

CALENDAR FOR THE BOARD OF DIRECTORS

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT

BOARD CHAMBERS ROOM 107, ADMINISTRATION BUILDING, 651 PINE STREET
MARTINEZ, CALIFORNIA 94553-1229

MARY N. PIEPHO, *CHAIR*
JOHN GIOIA
CANDACE ANDERSEN
KAREN MITCHOFF
FEDERAL D. GLOVER

DAVID J. TWA, CLERK OF THE BOARD AND COUNTY ADMINISTRATOR, (925) 335-1900
DARYL L. LOUDER, FIRE CHIEF

The Board of Directors respects your time, and every attempt is made to accurately estimate when an item may be heard by the Board. All times specified for items on the Board of Supervisors agenda are approximate. Items may be heard later than indicated depending on the business of the day. Your patience is appreciated.

SPECIAL MEETING
December 4, 2012
AGENDA

1:30 P.M. Convene and call to order.

SHORT DISCUSSION ITEMS

SD. 1 PUBLIC COMMENT (3 Minutes/Speaker)

SD. 2 CONSIDER Consent Items previously removed.

DELIBERATION ITEMS

D. 1 CONSIDER approving and authorizing the Fire Chief to implement the attached Service Reduction and Fire Station Closure Plan due to the failure of the District's parcel tax ballot measure. (Daryl Louder, Fire Chief)

GENERAL INFORMATION

The Board meets in its capacity as the Board of Directors of the Contra Costa County Fire Protection District pursuant to Ordinance Code Section 24-2.402. Persons who wish to address the Board of Directors should complete the form provided for that purpose and furnish a copy of any written statement to the Clerk.

Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the Clerk of the Board to a majority of the members of the Board of Directors less than 72 hours prior to that meeting are available for public inspection at 651 Pine Street, First

Floor, Room 106, Martinez, CA 94553, during normal business hours. All matters listed under CONSENT ITEMS are considered by the Board of Directors to be routine and will be enacted by one motion. There will be no separate discussion of these items unless requested by a member of the Board or a member of the public prior to the time the Commission votes on the motion to adopt. Persons who wish to speak on matters set for PUBLIC HEARINGS will be heard when the Chair calls for comments from those persons who are in support thereof or in opposition thereto. After persons have spoken, the hearing is closed and the matter is subject to discussion and action by the Board. Comments on matters listed on the agenda or otherwise within the purview of the Board of Directors can be submitted to the office of the Clerk of the Board via mail: Contra Costa County Fire Protection District Board of Directors, 651 Pine Street Room 106, Martinez, CA 94553; by fax: 925-335-1913.

The District will provide reasonable accommodations for persons with disabilities planning to attend Board meetings who contact the Clerk of the Board at least 24 hours before the meeting, at (925) 335-1900; TDD (925) 335-1915. An assistive listening device is available from the Clerk, Room 106. Copies of recordings of all or portions of a Board meeting may be purchased from the Clerk of the Board. Please telephone the Office of the Clerk of the Board, (925) 335-1900, to make the necessary arrangements. Applications for personal subscriptions to the Board Agenda may be obtained by calling the Office of the Clerk of the Board, (925) 335-1900. The Board of Directors' agenda and meeting materials are available for inspection at least 96 hours prior to each meeting at the Office of the Clerk of the Board, 651 Pine Street, Room 106, Martinez, California.

Applications for personal subscriptions to the weekly Board Agenda may be obtained by calling the Office of the Clerk of the Board, (925) 335-1900. The weekly agenda may also be viewed on the County's Internet Web Page:

www.co.contra-costa.ca.us

ADVISORY COMMISSION

The Contra Costa County Fire Protection District Advisory Commission is scheduled to meet next on Monday, December 10, 2012 at 7:00 p.m. at the District Administration Building, 2010 Geary Road, Pleasant Hill, Ca 94523.

**PERSONS WHO WISH TO ADDRESS THE BOARD MAY BE LIMITED TO THREE
(3) MINUTES**

AGENDA DEADLINE: Thursday, 12 noon, 12 days before the Tuesday Board meetings.

