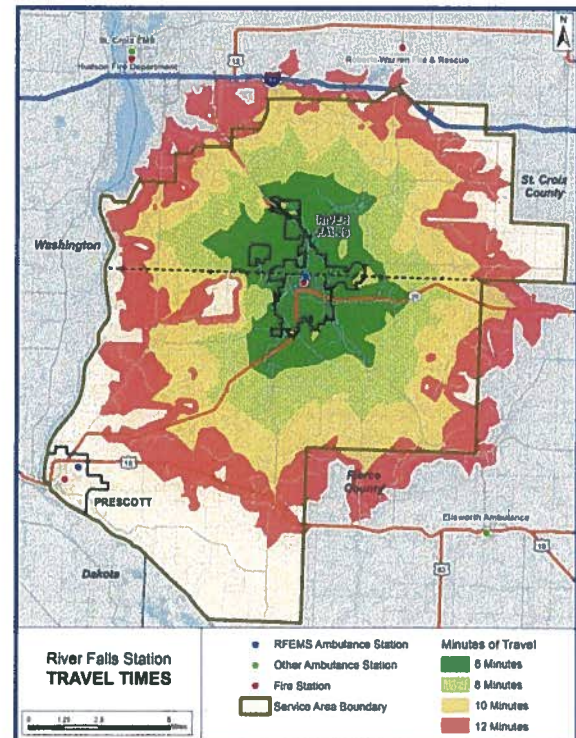
Appendix D: ESCI Examples of GIS Maps & Images

The following represents examples of GIS maps and other images created by ESCI for previous projects.

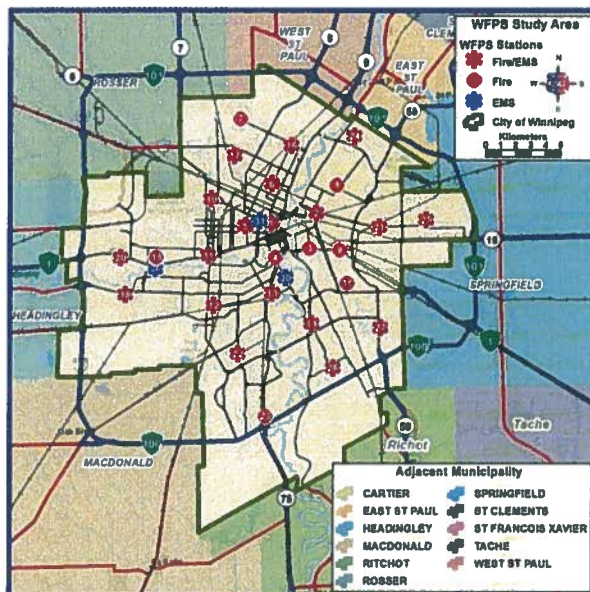
Incident Density Example



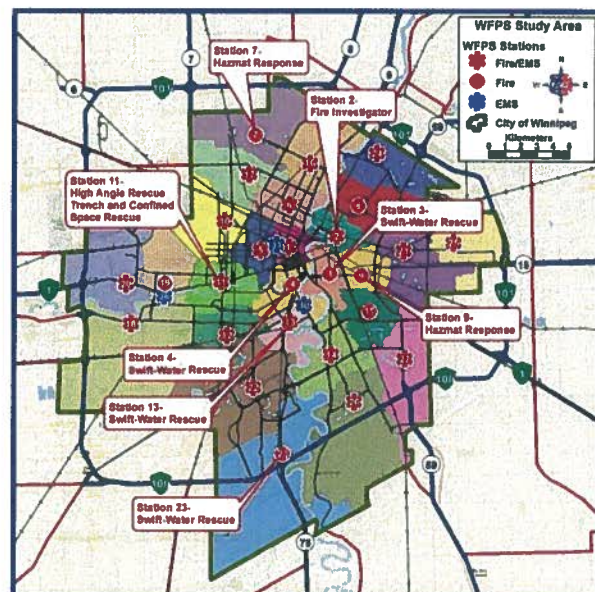
Travel Time Example



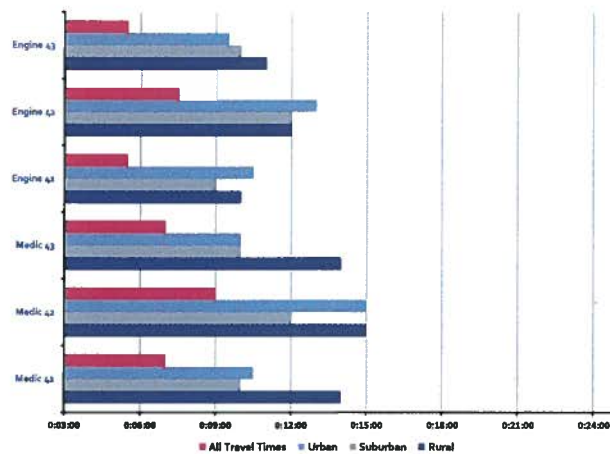
Study Area Example



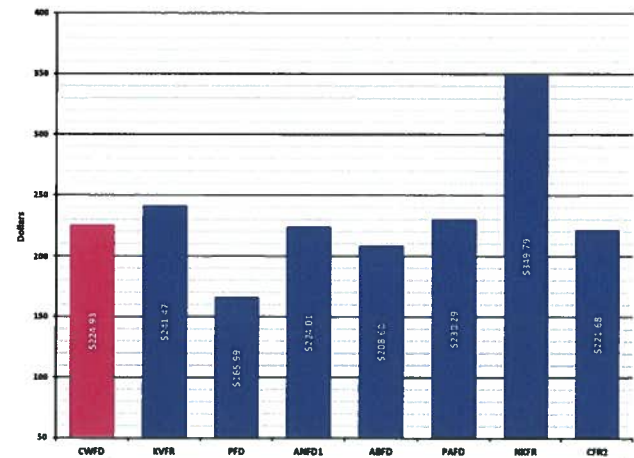
Special Incident Capabilities Example



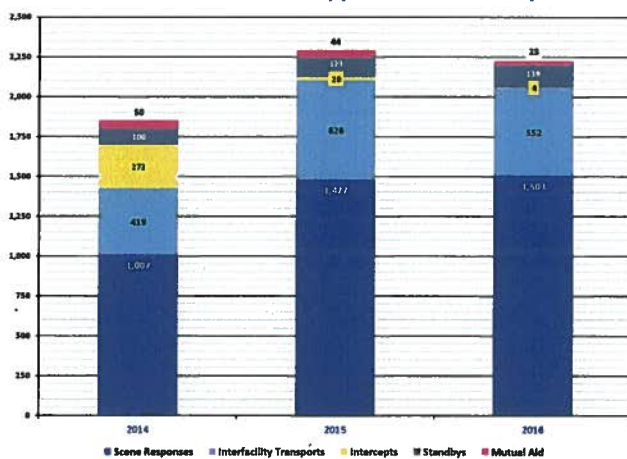
Travel-Time Chart Example



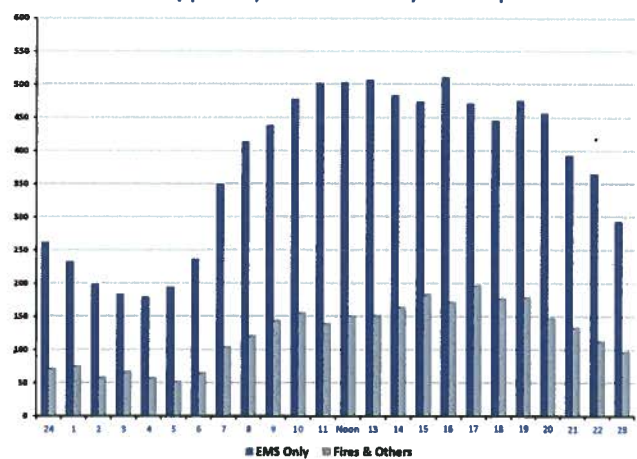
Cost Per-Capita Chart Example



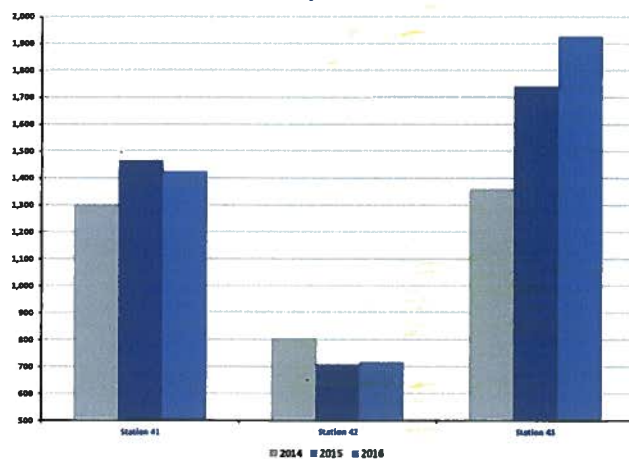
Medic Unit Incident Types Chart Example



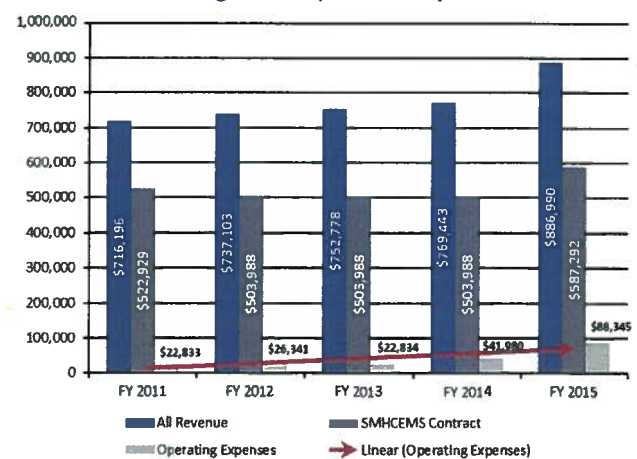
Call Types by Hour-of-Day Example



Service-Demand by Fire Station & Year



Budget Analysis Example



Appendix E: ESCI Certificate of Insurance

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY)		
				12/2/2016		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.						
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).						
PRODUCER Wilson-Heirgood Associates 2930 Chad Drive PO Box 1421 Eugene OR 97440-1421			CONTACT NAME: Christie Montero PHONE (A/C, No, Ext): 541-284-5855 FAX (A/C, No): 541-342-3786 E-MAIL: cmontero@whainsurance.com ADDRESS: cmontero@whainsurance.com PRODUCER CUSTOMER ID #: 22934			
INSURED Emergency Services Consulting International 25200 SW Parkway Avenue #3 Wilsonville OR 97070			INSURER(S) AFFORDING COVERAGE INSURER A: Philadelphia Indemnity Ins Co INSURER B: SAIF Corporation INSURER C: INSURER D: INSURER E: INSURER F:		NAIC # 36196	
COVERAGES		CERTIFICATE NUMBER: 1104766079		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR LTR	TYPE OF INSURANCE	ADDITIONAL INSURER	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY ☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PROJECT ☐ LOC		PHSD1110578	1/1/2016	1/1/2017	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$50,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$1,000,000 PRODUCTS - COMP/OP AGG \$1,000,000 \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ ALL OWNED AUTOS ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ☒ NON-OWNED AUTOS		PHSD1110578	1/1/2016	1/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
A	☒ UMBRELLA LIAB ☒ EXCESS LIAB ☒ OCCUR ☐ CLAIMS-MADE DEDUCTIBLE ☒ RETENTION \$10,000		PHUB527573	1/1/2016	1/1/2017	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ Y/N ☒ N/A If yes, describe under DESCRIPTION OF OPERATIONS below		776036	1/1/2016	1/1/2017	☒ WC STATUTORY LIMITS ☒ OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Professional Liability		PHSD1110578	1/1/2016	1/1/2017	Each Claim 2,000,000 Annual Aggregate 2,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)						
Umbrella coverage does not apply to Professional Liability Fire Protection and Paramedic Services Strategic Plan						
CERTIFICATE HOLDER				CANCELLATION		
City of Yucaipa 34272 Yucaipa Boulevard Yucaipa CA 92399				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.		
				AUTHORIZED REPRESENTATIVE 		

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

4/17/2019

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER WHA Insurance Agency Inc 2930 Chad Drive Eugene OR 97408		CONTACT NAME: Lawralie Bunker PHONE (A/C, No, Ext): 800-852-6140 E-MAIL ADDRESS: lbunker@whainsurance.com FAX (A/C, No): 541-342-3786	
INSURED 22934 Emergency Services Consulting International Inc Fields Consulting Group Inc 25030 SW Parkway Ave, Ste 330 Wilsonville OR 97070		INSURER(S) AFFORDING COVERAGE INSURER A: Philadelphia Indemnity Ins Co INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 2035368777

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:		PHSD1406489	1/1/2019	1/1/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000 \$
A	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY		PHSD1406489	1/1/2019	1/1/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$ 10,000		PHUB658728	1/1/2019	1/1/2020	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A				PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability		PHSD1406489	1/1/2019	1/1/2020	Each Claim 2,000,000
A	Cyber Liability		PHSD1380000	10/9/2018	10/9/2019	Annual Aggregate 2,000,000 Policy Aggregate 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

*Umbrella coverage does not apply to the Professional Liability policy
 City of Pinole, and its officers, employees, agents, and volunteers are Additional Insured with respect to the General Liability insurance (see form PIBP001905 attached), per the written contract.

E&O policy is on a claims made basis and claims are required to be reported immediately.

CERTIFICATE HOLDER

CANCELLATION

City of Pinole, and its officers,
 employees, agents, and volunteers
 2131 Pear St
 Pinole CA 94564

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

[Signature]

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THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**BUSINESSOWNERS POLICY-ELITE ENHANCEMENT**

This endorsement modifies insurance provided under the following:

**BUSINESSOWNERS LIABILITY COVERAGE FORM
BUSINESSOWNERS SPECIAL PROPERTY COVERAGE FORM**

It is understood and agreed that the following extensions only apply in the event that no other specific coverage for the indicated loss exposures are provided under this policy. If such specific coverage applies, the terms, conditions and limits of that coverage are the sole and exclusive coverage applicable under this policy.

Throughout this endorsement the words "you" and "your" refer to the Named Insured shown in the Declarations. The words "we", "us" and "our" refer to the Company providing this insurance.

Part 1: Property Coverage Enhancements:

The following amendments are a part of the BUSINESSOWNERS SPECIAL PROPERTY COVERAGE FORM:

1. Increased Glass Limits

Section A. Coverage, item 4.b. is replaced by:

- b. With respect to glass (other than glass building blocks) that is part of the interior of a building or structure, or part of an outdoor sign, we will not pay more than \$3,000 for the total of all loss or damage in any one occurrence.
This Limitation does not apply to loss or damage by the "specified causes of loss", except vandalism.

2. Increased Fire Department Service Charge

Section A. Coverage, item 5.c. is replaced by:

c. Fire Department Service Charge

When the fire department is called to save or protect Covered Property from a Covered Cause of Loss, we will pay up to \$3,000 for your liability for fire department service charges:

- (1) Assumed by contract or agreement prior to loss; or
- (2) Required by local ordinance.

3. Reduced Waiting Period and Longer Duration for Civil Authority Coverage

Section A. Coverage, item 5.i. is replaced by:

i. Civil Authority

We will pay for the actual loss of Business Income you sustain and necessary Extra Expense caused by action of civil authority that prohibits access to the described premises due to direct physical loss of or damage to property, other than at the described premises, caused by or resulting from any Covered Cause of Loss.

The coverage for Business Income will begin 48 hours after the time of that action and will apply for a period of up to three consecutive weeks after coverage begins.

The coverage for necessary Extra Expense will begin immediately after the time of that action and ends:

- (1) 5 consecutive weeks after the time of that action; or
- (2) When your Business Income coverage ends; whichever is later.

The definitions of Business Income and Extra Expense contained in the Business Income and Extra Expense Additional Coverages also apply to this Civil Authority Additional Coverage. The Civil Authority Additional Coverage is not subject to the Limits of Insurance.