Glossary of Acronyms, Abbreviations, and other Terms (in alphabetical order):

The Contra Costa County Fire Protection District has a policy of making limited use of acronyms, abbreviations, and industry-specific language in its Board of Supervisors meetings and written materials. Following is a list of commonly used language that may appear in oral presentations and written materials associated with Board meetings:

AB Assembly Bill
ABAG Association of Bay Area Governments
ACA Assembly Constitutional Amendment
ADA Americans with Disabilities Act of 1990
AFSCME American Federation of State County and Municipal Employees

ARRA American Recovery & Reinvestment Act of 2009
BAAQMD Bay Area Air Quality Management District
BART Bay Area Rapid Transit District
BayRICS Bay Area Regional Interoperable Communications System
BGO Better Government Ordinance
BOC Board of Commissioners
CALTRANS California Department of Transportation
CAER Community Awareness Emergency Response
CAL-EMA California Emergency Management Agency
CAO County Administrative Officer or Office
CBC California Building Code
CCCPCFD (ConFire) Contra Costa County Fire Protection District
CCHP Contra Costa Health Plan
CCTA Contra Costa Transportation Authority
CCRMC Contra Costa Regional Medical Center
CCWD Contra Costa Water District
CFC California Fire Code
CFDA Catalog of Federal Domestic Assistance
CEQA California Environmental Quality Act
CIO Chief Information Officer
COLA Cost of living adjustment
ConFire (CCCPCFD) Contra Costa County Fire Protection District
CPA Certified Public Accountant
CPF – California Professional Firefighters
CPI Consumer Price Index
CSA County Service Area
CSAC California State Association of Counties
CTC California Transportation Commission
dba doing business as
EBMUD East Bay Municipal Utility District
ECCPCFD East Contra Costa Fire Protection District
EIR Environmental Impact Report
EIS Environmental Impact Statement
EMCC Emergency Medical Care Committee
EMS Emergency Medical Services
et al. et alii (and others)
FAA Federal Aviation Administration
FEMA Federal Emergency Management Agency
FTE Full Time Equivalent
FY Fiscal Year
GIS Geographic Information System
HCD (State Dept of) Housing & Community Development
HHS (State Dept of) Health and Human Services
HOV High Occupancy Vehicle
HR Human Resources
HUD United States Department of Housing and Urban Development
IAFF International Association of Firefighters
ICC International Code Council
IFC International Fire Code
Inc. Incorporated
IOC Internal Operations Committee
ISO Industrial Safety Ordinance
JPA Joint (exercise of) Powers Authority or Agreement
Lamorinda Lafayette-Moraga-Orinda Area
LAFCo Local Agency Formation Commission
LLC Limited Liability Company
LLP Limited Liability Partnership
Local 1 Public Employees Union Local 1
Local 1230 Contra Costa County Professional Firefighters Local 1230
MAC Municipal Advisory Council
MBE Minority Business Enterprise
MIS Management Information System
MOE Maintenance of Effort
MOU Memorandum of Understanding
MTC Metropolitan Transportation Commission
NACo National Association of Counties
NEPA National Environmental Policy Act
NFPA National Fire Protection Association
OES-EOC Office of Emergency Services-Emergency Operations Center
OPEB Other Post Employment Benefits
OSHA Occupational Safety and Health Administration
PARS Public Agencies Retirement Services
RFI Request For Information
RFP Request For Proposal
RFQ Request For Qualifications
SB Senate Bill
SBE Small Business Enterprise
SEIU Service Employees International Union
SUASI Super Urban Area Security Initiative
SWAT Southwest Area Transportation Committee
TRANSPAC Transportation Partnership & Cooperation (Central)
TRANSPAN Transportation Planning Committee (East County)
TRE or **TTE** Trustee
TWIC Transportation, Water and Infrastructure Committee
UASI Urban Area Security Initiative
UCOA United Chief Officers Association
vs. versus (against)
WAN Wide Area Network
WBE Women Business Enterprise
WCCTAC West Contra Costa Transportation Advisory Committee

To: Contra Costa Fire Board of Directors
 From: Daryl L. Louder, Contra Costa Fire Protection Dist.
 Date: December 4, 2012
 Subject: Service Reduction and Fire Station Closure Plan



Contra
Costa
County

RECOMMENDATION(S):

CONSIDER approving and authorizing the Fire Chief to implement the attached Service Reduction and Fire Station Closure Plan since the District's parcel tax measure was not successful in November.

FISCAL IMPACT:

Closing four fire stations for the second half of the current fiscal year is projected to save approximately \$3 million.

BACKGROUND:

The District has been utilizing reserve funds for the past five years to maintain service delivery levels. The reserve funds have been exhausted and the District must reduce costs in order to operate within a balanced budget. The District has budgeted to staff 28-stations for the entire FY-12/13 budget cycle. However, this will result in a carryover balance of only \$7.5M for use in FY-13/14 and will not provide any reserve funds. Closure of four stations for the second half of FY-12/13 will reduce overtime expenditures and save approximately \$3 million.