4. Broadened Personal Property Coverage

Section A. Coverage, item 1.b., the first paragraph is replaced by:

- b. Personal Property located in or on the buildings at the described premises or in the open (or in a vehicle) within 1,250 feet of the described premises, including:

5. Increased limits for Personal Property Off Premises

Section A. Coverage, item 6.b. is replaced by:

b. Personal Property Off Premises

You may extend the insurance that applies to Business Personal Property to apply to covered Business Personal Property, other than "money" and "securities", "valuable papers and records" or accounts receivable, while it is in the course of transit or temporarily at a premises you do not own, lease or operate. The most we will pay for loss or damage under this Extension is \$10,000.

6. Increased limits for Outdoor Property

Section A. Coverage, item 6.c. is replaced by:

c. Outdoor Property

You may extend the insurance provided by this policy to apply to your outdoor fences, radio and television antennas (including satellite dishes), signs (other than signs attached to buildings), trees, shrubs and plants, including debris removal expense, caused by or resulting from any of the following causes of loss:

- (1) Fire;
- (2) Lightning;
- (3) Explosion;
- (4) Riot or Civil Commotion; or
- (5) Aircraft.

The most we will pay for loss or damage under this Extension is \$5,000, but not more than \$1,000 for any one tree, shrub or plant.

7. Fire Extinguisher Recharge

Section A. Coverage, item 6. Coverage Extensions will also include:

You may extend the insurance provided by this coverage form to cover expenses you incur to recharge portable fire extinguishers, dry chemical, carbon dioxide, or liquid automatic fire extinguishing systems and the cost of resetting automatic fuel shut-off connections, if any of the above are discharged to fight a fire or are discharged due to a mechanical malfunction.

The most we will pay for loss or damage under this extension is \$3,000.

No deductible shall apply to this coverage.

8 Business Income Enhancement

Section A. Coverage, item 5. Additional Coverages, section f. Business Income is amended as follows:

The reference to "60 days" as the limitation on payroll expenses is replaced by "365 days."

9. Lock Replacement

Section A. Coverage, item 6. Coverage Extensions will also include:

You may extend the insurance provided by this coverage form to cover necessary expense to repair or replace exterior or interior door locks of a covered building:

- a) If your door keys are stolen in a covered theft loss; or
- b) When your property is damaged and your door keys are stolen by the burglars.

The most we will pay under this extension of \$250 for any one occurrence.

10. Removal of Sewer Backup Exclusion

Section B. Exclusions, item g(3) is amended to include:

Backups of sewers will not be excluded, but the most we will pay for such losses is \$500 in the policy period.

Part 2: Liability Coverage Enhancements:

The following amendments are a part of the BUSINESSOWNERS LIABILITY COVERAGE FORM:

1. Medical Payments

If Medical Payments Coverage (Coverage A.2.) is not otherwise excluded from this Coverage Part: The Medical Expense Limit is changed subject to all the terms of Limits Of Insurance (Section D) to the greater of:

- a. \$10,000; or
- b. The Medical Expense Limit shown in the Declarations of this Coverage Part.

2. Supplementary Payments

In the Supplementary Payments – (Coverage A.1.d.):

- 1. The limit for the cost of bail bonds (item (2)) is changed from \$250 to \$500; and
- 2. The limit for loss of earnings (item (4)) is changed from \$250 a day to \$500 a day.

3. Blanket Additional Insureds

Who is An Insured (Section C) is amended to include the following, but only for liability arising out of the negligence of the Named Insured:

Each of the following is also an Insured:

- a. any Contractor, including contracting governmental entities, who hires you as their subcontractor;
- b. any person or organization who has an ownership interest in you;
- c. any lessor of leased equipment, who rents equipment to you, but only with respect to liability arising out of the maintenance, operation, or use by you, provided however that this

- item c. will not apply to (1) any occurrence which takes place after the equipment lease expires; or (2) "Bodily Injury" or "Property Damage" arising out of the negligence of the lessor or contractor engaged to operate the leased equipment; and
- d. any owner, mortgagor, lessor, landlord, condominium association or manager of a premises leased by you, but only for "occurrences" that take place while you occupy the premises, provided however that this item d. will not apply to structural alterations, new construction, or demolition operations; and

With regard to parties applicable under items a. through d. above, the Insurer and the Named Insured agree to waive rights of recovery, as provided within the policy.

Nothing contained in this section C. shall serve to nullify matters excluded under section B. of the policy.

4. Bodily Injury - Mental Anguish

The definition of "bodily injury" is changed to read:

"Bodily Injury":

- a. Means bodily injury, sickness or disease sustained by a person, and includes mental anguish resulting from any of these; and
- b. Except for mental anguish, includes death resulting from the foregoing (item a. above) at any time.

5. Liberalization

If we revise this endorsement to provide more coverage without additional premium charge, we will automatically provide the additional coverage to all endorsement holders as of the day the revision is effective in your state.

6. Employee Indemnification Defense Coverage

Under **SUPPLEMENTARY PAYMENTS – COVERAGES A.1.d.**, the following is added:

- (8) We will pay on your behalf defense costs incurred by an "employee" in a criminal proceeding, provided, however that you must have a prior written agreement with such "employee" whereby you agree to indemnify the "employee" for such defense costs, and the agreement includes a provision for repayment of defense costs in the event of an adverse judgment. The most we will pay for any "employee" who is alleged to be directly involved in a criminal proceeding is \$2,500 regardless of the number of employees, claims or "suits" brought or persons or organizations making claims or bringing "suits."

7. Amendment of Aggregate Limit

SECTION D.4. – Aggregate Limits, item B is replaced by:

- b. All other injury or damage, including medical expenses, arising from all "occurrences" during the policy period is three times the Liability and Medical Expenses limit. This limitation does not apply to "property damage" to premises while rented to you or temporarily occupied by you with permission of the owner, arising out of fire or explosion.

8. Amendment to Watercraft Exclusion

Part B- Exclusions, item g.(2)(a) is amended by the following:

The phrase "less than 26 feet" is replaced by "less than 51 feet."

F 3: Amendment of Conditions:

1. Other provisions of the policy notwithstanding, this policy will be primary for all losses covered herein, and the existence of other insurance will not serve to reduce our obligation.
2. You will have the right to waive our rights of recovery prior to a loss with respect to any party. This must be done in writing to affect our rights.



Emergency Services
Consulting International

City of Pinole Fire Department

Draft Regional Fire Service Delivery Study

October 8 , 2019

Study Options Per The RFP

The City of Pinole has a specific interest in studying the following options:

1. Stay as we currently operate (independent department) with one fire station and one engine company.
2. Open the currently closed station (74) to provided additional services within the area (remain independent) for a total of two engine companies.
3. Based on data review, determine if a medical response unit is needed in lieu of an engine company.

4. Identify what Pinole Fire Department would need to function at an optimal service delivery model (all aspects, including responding to calls for service, Fire Prevention, Community Programs, etc).
5. Determine the feasibility of consolidation or a contract for services with Rodeo/ Hercules Fire Protection District.
6. Determine the feasibility of contract for service with Contra Costa County Fire Protection District.
7. Look into other alternative staffing models.

Prepared for the City of Pinole in accordance with the guidelines contained within ESCI's Scope of Work as proposed and accepted in response to the City's Request For Proposals.

- Evaluation of Current Conditions
- Stakeholder Input
- Options for Shared Services
- Options for Delivery of Fire Based Services
- Overall Evaluation, Conclusions, and Recommendations

During the development of the community expectations portion of the Regional Fire Service Delivery Study Scope of Work, the City made it very clear they desired a number of opportunities for public input. The final scope of work included a Community Fire Study Workshop, several days of stakeholder interviews, and no less than two presentations to the City Council that would be conducted with opportunities for public input. The study reflects the results of the Community Fire Study Workshop and the stakeholder interviews.

This document is:

- A thorough review and assessment of community risk, emergency response capability, apparatus, and facilities
- An analysis of the level of service currently provided to the community
- Recommendations for service delivery options

The Community

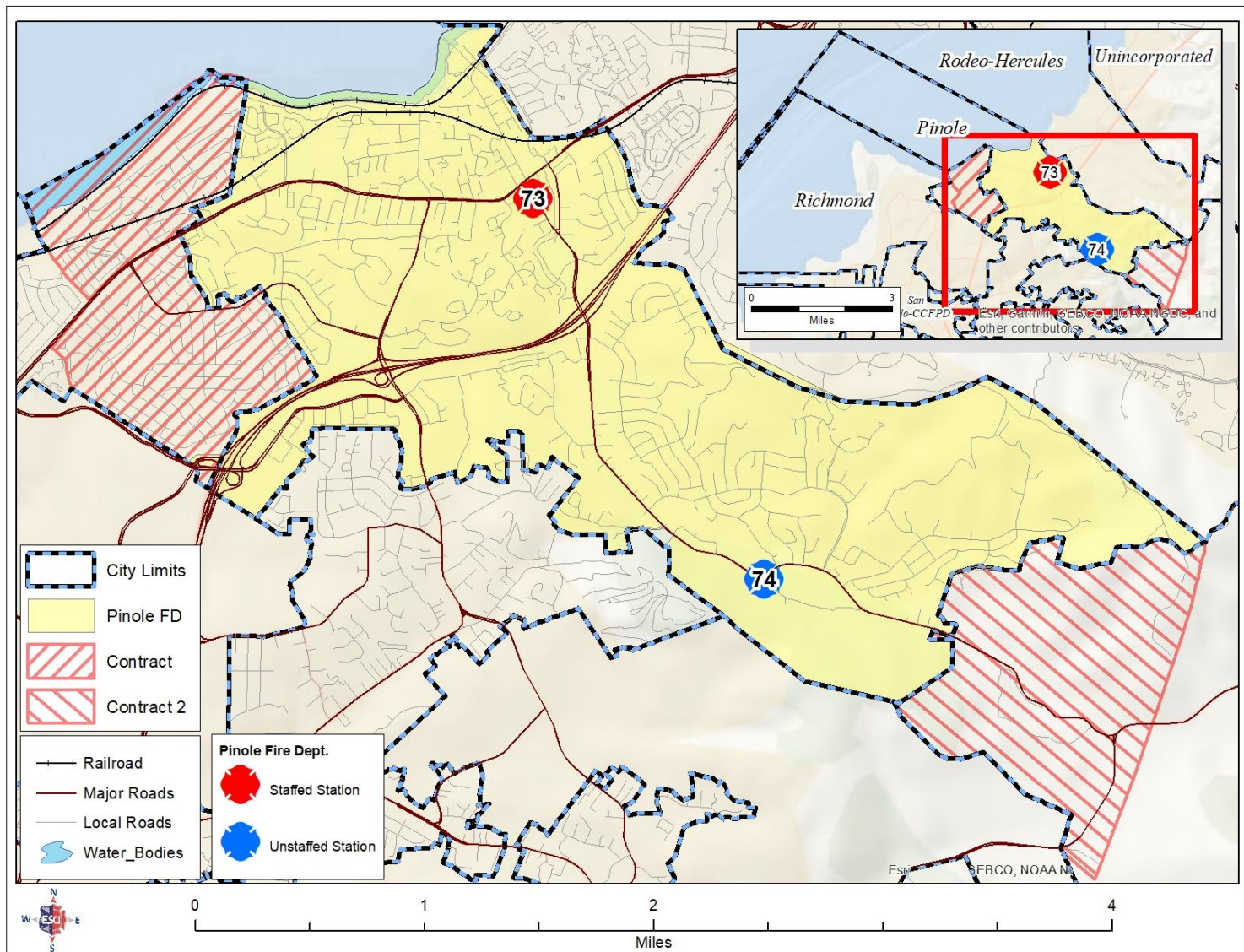
- Urban community
- City Population 19,498
- Service Area Population – 24,624

PFD

- Full-service fire department
- 1 staffed fire station and 14 full-time employees
- Minimum 3 firefighters on duty each day

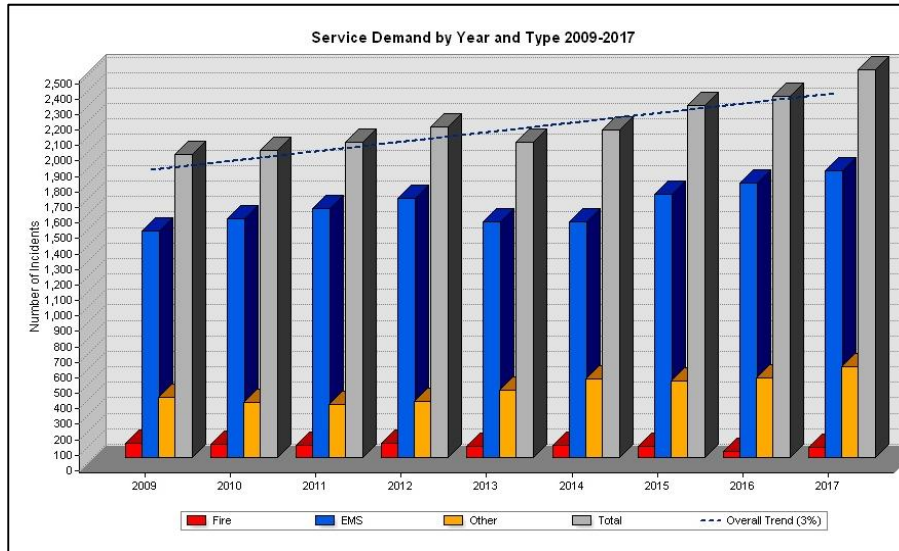
- Fire Suppression (structural, wildland, other)
- Emergency Medical Services (basic and advanced life support)
- Technical Rescue
 - Auto Extrication
 - Confined space rescue
 - Low Angle
 - Trench Rescue Support
 - Shoreline Water
- Hazardous Materials Emergency Response
- Fire Prevention and Public Safety Education

PFD Service Area

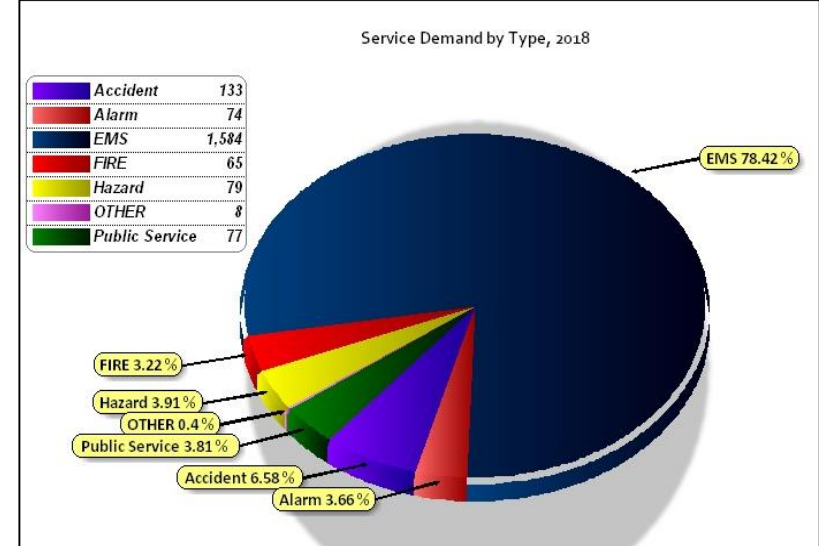


Response Workload

20.3% increase
over past 9 years

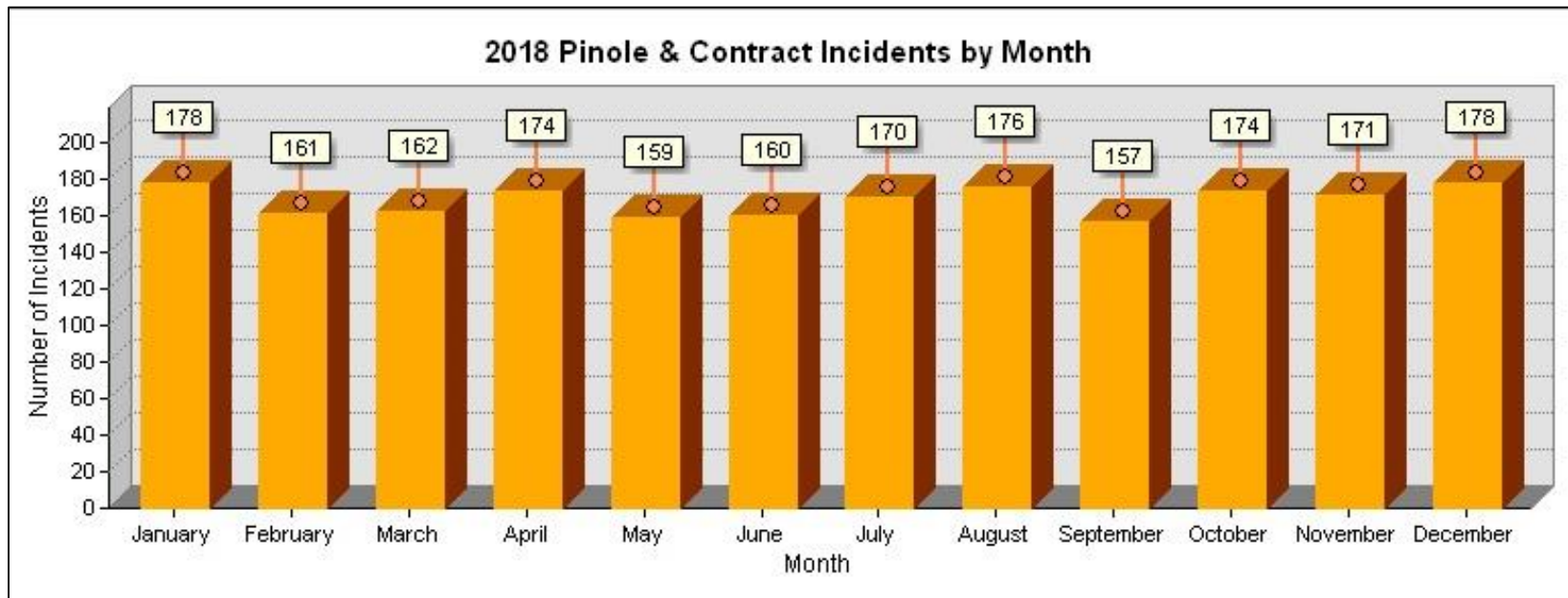


2,020 incidents in City of
Pinole during 2018
78.4% EMS



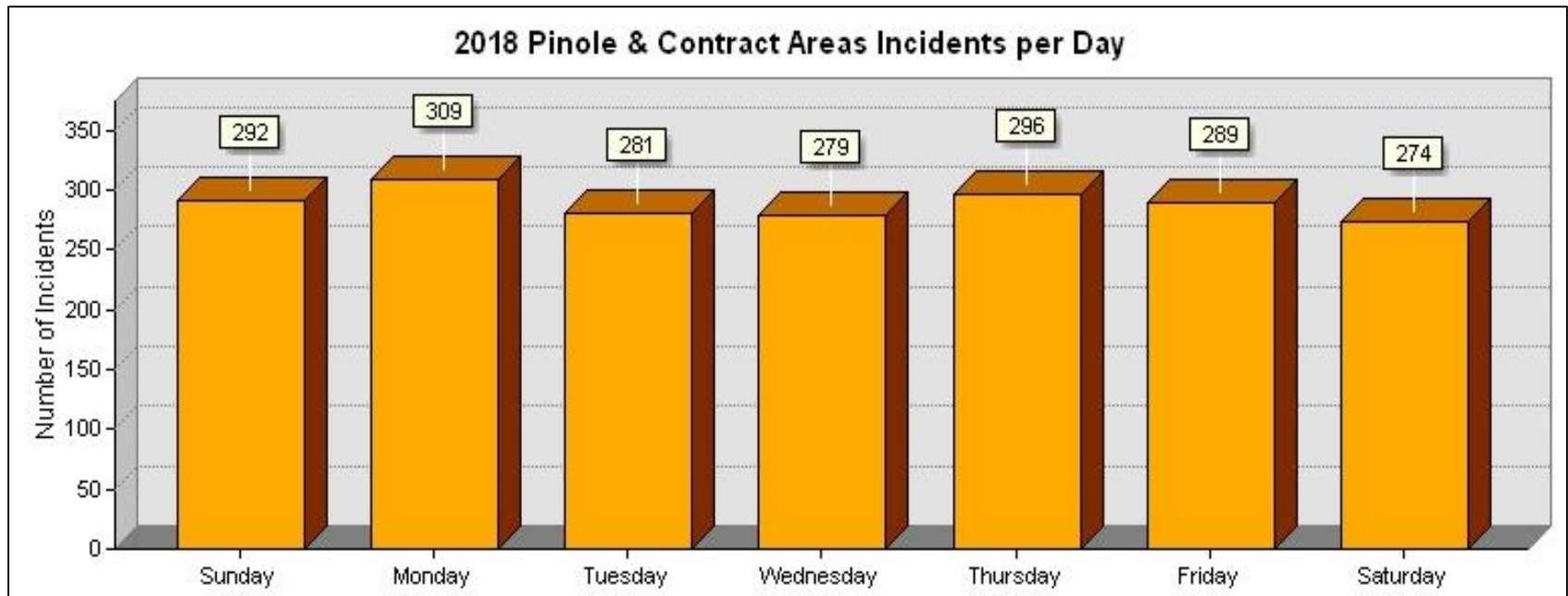
Response Workload Break Down

Incident Count by Month



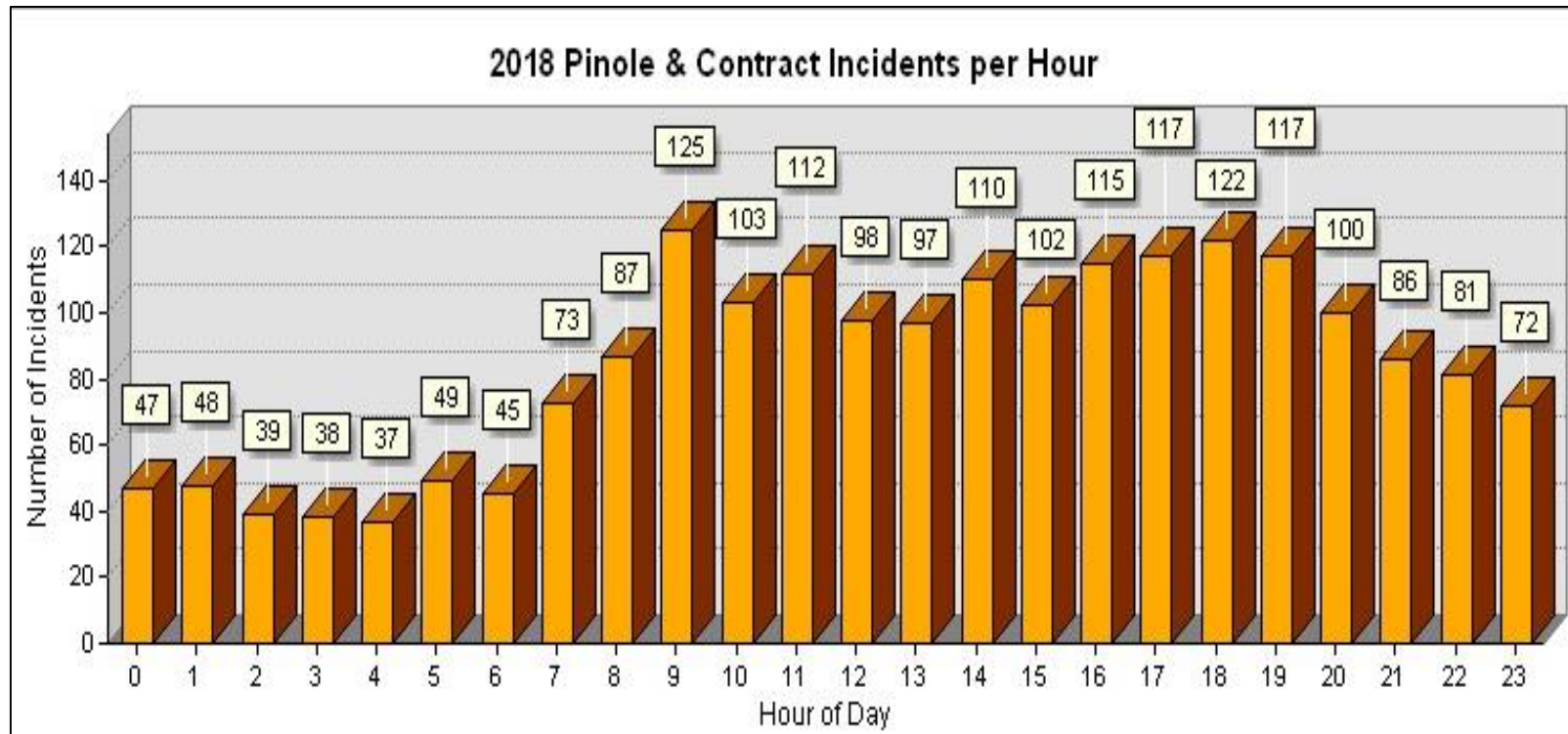
Response Workload Break Down

Incident Count by Day

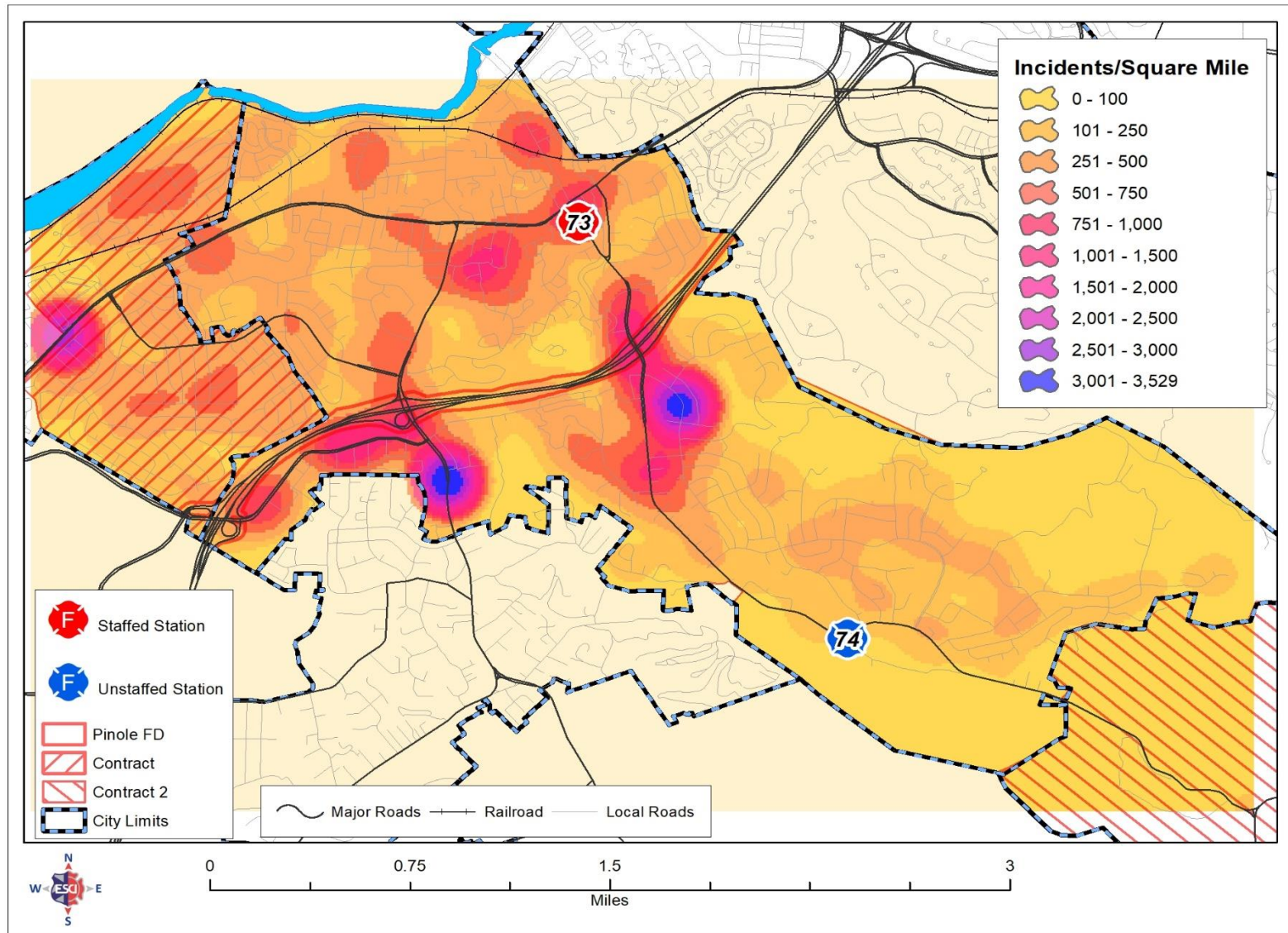


Response Workload Break Down

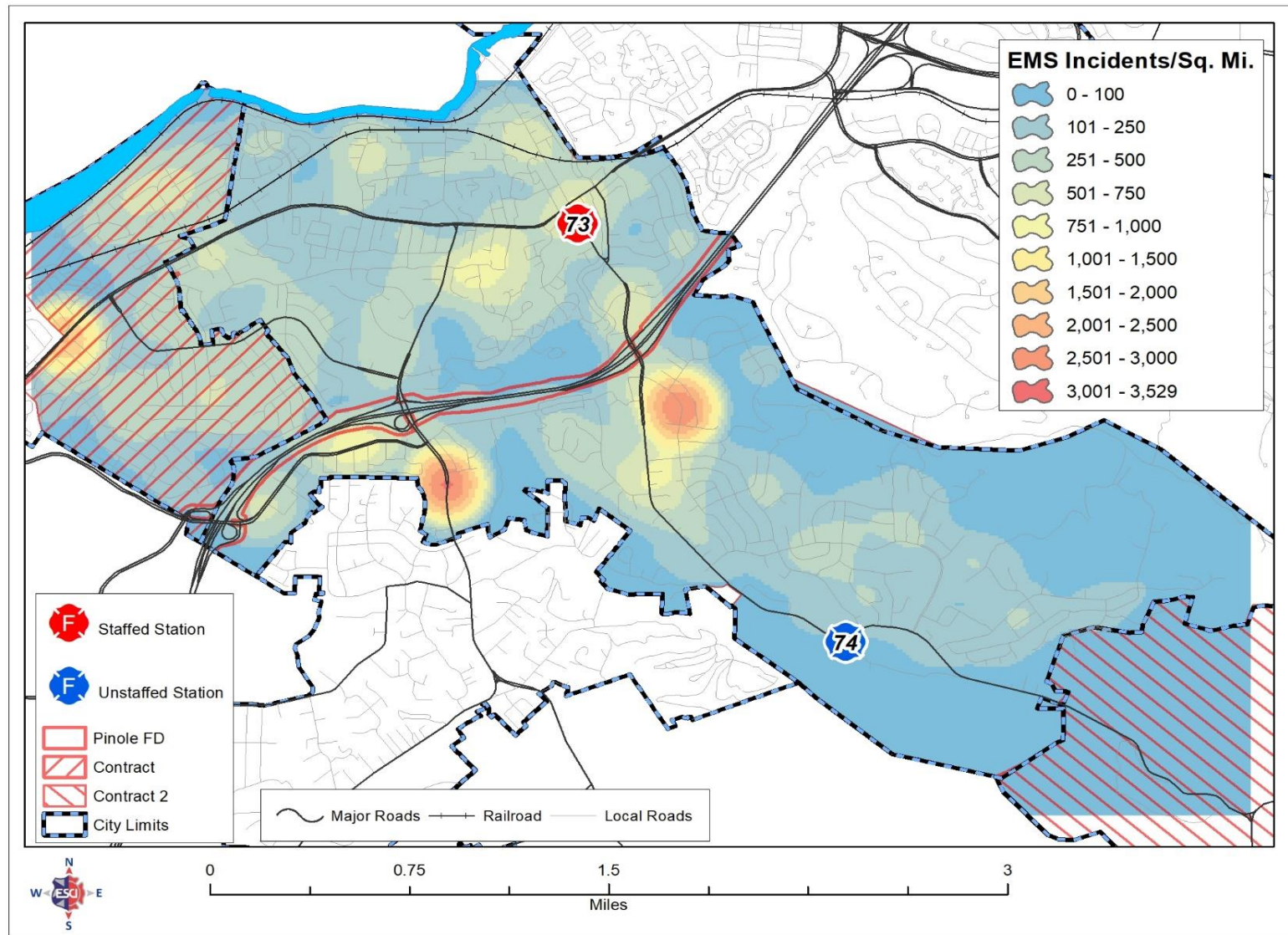
Incident Count by Hour



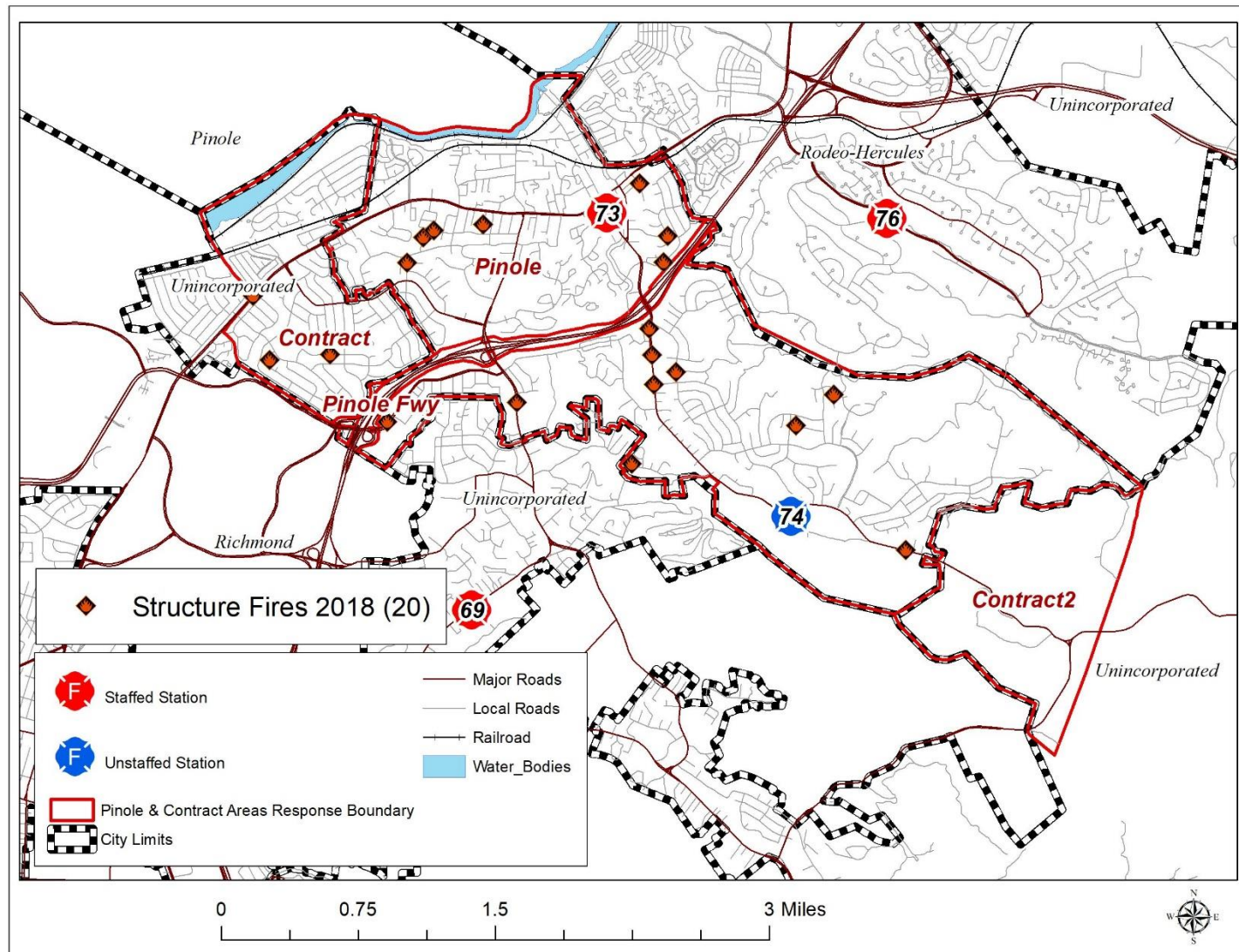
Return to Agenda Response Concentration All Priority Calls



EMS Response Concentration

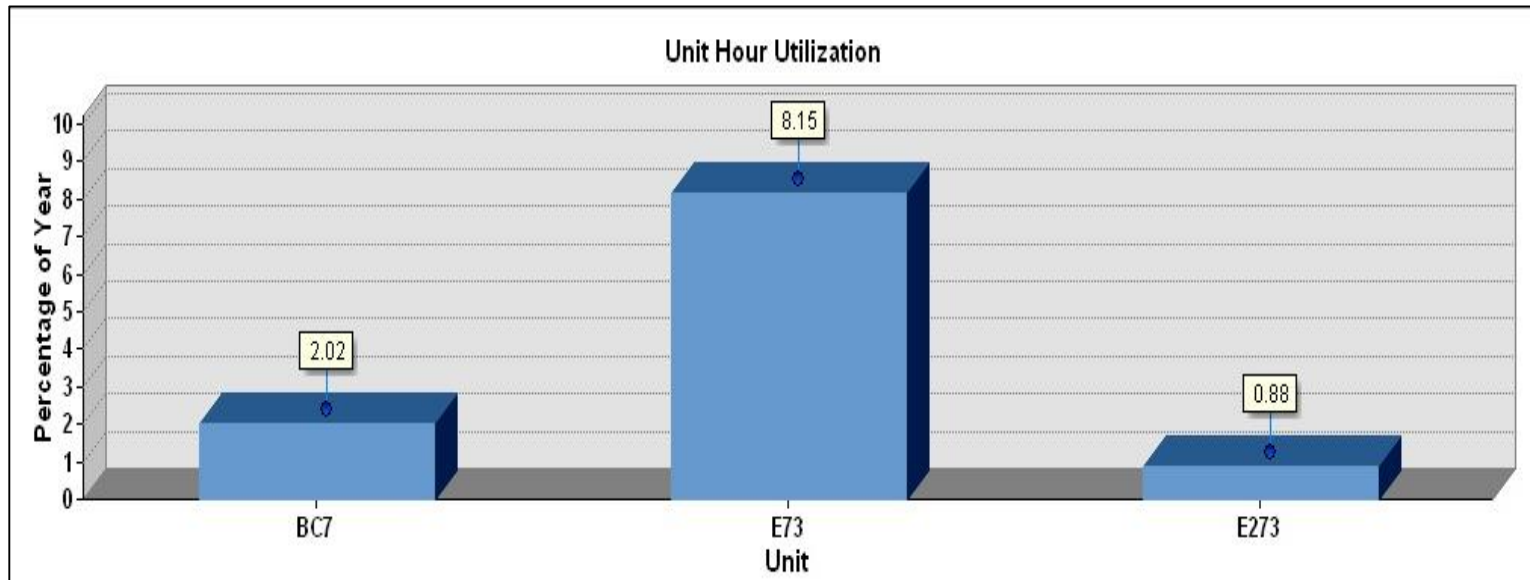


2018 Structure Fires



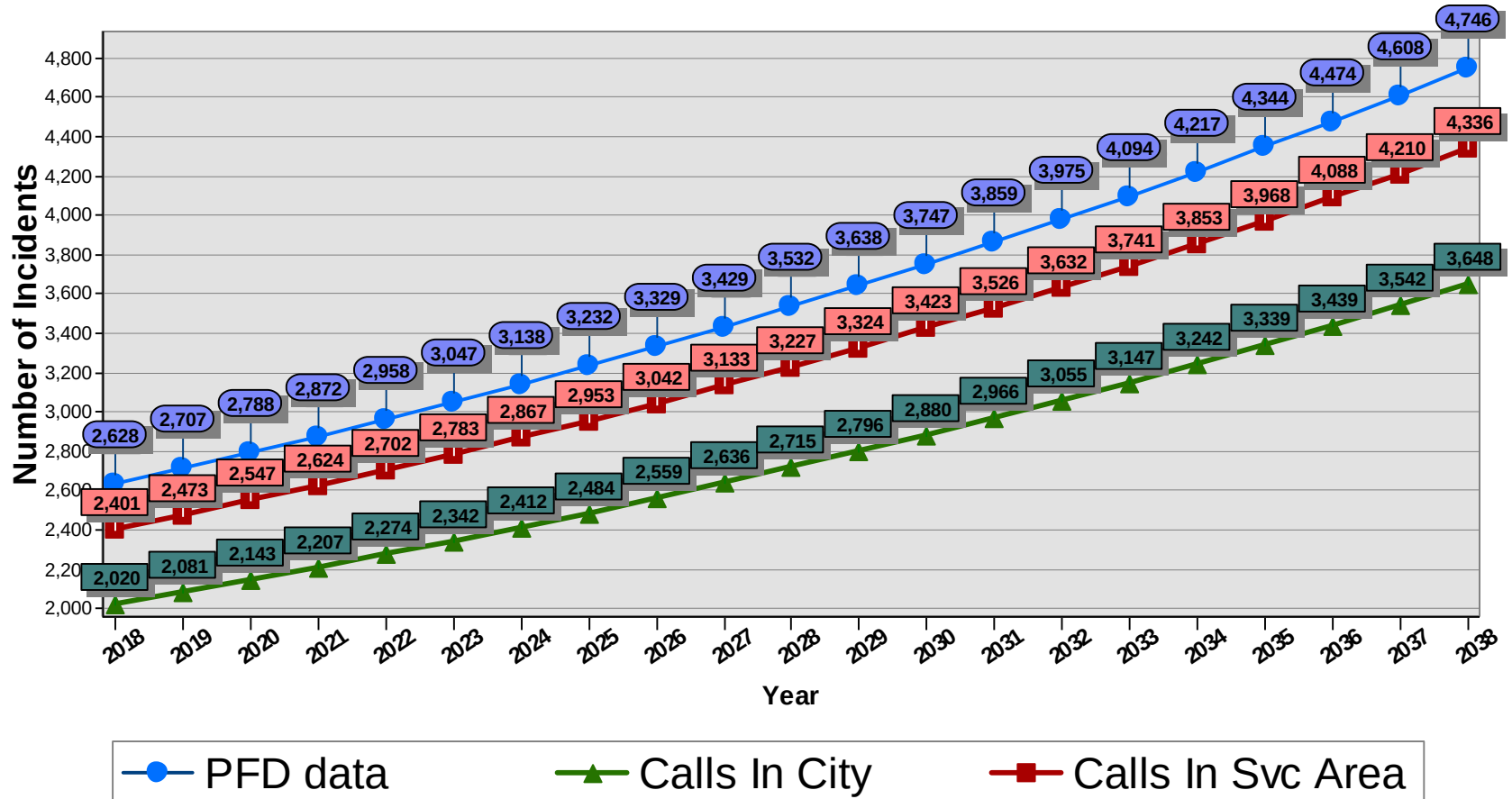
Response Workload

Unit Hour Utilization is the total time a unit is committed to all incidents during a year divided by the total time in a year



Response Workload Forecast

Response Forecast: 2019-2038