Due to previous cuts in non-operational areas, the District has no option but to reduce direct service delivery levels to the community. Due to the low baseline level of resources,

☒ APPROVE

☐ OTHER

☒ RECOMMENDATION OF CNTY ADMINISTRATOR

☐ RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **12/04/2012** ☐ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

VOTE OF SUPERVISORS

AYES _____ NOES _____

ABSENT _____ ABSTAIN _____

RECUSE _____

I hereby certify that this is a true and correct copy of an action taken and entered on the minutes of the Board of Supervisors on the date shown.

ATTESTED: December 4, 2012

David J. Twa, County Administrator and Clerk of the Board of Supervisors

Contact: Chief Daryl Louder,
925-941-3500

By: , Deputy

cc: Daryl Louder

BACKGROUND: (CONT'D)

further reductions will have an adverse impact on response times, operational capacity, and the District's ability to protect and serve the community.

Please note that additional service reductions may be recommended for FY-13/14.

CONSEQUENCE OF NEGATIVE ACTION:

The savings from early station closures will not be recognized in the current fiscal year, resulting in more severe service level reductions in the following fiscal year (FY-13/14).

CHILDREN'S IMPACT STATEMENT:

Not applicable.

Contra Costa County Fire Protection District
Service Reduction and Fire Station Closure Plan

Since the recession began in 2008, property tax revenue for the Fire District has declined by approximately \$32 million. During this period, the Fire District has taken a number of actions to reduce costs in order to maintain essential service delivery.

During the past five years, the District has utilized reserve funds to keep all of our fire stations staffed and protect the community. In an effort to obtain needed revenue, the District placed a parcel tax measure on the ballot in November. Measure Q received support from the majority of the voters. Unfortunately, it did not receive the votes necessary for passage at the “super majority” threshold. The reserve funds have been expended and the District can no longer afford to maintain current service levels.

The service delivery model is based on community threat, industry standards, (e.g. response time, staffing levels, operational capabilities), the risk level the community is willing to accept, and services the community expects/demands. Currently, the District does not meet industry standards or best practices for staffing levels, response times, assembly of an effective firefighting force, or number of specialty units, e.g. truck companies. Reducing resources and closing fire stations will only exacerbate this already challenging situation.

The contingency plan outlined at the October 23, 2012, Board of Directors’ meeting indicated that the District would close four fire stations in January. This would save approximately \$3M for the current fiscal year. Closing fire stations reduces expenditures, but it also reduces public protection in the respective areas and across the entire response system. Stations will be selected based on the following criteria:

- Community threat/risk
- Call volume
- Ability of adjoining fire stations to “absorb” the call volume and work load
- Proximity of adjoining automatic and mutual aid fire stations
- Transportation corridors
- Impact on response times

The District will work collaboratively with our automatic/mutual aid and private sector partners (e.g., AMR), in an effort to minimize the adverse effects of service reductions. It is important to note that we can utilize other agencies to supplement our response efforts but not to supplant our responsibilities.

In an effort to provide a balance between controlling costs and providing some level of public safety, the following options are provided:

Planned Actions:

- Close four (4) fire stations in early January as previously indicated
- Savings – Approximately \$3M
- Impact – Reduced service delivery and public safety
- Efforts to minimize the impact –
 - Leverage automatic/mutual aid, and private sector partners
 - Potentially up-staff one or two units to expedite interior fire attack operations
 - Utilize existing reserve force to provide some coverage for closed stations when available
 - Work to develop and implement an EMS only (paramedic and EMT or 2- EMTs) unit in some or all of the affected stations during peak call volume time periods of 8 A.M. to 8 P.M.
 - Develop and implement an EMS only reserve or volunteer program to cover the affected stations during the non-peak periods
 - Limit the response to some non-life threatening emergencies and public service calls
 - Enhanced use of dynamic resource deployment, e.g. posting
 - Utilize software to evaluate optimal fire station locations and response configurations
 - Continue to monitor and evaluate service delivery impacts

Fire Stations Identified for Closure:

- Fire Station #4 – 700 Hawthorne Drive, Walnut Creek
- Fire Station #11 – 6500 Center Avenue, Clayton
- Fire Station #12 – 1240 Shell Avenue, Martinez
- Fire Station #16 – 4007 Los Arabis Avenue, Lafayette

Service Reduction Framework:

Purpose:

This plan identifies actions that will be implemented if inadequate funding is available to staff the current 28 fire stations in the District. It is important to recognize that any reduction in staffing and functional units will have an adverse impact on service delivery in the community. This includes:

- The inability to respond to some types of 911 calls
- Longer response times to emergency incidents
- Longer time period to assemble an effective firefighting force to meet operational needs (NFPA-1710)
- More severe fire conditions and fire spread to exposed buildings and vegetation
- Altered strategy and tactics to offset increased safety threats/risks
- Delay in providing life-saving medical treatment and care
- Limiting the ability to participate in the automatic and mutual aid system in the County and State

This plan will provide a broad framework for the multitude of actions, (e.g. operational personnel, fiscal, public communications, etc.) that must take place if reductions are necessary. The goal is to minimize the adverse impact to the community, ensure the safety of first responders, and communicate effectively with all stakeholder groups. This plan outlines a phased, “soft landing” approach in order to provide time to evaluate and monitor the many dynamics associated with the process.