Estimated 4,700 incidents/year by 2038 (3% Increase)



People + Tools + Time = Effectiveness

- People – Trained emergency responders
- Tools – Apparatus, equipment
- Time – Duration between event start and intervention
- Effectiveness – Degree to which harm caused by the event is limited

Critical Tasking and Alarm Assignments

Low-rise structure fire

People

Task	Number of Personnel
Command/Safety	1 (B-Shift)
Pump Operations	1
Attack Line	2
Search and Rescue	0
Ventilation	0
RIC	0
Other (Hydrant, backup line)	0
Total	4

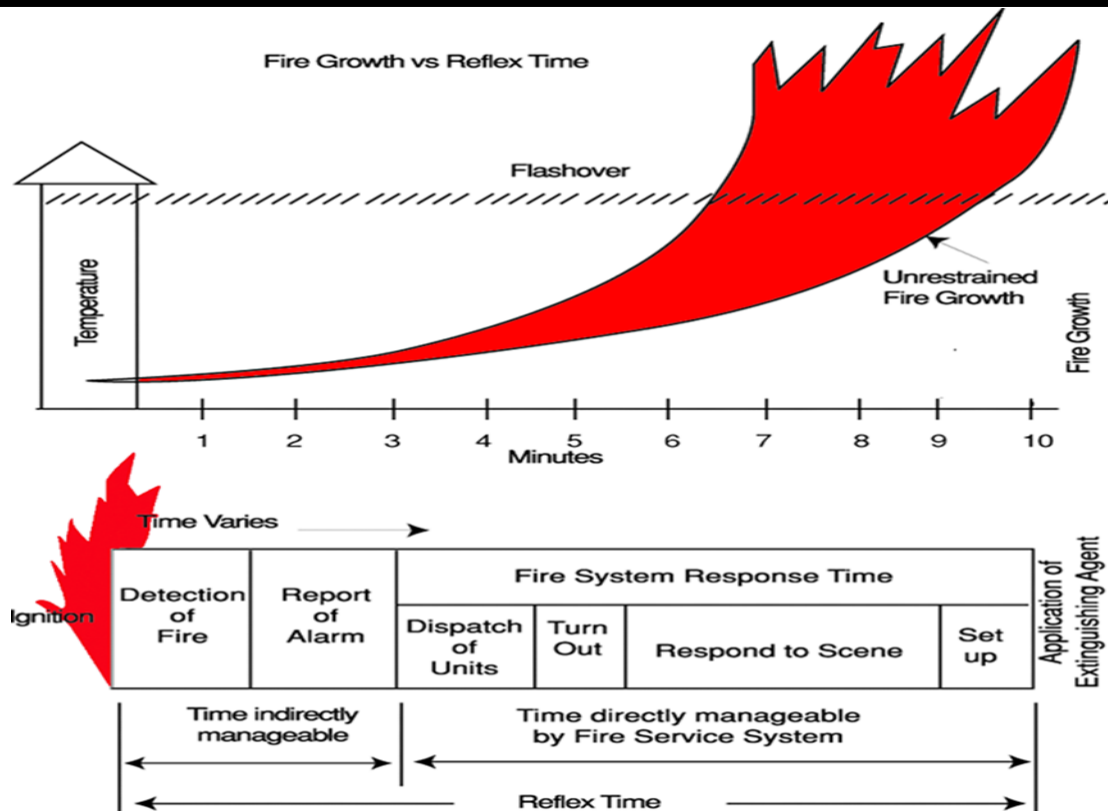
Tools

Unit Type	Number of Units	Total Personnel
Engine	4	12
Truck	1	4
Air Supply	1	3
Battalion Chief	2	2
Total Staffing Provided		4
Total Staffing Needed		21

1. Detection
2. Contact with emergency dispatch center
3. Dispatch incident processing
4. Response crew notification
5. Turnout time
6. Travel time
7. Set-up time
8. Incident control time

1. Detection
2. Contact with emergency dispatch center
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Influence of Time



Consequence of Fire Extension in Residential Structures 2011–2015

Rates per 1,000 Fires

Average Dollar
Loss Per Fire

Extension

Civilian Deaths

Civilian Injuries

Confined to room of origin or smaller

1.8

24.8

\$4,200

Confined to floor of origin

15.8

81.4

\$36,300

Confined to building of origin or larger

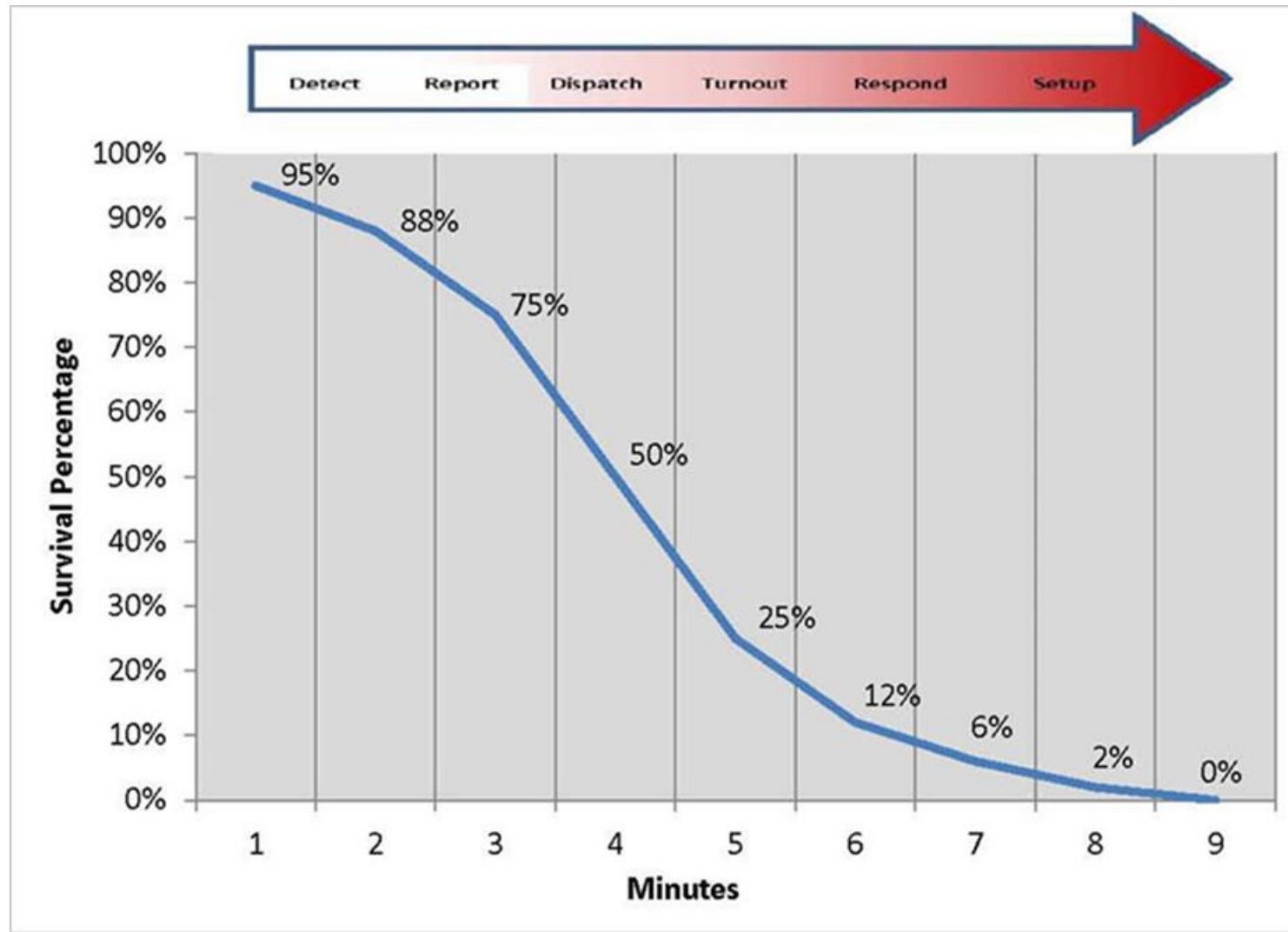
24.0

57.6

\$67,600

487,000

Influence of Time



- Trauma – “Golden hour”
- STEMI – Onset to recognition to treatment in cath lab
- Respiratory compromise during entrapment
- Physical and environmental harm from hazardous materials release

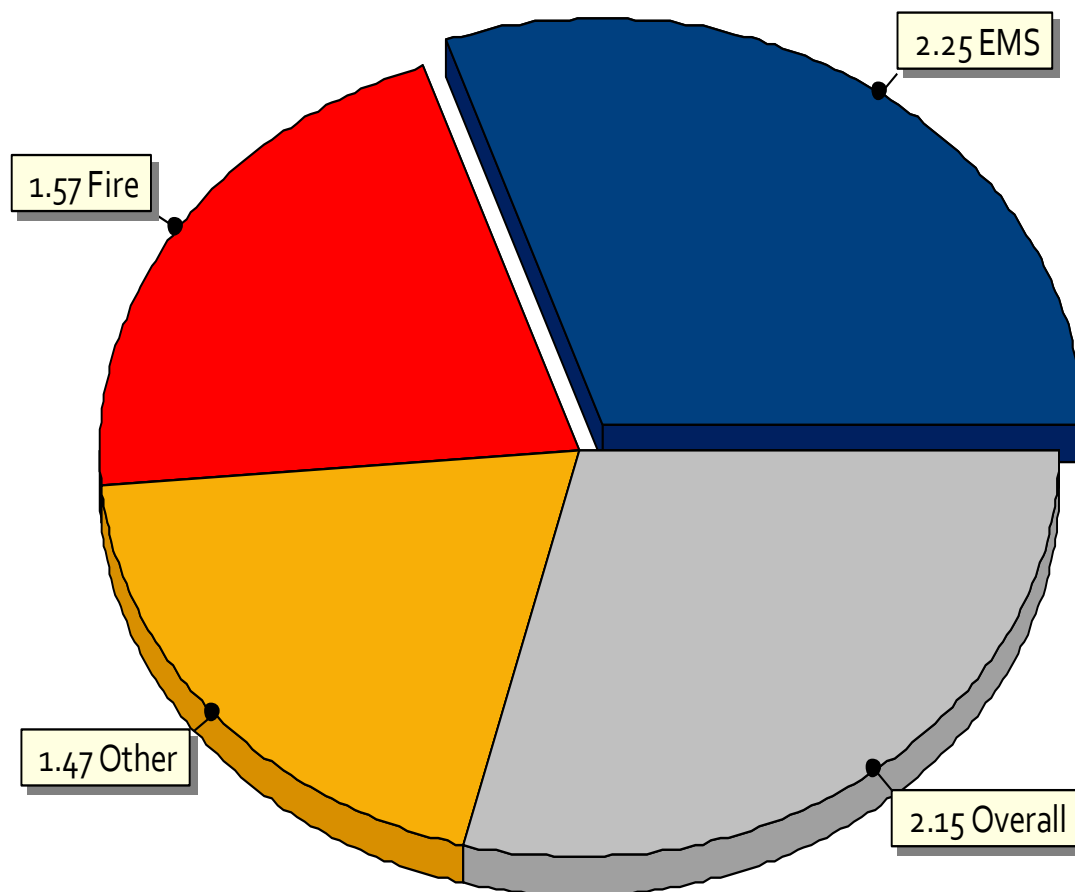
	Performance Goal
9-1-1 call answer time (time from first ring to answer)	Within 1 seconds 95% of the time
Call process time (time from acceptance at the dispatch center until notification of response units)	Within 64 seconds 90% of the time

CCC Dispatch Call Processing Time, 2018, In City Calls

Processing

Time:

The time interval from:
“911 Call received”
until
“Emergency resource notified.”



[Return to Agenda](#) Response Performance Goals Used for Evaluation

Incident Interval

Performance Goal

Turnout time

(time from notification of response personnel until the initiation of movement towards the incident)

Fire and special operations incidents –
Within 80 seconds 90% of the time
All other incidents – Within 60
seconds 90 % of the time

First unit travel time

(time from notification of response personnel until arrival at the incident)

Within 4 minutes 90% of the time

First unit total response time

(time from received at dispatch until arrival of the first response unit)

Fire and special operations

Within 5 minutes 20 seconds 90% of
the time

EMS

Within 5 minutes 90% of the time

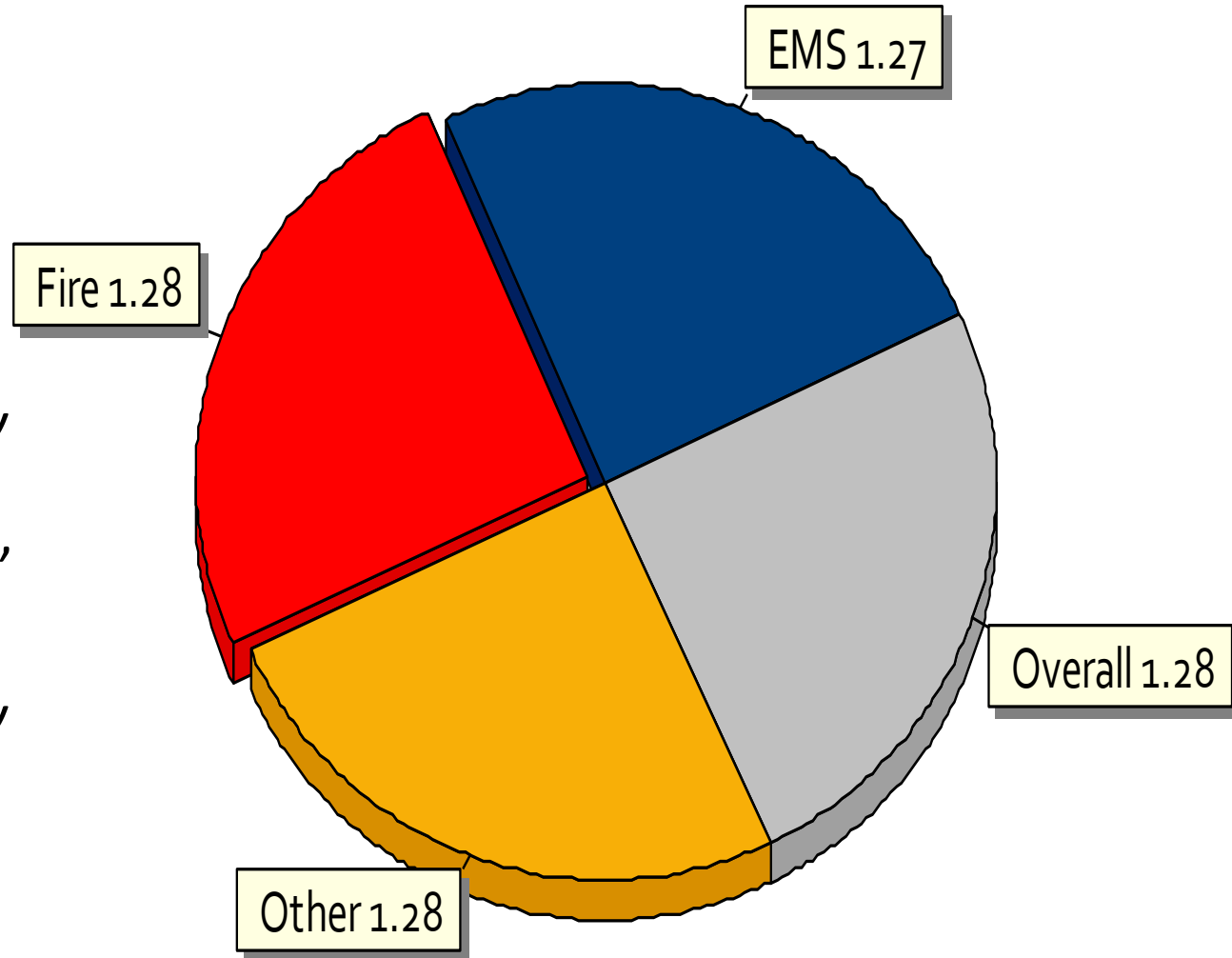
Full effective response force response time

(Time from notification of response personnel until all units dispatched arrive at the incident)

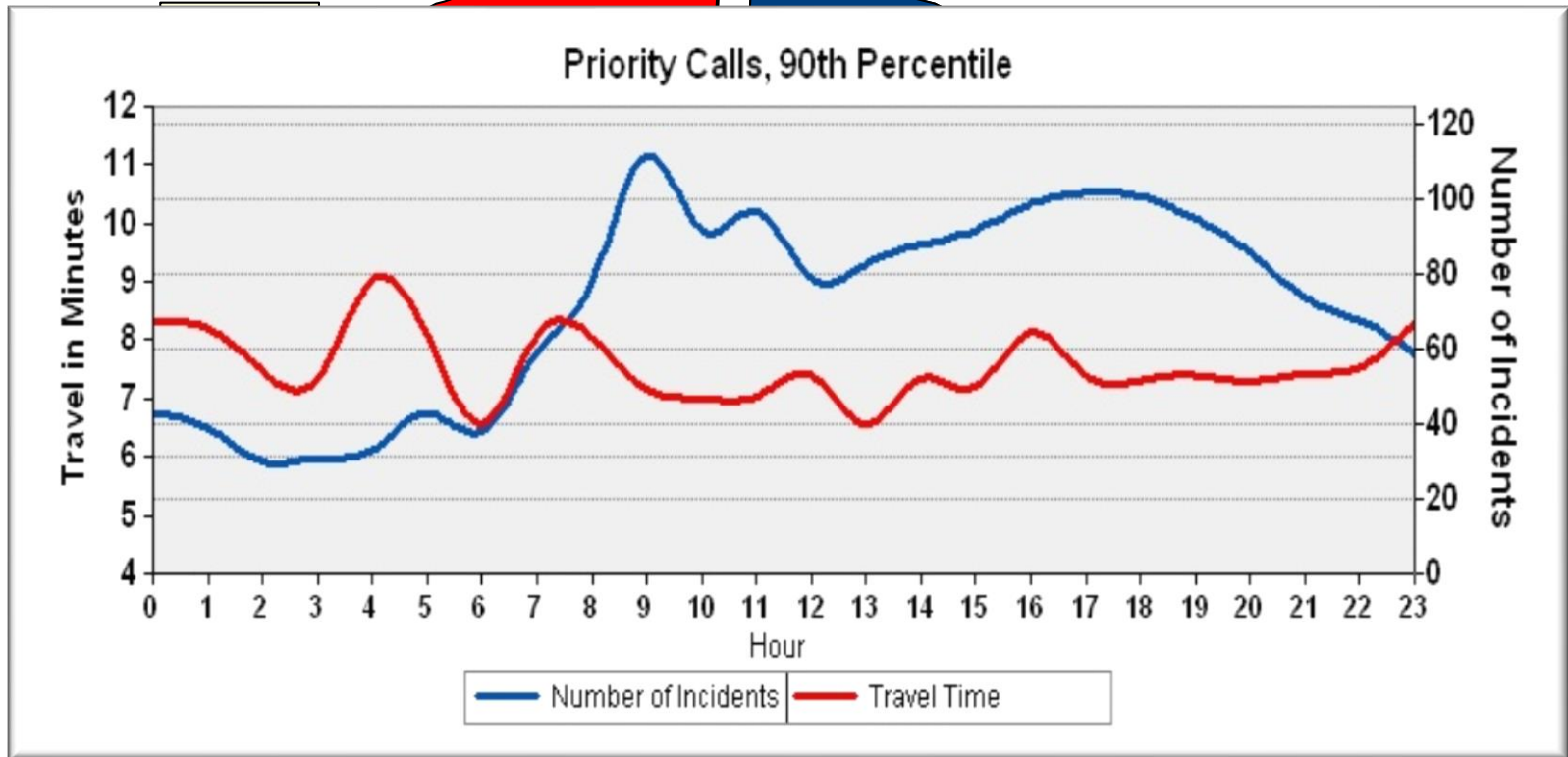
Within 9 minutes 20 seconds 90% of
the time

PFD Turnout Time by Type of Incident

Turnout Time:
The time interval from:
“Emergency resource notification” until
“Emergency resource enroute.”