Timeline:

January 1, 2013 to implementation of the FY-2013/2014 budget cycle.

Functional Steps:

1. Identify and prioritize up to ten (10) fire stations that will potentially be closed in order to reduce costs. Stations will be selected based on the following criteria:
 - a. Community threat/risk
 - b. Call volume
 - c. Ability of adjoining fire stations to “absorb” the call volume and work load
 - d. Proximity of adjoining automatic and mutual aid fire stations
 - e. Transportation corridors
 - f. Impact on response times
2. Determine the average number of fire stations that are staffed daily on an overtime basis. This should equate to an average of four to five companies.
 - a. Beginning January 1, 2013, overtime will no longer be utilized to staff the four (4) fire stations and those fire stations will be closed. Selection will be based on stations that have the least impact to the overall operation of the District. This will begin to reduce expenses in the FY-12/13 Budget and limit expenditure of reserve funds.

- b. Prior to fire station closures, notify stakeholders and conduct public meetings in the affected areas so the residents are aware of the fire station closures and the potential impact to the community.
 - c. Notify automatic aid and mutual aid partners regarding the reduced ability to provide aid and the potential for increased need of aid.
 - d. Notify Contra Costa County Emergency Medical Services Agency and American Medical Response (AMR) of the impending reduction in resources and work with them to minimize the impact to the EMS system.
 - e. It is recommended that the District will no longer respond to lower priority incidents such as non-life threatening (BLS) medical emergencies, property damage service calls, i.e. broken water pipes, lockouts with no life safety threat, etc.
 - f. Reduce response algorithms to certain incident types, e.g. fire alarms to a single unit.
 - g. Modify strategy and tactics for firefighting and rescue operations and conduct training for all operational personnel.
 - h. Utilize reserve firefighters to the extent possible for overhaul, “fire watch”, incident cleanup, etc.
 - i. Evaluate and implement different training delivery methodologies, apparatus repair systems, logistical support, etc. that will minimize the out of service or out of district time for field units.
 - j. Secure closed facilities, disconnect utilities, close fueling sites, etc.
 - k. Minimum staffing will be maintained at the remaining 24 fire stations until the beginning of the FY-13/14 Budget cycle.
3. Staff will evaluate the current number of vacancies and the attrition that occurs in early March through the end of the fiscal year.
 - a. If a reduction in force is necessary, layoff notifications will be made in accordance with Personnel Management Regulations and applicable Memorandums of Understanding (MOU).
 4. Evaluate appropriate cost reduction strategies or initiatives, e.g. outsourcing services, elimination of programs, etc. and implement as part of the FY-13/14 Budget.
 5. During the FY-13/14 Budget process, evaluate non-operational support positions that will be eliminated or kept vacant to align with the budget.
 - a. If a reduction in force is necessary, layoff notifications will be made in accordance with Personnel Management Regulations and applicable MOU’s.
 - b. Personnel will be reduced in “rank” as necessary to align with the number of budgeted positions in accordance with “Layoff” Personnel Management Regulations/MOU’s.
 6. Determine the number of fire stations that must be closed in order to align with FY - 13/14 budget projections.
 - a. If a reduction in force is necessary, layoff notifications will be made in accordance with Personnel Management Regulations/MOU’s.
 - b. Personnel will be reduced in rank as necessary to align with the number of budgeted positions in accordance with “Layoff” Personnel Management Regulations/MOU’s.
 - c. Prior to fire station closures, conduct public meetings in the affected areas so the residents are aware of the fire station closures and the potential impact to the community.

- d. Notify automatic aid and mutual aid partners regarding the reduced ability to provide aid and the potential for increased need of aid.
 - e. Notify Contra Costa County Emergency Medical Services Agency and American Medical Response (AMR) of the impending reduction in resources and work with them to minimize the impact to the EMS system.
- 7. Implement necessary changes to staffing and service levels.
 - a. Continue to evaluate/monitor strategy/tactics for safety and effectiveness
 - b. Continue to evaluate/monitor service delivery for impact
 - c. Continue to evaluate/monitor budget