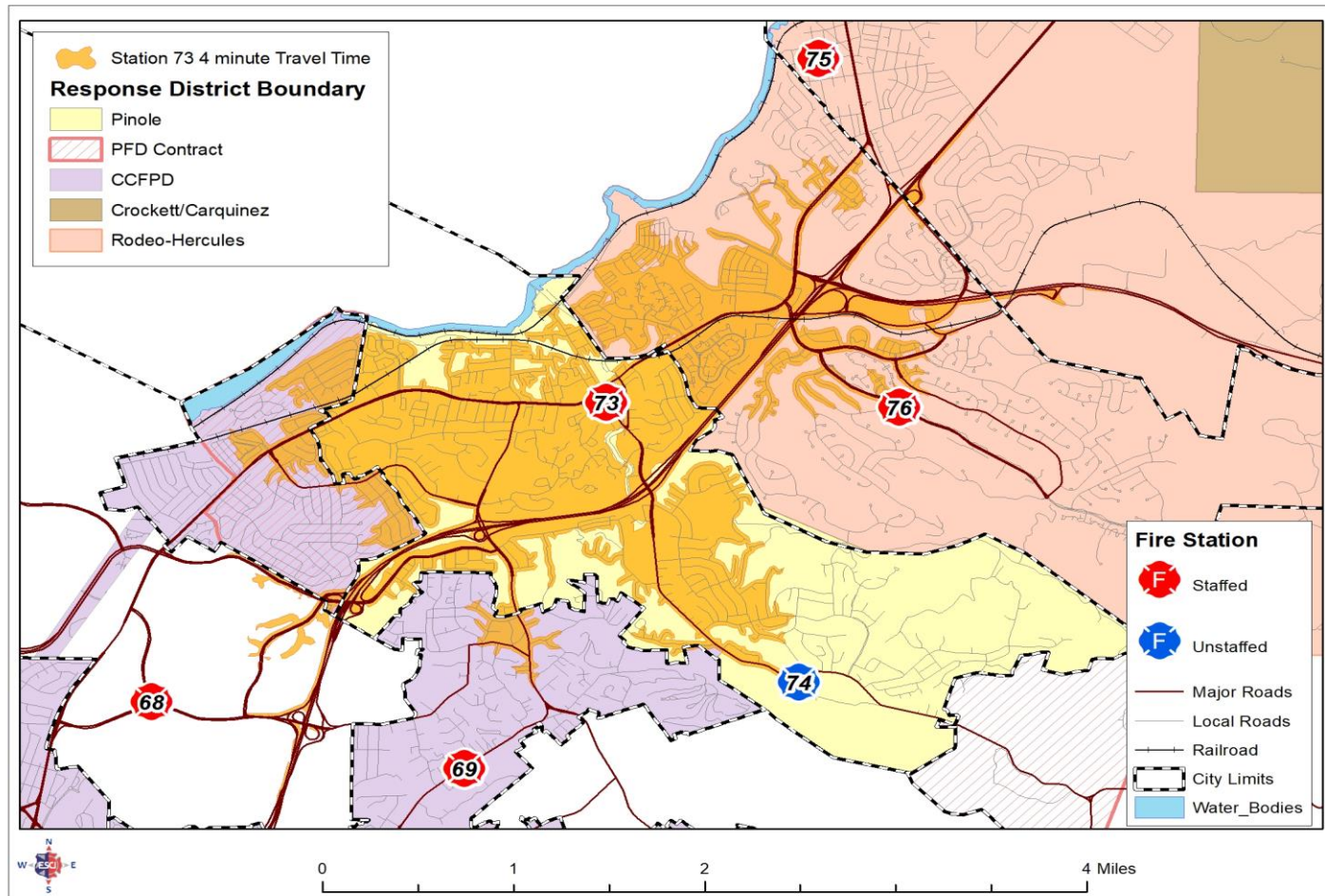


Travel Time Priority Calls



[Return to Agenda](#) Historic System Performance – Travel Time

Of the 2,020 incidents in the City of Pinole in 2018, 1,716 were within 4-minute travel model of Station 73

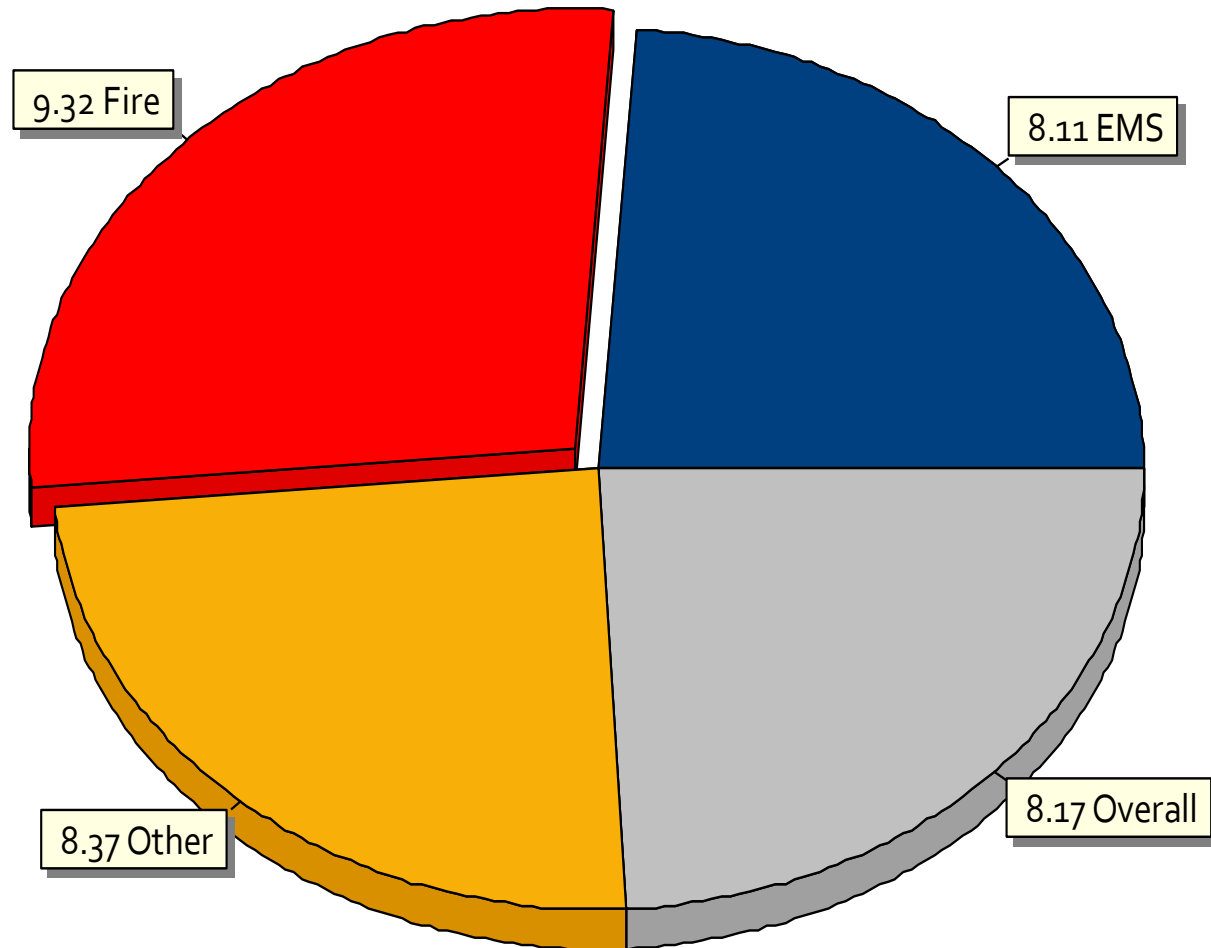


Historic System Performance – Response Time

Station Response Time, 1st Arriving Unit, 2018, Calls In City.

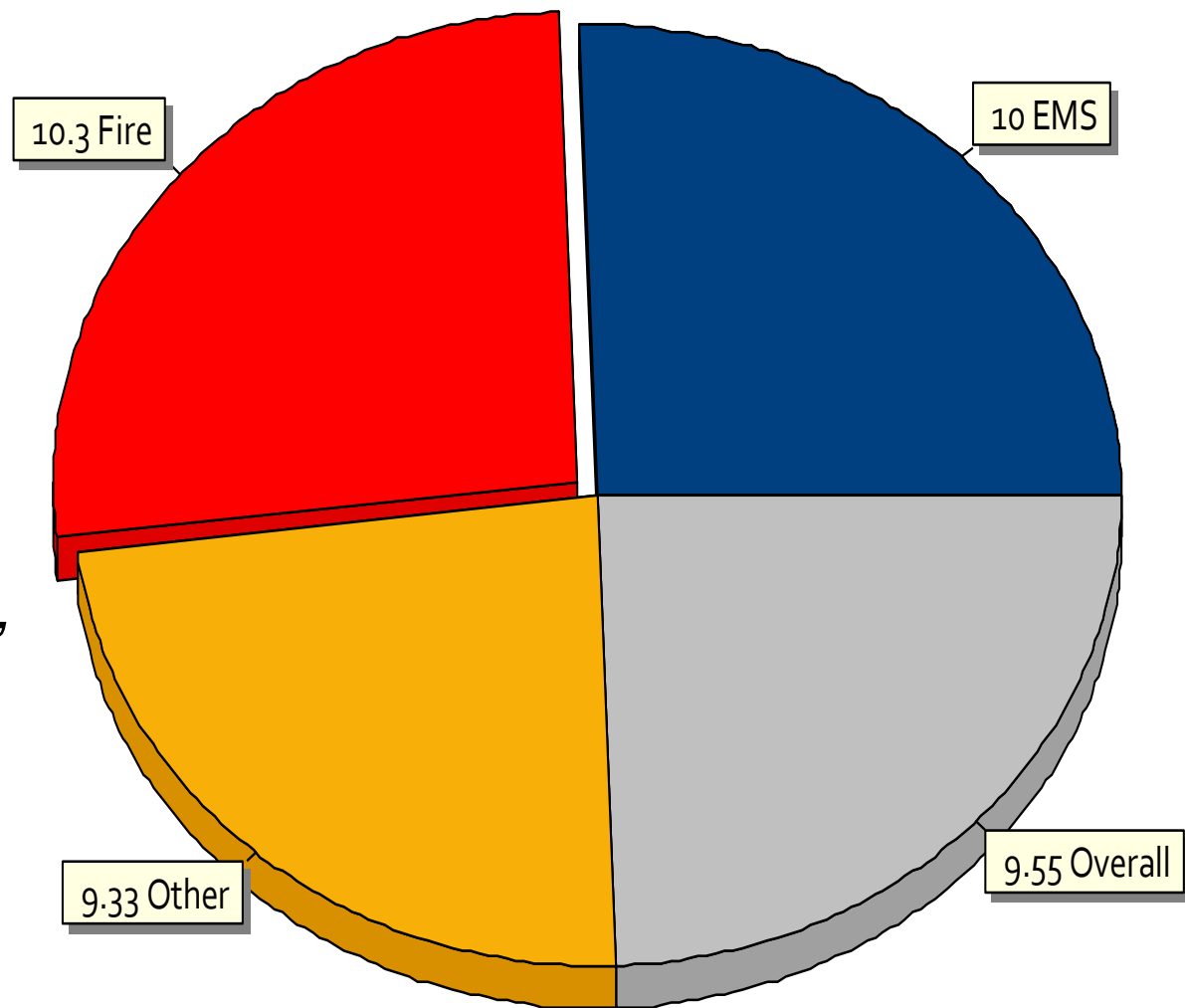
Station Response Time

The time interval from:
“Emergency resources notification”
until
“Emergency resources arrive on scene”



Total
Response
Time:

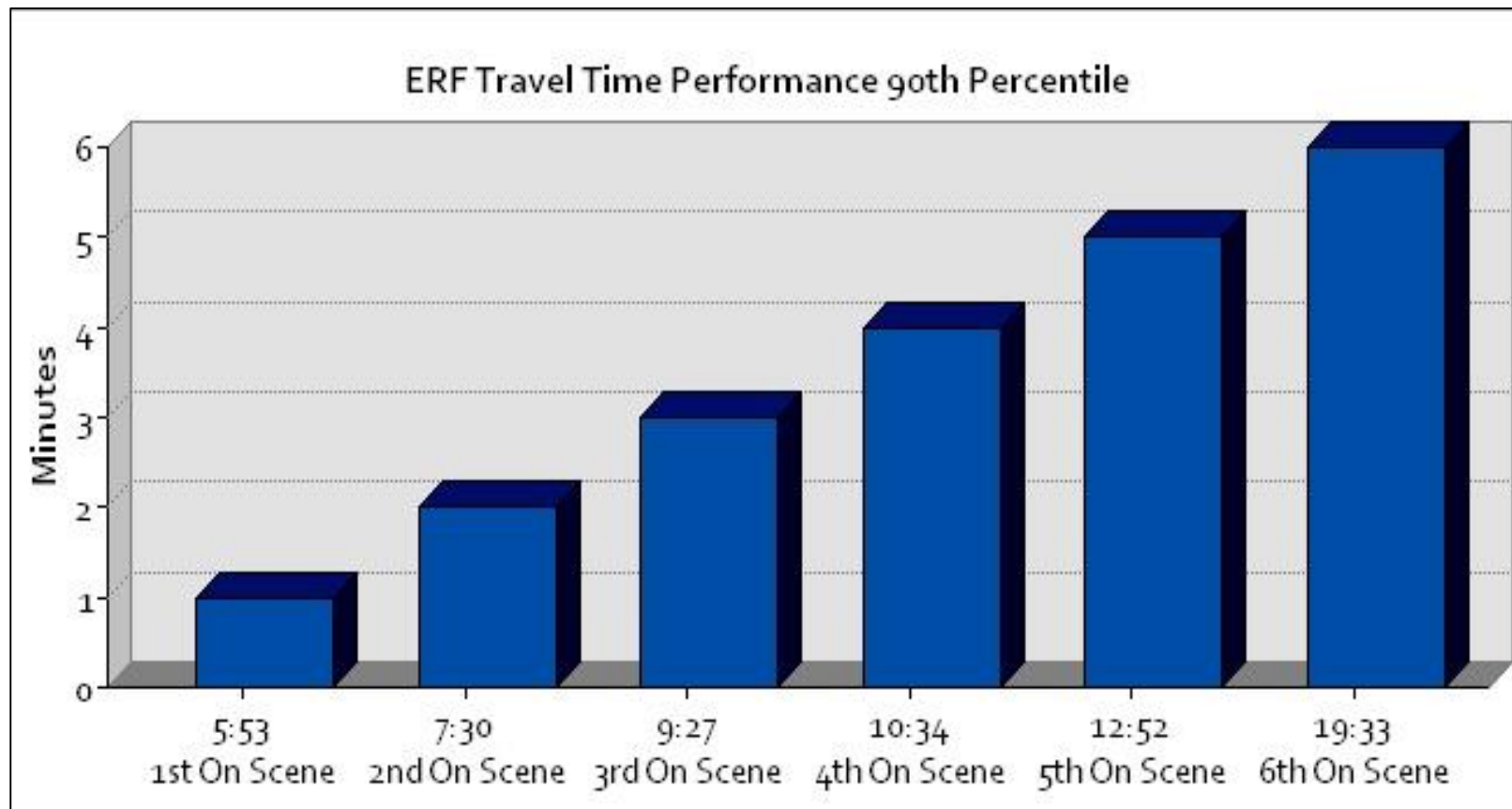
The time
interval from:
*“911 Call
received at
CCC Dispatch”*
until
*“Emergency
resources
arrive on
scene.”*



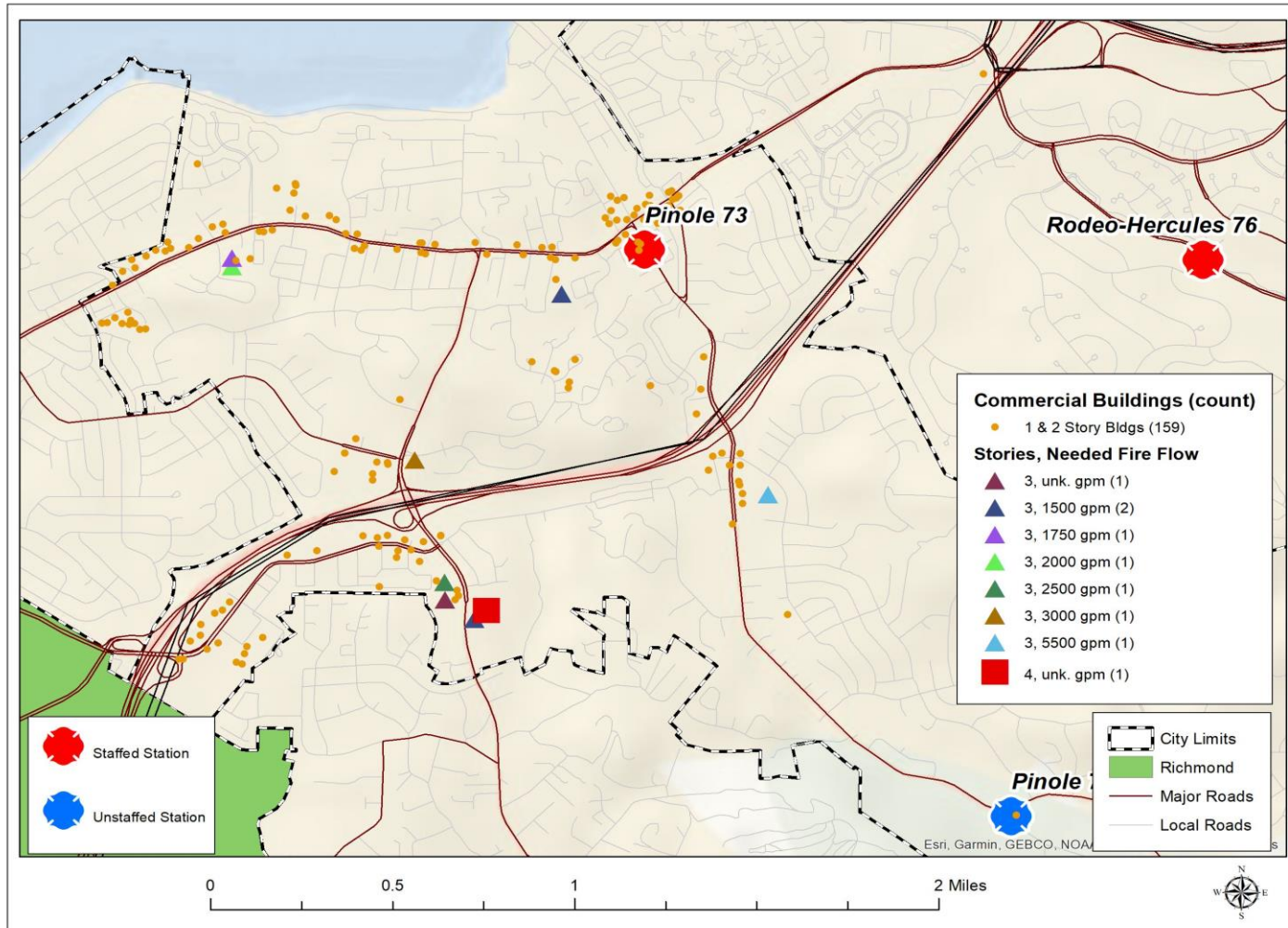
The NFPA response time goal for the delivery of the full ERF to a moderate risk building fire is within 8 minutes, 90 percent of the time.

PFD has defined the minimum full effective response force for moderate risk building fires as four fire engines, one ladder truck, and two Battalion Chiefs for a total of 21 firefighters.

Eight minutes of travel time is allowed to assemble the defined, fully effective response force on the scene. This figure includes the resources of five adjacent automatic aid stations.

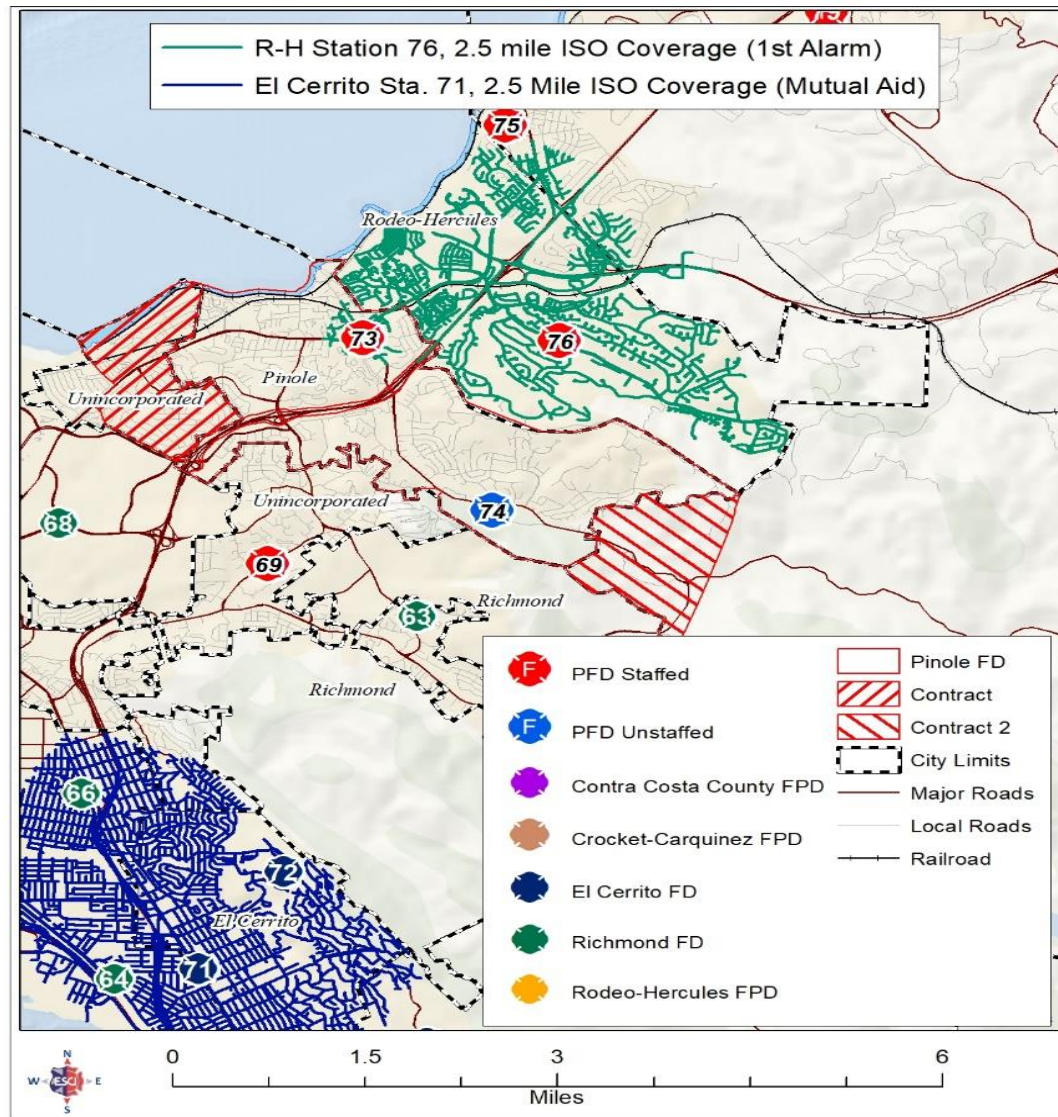


Commercial Buildings & Needed Fire Flow (gallons/minute)

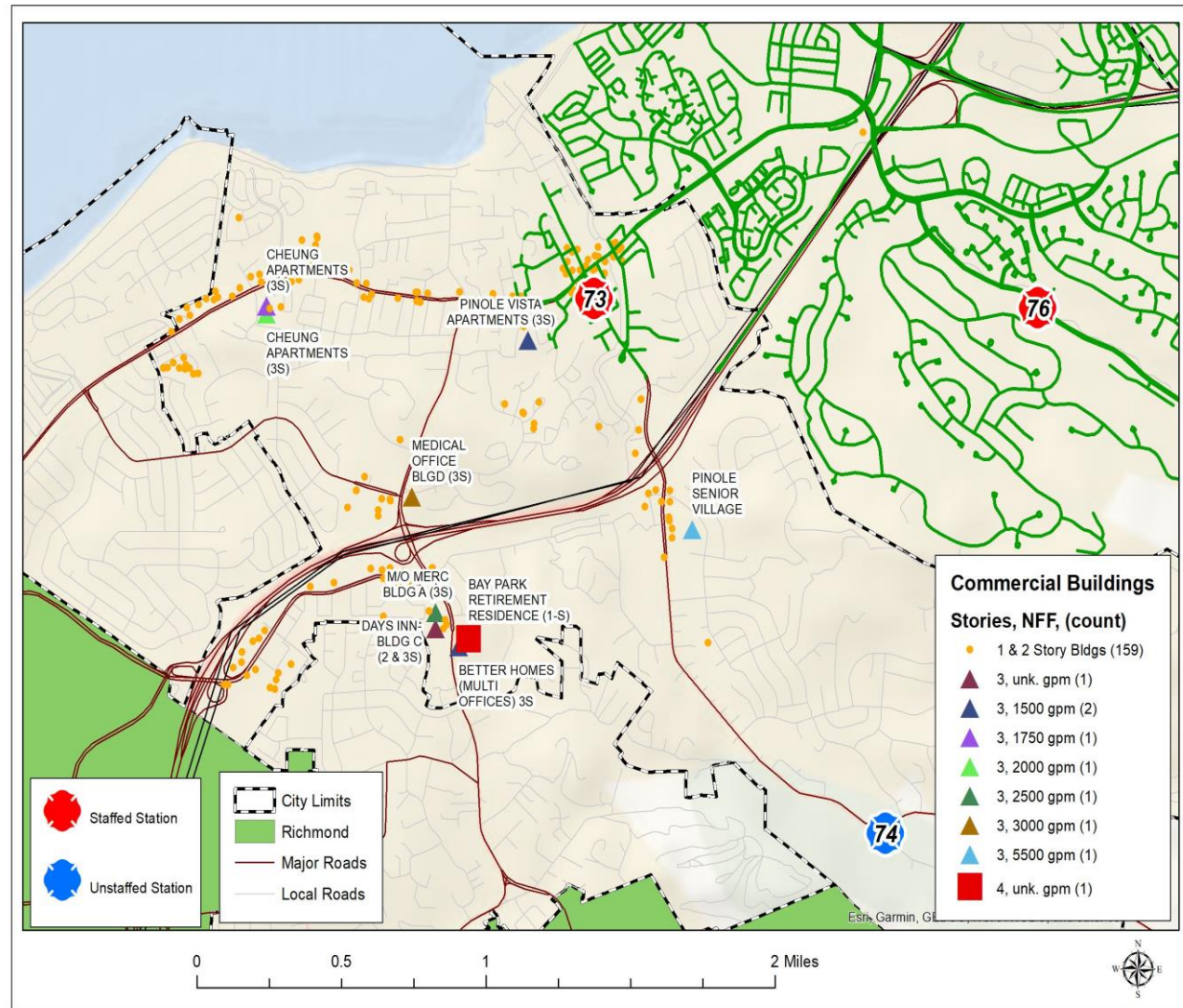


ISO Limits of
Apparatus
available for
High-risk
Commercial
Fire:

El Cerrito 71
&
R/H 76



ISO Limits of RH 76 for High-risk commercial Fire (detail view)

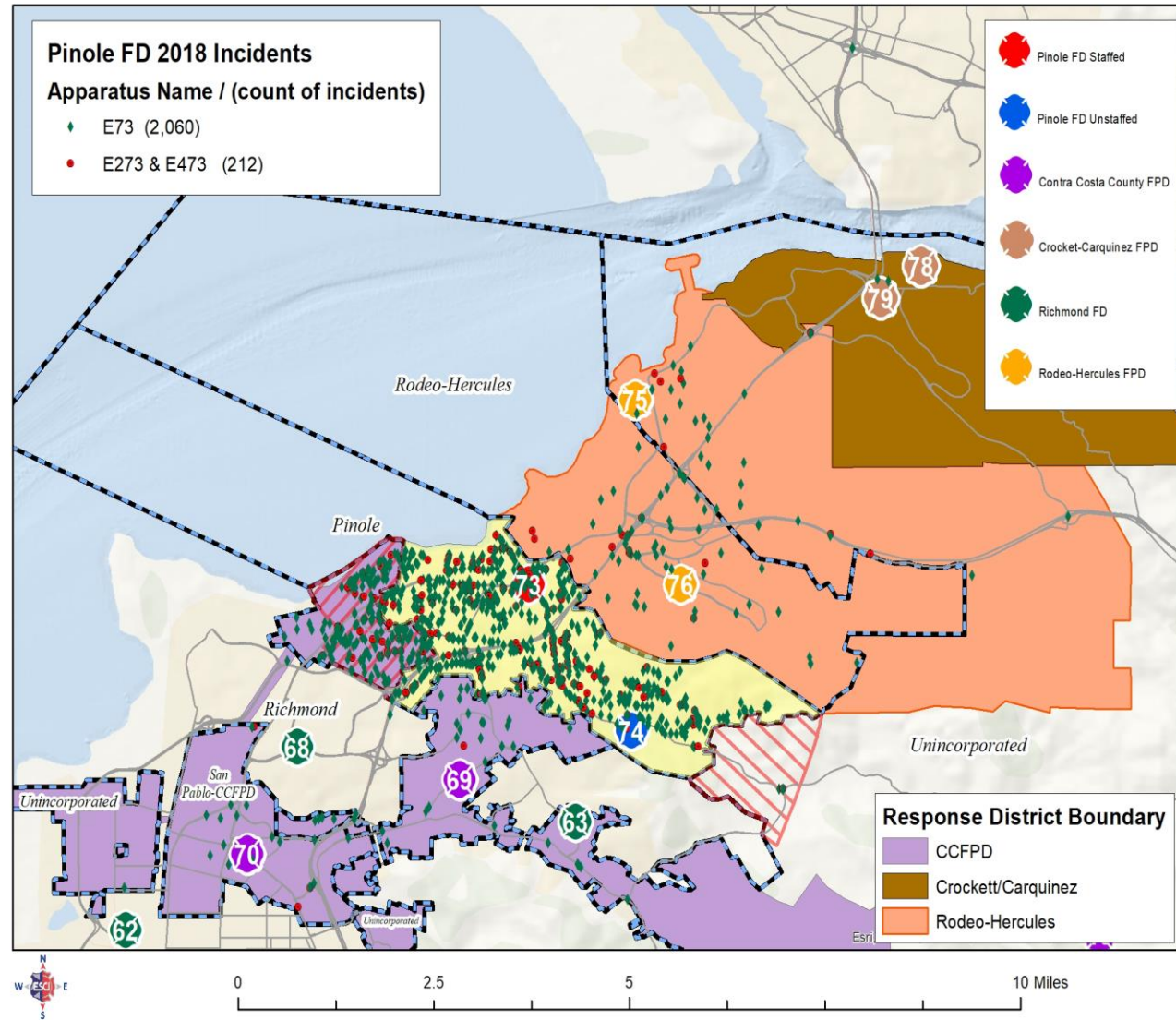


Concurrency of Calls

Concurrent Incidents	Count
1	1,767
2	568
3	77
4	7
5	1
6	1

Incidents Responded to by PFD

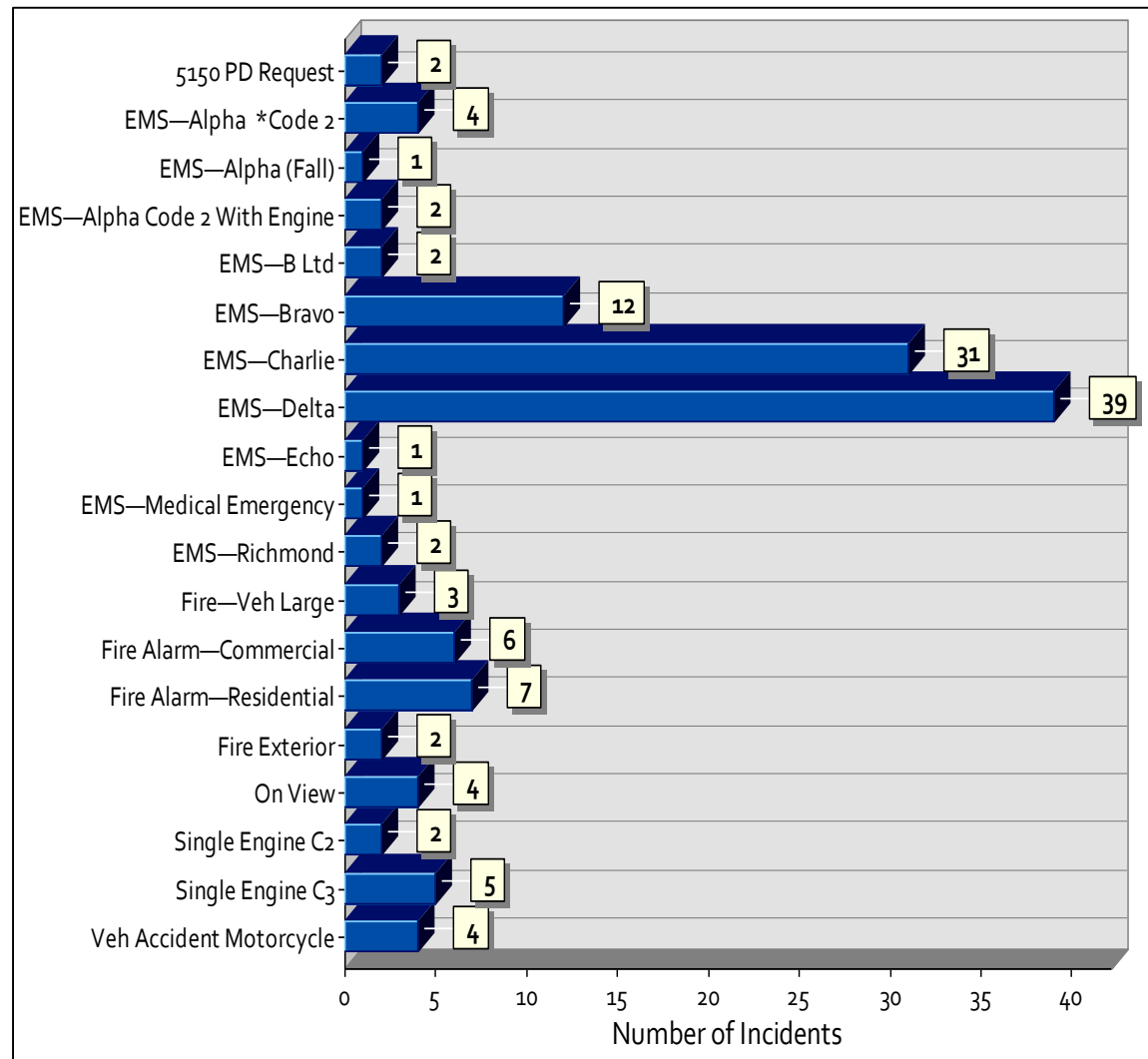
In 2018,
there were
2,020
incidents
within the
Service
Area
&
401 calls
outside
the
Service
Area.



Aid from Adjacent Fire Depts/Districts.

Number of Incidents w/in City of Pinole (PFD not available)

In 2018,
there were
130
incidents
within
Service
Area where
PFD was
not
available.



- Due to the lack of sufficient command and administrative staff, the department struggles to maintain compliance with performance goals, industry standards, and workload.
- The department needs additional staffing to satisfactorily fulfill all fire prevention related functions.
- The minimum staffing level for PFD does not provide for the two-in/two-out structure firefighting per OSHA mandates.

- PFD is fully dependent on automatic and mutual aid for any call requiring more than one unit.
- In the event of concurrent incidents requiring more than the one staffed Pinole Engine, service to the residents of Pinole for the additional incidents must be provided by other agencies.

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- In the event of concurrent incidents requiring more than the one staffed Pinole Engine, service to the residents of Pinole for the additional incidents must be provided by other agencies.

▪

ESCI Offers the Following Options for Consideration

Should RHFPD express an interest in annexing the area within the Pinole City Limits, the following will need to be considered:

Expand the boundaries of the Rodeo-Hercules FPD to include territory within the City of Pinole by submitting an annexation proposal to LAFCO.

Transfer (or lease) City-owned fire service facilities and equipment (i.e., stations, rolling stock, hoses, ladders, etc.) to the Rodeo-Hercules FPD.

Have the RHFPD hire City of Pinole employees who provide fire protection and wish to become employees of the RHFPD and devise a process to determine relative employee seniority.

Determine how to fund the additional service responsibilities incurred by the RHFPD such as reallocate a percentage of the City's property tax allocation to RHFPD effective the year the annexation becomes effective. This percentage amount would be negotiated and approved by the City, the District, and the Board of Supervisors and consider extending an existing Special Tax already imposed by Rodeo-Hercules FPD within its current boundaries to the parcels being annexed. It is assumed this would be a condition of LAFCO's approval of the annexation.

As a result of these changes, (1) the territory within the City would be within the boundaries and service area of the RHFPD, (2) the City would receive a smaller portion of the 1 percent property tax levied within its boundaries but would have fewer municipal expenses since it would no longer provide fire protection services, and (3) property owners within the City would begin paying the special tax which is already being paid by property owners within the Rodeo-Hercules FPD.

Any proposal from RHFPD should include a plan to staff Pinole Station 74 and provide the administrative functions currently missing within PFD.

The City of Pinole requested a proposal from Contra Costa County Fire Protection District (CCCFPD) to provide services within the Pinole City Limits. The terms of the proposal include staffing each station with a crew of three personnel on a 24-hour per day, seven days per week basis, and one Battalion Chief-level position on a 56-hour per shift basis with a 10 percent administrative fee and a 5 percent annual escalation for all labor costs. It also includes administrative positions currently lacking in PFD.

The county proposal assumes the current general fund contribution to the PFD will remain constant at \$3,395,335 and the Measure S funding will remain constant at \$1,103,888 throughout the five-year projection period. Additional funds will be required to fulfill the financial requirement of the proposed contract.

Return to Agenda: Contra Costa County Fire Protection District (Cont.)

Total operating costs	7,718,852	8,104,794	8,510,034	8,935,536	9,382,313
Fire Prevention	160,000	160,000	160,000	160,000	160,000
Deduct projected GF funding cap	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)
UAL Pension liability	386,129	441,171	506,390	559,659	591,073
Deduct Measure S Initiatives cap	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)	(1,103,888)
Net impact to Operating Budget	3,765,758	4,206,742	4,677,201	5,155,972	5,634,163
Additional Type I Engine lease	102,948	102,948	102,948	102,948	102,948
Replacement Fund	231,454	231,454	231,454	231,454	231,454
Additional funding required	4,100,160	4,541,144	5,011,603	5,490,374	5,968,565

Additional funding required	4,100,160	4,541,144	5,011,603	5,490,374	5,968,565
Total tracts	6,198	6,198	6,198	6,198	6,198
Parcel tax per tract	661.53	732.68	808.58	885.83	962.98
Total costs allocated	4,100,160	4,541,144	5,011,603	5,490,374	5,968,565
Escalation		10.76%	10.36%	9.55%	8.71%

A third alternative to be considered is the restoration of the service model using the currently closed Station 74 and staffing of key administrative positions. This alternative maintains a minimum staffing of three personnel for each of the three shifts at this station. This combines Figure 130 and Figure 131 from the report.

The costs of this proposed expansion require additional funding which may be generated by a parcel tax, but similarly freeze current funding levels and Measure S allocations.

Based on ESCI's review of critical administrative functions, PFD will need additional full-time staffing to manage programs and other administrative tasks. ESCI is recommending the creation of three 40-hour per week positions to assist in managing the organization, each position and in total.

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Battalion Chief	202,452	209,116	216,010	223,141	230,519
Training Captain	128,327	132,745	137,325	142,071	146,991
Fire Prevention Officer	104,515	108,212	112,047	116,027	120,158
Total personnel costs	435,294	450,073	465,382	481,239	497,668

[Return to Agenda](#) C: Expansion of Pinole Fire Department System Cont.

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Station 74					
Compensation	1,193,799	1,217,613	1,242,141	1,267,407	1,293,429
Benefits	431,625	447,698	464,505	482,080	500,461
Administrative positions	435,294	450,073	465,382	481,239	497,668
Compensation & benefits	2,060,719	2,115,384	2,172,028	2,230,726	2,291,557
Supplies	40,500	7,200	7,200	7,200	7,200
Total operating costs	2,101,219	2,122,584	2,179,228	2,237,926	2,298,757
Apparatus lease	102,948	102,948	102,948	102,948	102,948
Apparatus replacement fund	231,454	231,454	231,454	231,454	231,454
Total additional expenditures	2,435,621	2,456,986	2,513,630	2,572,328	2,633,159

Projected Fire Department Costs Including Station 74 and Administrative Staffing

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Current Fire Dept Operating Projections (Figure 28)	5,272,626	5,829,220	6,434,978	7,095,984	7,854,198
Less Contract Fire Prevention costs	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)
Station 74 operating costs	1,665,924	1,672,511	1,713,846	1,756,687	1,801,090
Administrative positions	435,294	450,073	465,382	481,239	497,668
Total costs	7,213,845	7,791,804	8,454,206	9,173,910	9,992,955

Expansion of Pinole Fire Department System (Cont.)

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Total costs from previous slide	7,213,845	7,791,804	8,454,206	9,173,910	9,992,955
Measure S Initiatives (Fig 28)					
Measure S 2006	794,698	794,698	794,698	794,698	794,698
Measure S 2014	309,189	309,189	309,189	309,189	309,189
Total other revenues	1,103,887	1,103,887	1,103,887	1,103,887	1,103,887
Revised Net funding from General Fund	6,109,958	6,687,917	7,350,319	8,070,023	8,889,068

Expansion of Pinole Fire Department System (Cont.)

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Revised Net funding from General Fund – previous slide	6,109,958	6,687,917	7,350,319	8,070,023	8,889,068
Original Funding from the General Fund (Figure 28)	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)	(3,395,335)
Type I Engine	102,948	102,948	102,948	102,948	102,948
Apparatus Replacement Fund Contribution	231,454	231,454	231,454	231,454	231,454
Balance to fund from proposed parcel tax	3,049,025	3,626,984	4,289,386	5,009,090	5,828,135
Total parcels	6,198	6,198	6,198	6,198	6,198
Per parcel cost	491.94	585.19	692.06	808.18	940.33
Escalation		18.96%	18.26%	16.78%	16.35%

A fourth alternative to be considered is implementation of a service model using the currently closed Station 74 and utilizing a quick response/attack unit staffed with two qualified personnel. This alternative, while not recommended, restores minimum staffing of two personnel for each of the three shifts at this station.

[Return to Agenda](#) Staffing of Station 74 Service Area Utilizing Two-Person Unit

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Compensation	707,182	722,398	738,070	754,212	770,838
Benefits	275,977	286,575	297,658	309,250	321,375
Compensation & benefits	983,159	1,008,973	1,035,728	1,063,462	1,092,213
Supplies	40,500	7,200	7,200	7,200	7,200
Operating costs	1,023,659	1,016,173	1,042,928	1,070,662	1,099,413
Quick attack pumper lease	24,048	24,048	24,048	24,048	24,048
Apparatus replacement fund	115,727	115,727	115,727	115,727	115,727
Total expenditures	1,163,434	1,155,948	1,182,703	1,210,437	1,239,188

The following schedule presents projected costs to maintain the existing service levels for the Pinole Fire Department

Status Quo for the Pinole Fire Department

	<u>FY 20/21</u>	<u>FY 21/22</u>	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>FY 24/25</u>
Salaries	2,167,818	2,232,853	2,299,838	2,368,834	2,439,899
Benefits	2,113,226	2,577,021	3,087,252	3,649,922	4,306,908
Salaries & benefits	4,281,044	4,809,873	5,387,090	6,018,755	6,746,807
Services	830,906	854,171	878,088	902,674	927,949
Supplies	160,676	165,175	169,800	174,555	179,442
Recurring costs	5,272,626	5,829,219	6,434,978	7,095,984	7,854,198
Total expenditures	5,272,626	5,829,219	6,434,978	7,095,984	7,854,198

Status Quo for the Pinole Fire Department

	<u>FY 20/21</u>	<u>FY 21/22</u>	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>FY 24/25</u>
Total expenditures – prior slide	5,272,626	5,829,219	6,434,978	7,095,984	7,854,198
Sources of funding					
Measure S 2006	794,698	802,645	810,671	818,778	826,966
Measure S 2014	309,189	312,281	315,404	318,558	321,743
Total sources of funding	1,103,887	1,114,926	1,126,075	1,137,336	1,148,709
Net amount to fund	4,168,739	4,714,294	5,308,903	5,958,648	6,705,488

Questions/Discussion

**AMENDMENT TO THE
PROFESSIONAL SERVICES AGREEMENT
BETWEEN THE CITY OF PINOLE AND
EMERGENCY SERVICES CONSULTING INTERNATIONAL (ESCI) IN AN AMOUNT NOT
TO EXCEED \$10,500 TO PERFORM ADDITIONAL ANALYSIS IN THE
FIRE SERVICE DELIVERY STUDY**

This Amendment to the Consulting Services Agreement dated April 19, 2019 (the "Agreement"), between the City of Pinole, a general law city and municipal corporation, ("City") and ESCI ("Consultant") (together sometimes referred to as "Parties") is approved as of the date executed below.

Effect of Amendment. The terms and conditions of this Amendment are intended by the Parties to modify the Agreement. To the extent there is any inconsistency between the terms of this Amendment and the terms of the Agreement and/or its Appendix, the terms of this Amendment shall control.

Section 1 shall be amended as follows:

"Services shall be amended to include the additional items identified in the Proposal to Develop an Addendum to the Regional Fire Service Delivery Study."

Section 2 shall be amended as follows:

"The City hereby agrees to pay Consultant an amount not to exceed \$70,500 for all work set forth in Exhibit A, the Proposal to Develop an Addendum to the Regional Fire Service Delivery Study, and all associated expenses incurred in performing the work."

With the exception of the foregoing, all other terms and conditions in the Professional Services Agreement, dated April 19, 2019, remain in force and effect.

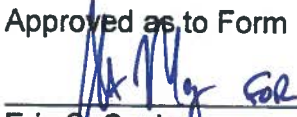
The Parties have executed this Amendment to the Agreement as of the date signed by the Authority.

City of Pinole


Michelle Fitzer
City Manager

Dated: 11/8/19

Approved as to Form


Eric S. Cashen
City Attorney

Dated: 11/13/19

Contractor

ESCI

Sheldon Gilbert
Chief Executive Officer

Dated: 11-6-2019



CITY COUNCIL REPORT

11B-1

DATE: FEBRUARY 16, 2021

TO: MAYOR AND MEMBERS OF COUNCIL

FROM: HEATHER IOPU, CITY CLERK

SUBJECT: PLANNING COMMISSION APPOINTMENTS

RECOMMENDATION

Consider Interview Subcommittee recommendations and approval of two (2) appointments to the Pinole Planning Commission.

BACKGROUND

The Pinole Planning Commission is a seven-member panel of Pinole residents who take action on development requests and make policy recommendations to the City Council. Currently there are two (2) vacancies on the Planning Commission.

On January 21, 2021 an announcement was made to the public that a recruitment period was open and applications would be accepted by the office of the City Clerk. As of the closing date of February 11, 2021 four (4) applications were received by Timothy Banuelos, Franke Martinez, Rafael Menis and James Tillman. The Interview Subcommittee interviewed all four (4) candidates, on February 12, 2021 and February 16, 2021. The Subcommittee is prepared to make a recommendation regarding appointments to the full City Council.

The City Council will consider a total of two (2) appointments to the Planning Commission with the following terms, in accordance with the Pinole Municipal Code.

- One (1) seat with a term that will expire on April 30, 2023
(Formerly held by Devin Murphy, who resigned in December 2020 after being elected to the City Council)
- One (1) seat with a term that will expire on April 30, 2024
(Formerly held by Thomas Brooks whose term expired on April 30, 2020)

FISCAL IMPACT

There is no fiscal impact associated with this action.

ATTACHMENT

A. Planning Commission Roster

****Please note:** applications are available for review in City Clerk's Office.

2020 - 2021 ROSTER
PINOLE PLANNING COMMISSION

The Planning Commission meets at 7 PM on the 4th Monday each month except when there is a holiday conflict. Additional meetings are held as needed.

1. Simon Wong
Term expires 4/30/2023

5. Vacant
Term expires 4/30/2023

2. Adam Benzuly
Term expires 4/30/2024

6. Ann Moriarty
Term expires 4/30/2023

3. Sarah Flashman, Vice Chair
Term expires 4/30/2024

7. David Kurrent, Chair
Term expires 4/30/2023

4. Vacant
Term expires 4/30/2024

Chair & Vice Chair Effective term:
May-April 30

Development Review Subcommittee:
Chair Kurrent, Vice Chair Flashman, and
vacant
Alternate: Commissioner Wong

Updated 01-28-2021 (Chair /Vice Chair Effective April)