

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT

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

CANDACE ANDERSEN, *CHAIR*, 2ND DISTRICT

MARY N. PIEPHO, *VICE CHAIR* 3RD DISTRICT

JOHN GIOIA, 1ST DISTRICT

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FEDERAL D. GLOVER, 5TH DISTRICT

DAVID J. TWA, CLERK OF THE BOARD AND COUNTY ADMINISTRATOR, (925) 335-1900

JEFF CARMAN, FIRE CHIEF

PERSONS WHO WISH TO ADDRESS THE BOARD DURING PUBLIC COMMENT OR WITH RESPECT TO
AN ITEM THAT IS ON THE AGENDA, WILL BE LIMITED TO THREE (3) MINUTES.

The Board Chair may reduce the amount of time allotted per speaker at the beginning of each item or public comment period
depending on the number of speakers and the business of the day.
Your patience is appreciated.

A closed session may be called at the discretion of the Board Chair.

Staff reports related to open session items on the agenda are also accessible on line at www.co.contra-costa.ca.us.

SPECIAL MEETING

AGENDA

February 9, 2016

11:00 a.m. Convene and call to order.

CONSIDER CONSENT ITEMS (Items listed as C.1 through C.4 on the following agenda) –
Items are subject to removal from Consent Calendar by request of any Director or on request for
discussion by a member of the public. **Items removed from the Consent Calendar will be
considered with the Discussion Items.**

PRESENTATIONS

PR.1 PRESENTATION recognizing Tom Barnidge, Contra Costa Times Columnist,
upon his retirement. (Jeff Carman, Fire Chief)

DISCUSSION ITEMS

D. 1 CONSIDER Consent Items previously removed.

D. 2 PUBLIC COMMENT (3 Minutes/Speaker)

- D.3** CONSIDER approving and authorizing the Fire Chief, or designee, to develop a funding agreement with the City of San Pablo for the construction of a replacement facility for Fire Station 70 located in San Pablo and DIRECT the Fire Chief, or designee, to develop a station design, including plans, specifications, and detailed cost estimates, as well as construction documents, and return to the Board of Directors for final approval. (Lewis Broschard, Deputy Fire Chief)
- D.4** CONSIDER adopting policies and procedures for the billing and collection of Contra Costa County Fire Protection District emergency ambulance services fees and charges. (Jeff Carman, Fire Chief)
- D.5** CONSIDER accepting a report from the Fire Chief providing a status summary for ongoing Fire District activities and initiatives. (Jeff Carman, Fire Chief)

CONSENT ITEMS

- C.1** ADOPT Resolution No. 2016/84 recognizing Tom Barnidge upon his retirement from the Contra Costa Times, as recommended by Supervisor Andersen.
- C.2** ACCEPT the 2015 Annual Report of the Advisory Fire Commission. (No Fiscal Impact)
- C.3** ACCEPT the Fire Chief's report titled Contra Costa County Fire Protection District 2016 Operational Plan. (No Fiscal Impact)
- C.4** APPROVE and AUTHORIZE the Fire Chief, or designee, to execute a contract amendment with Peter Benson, M.D. to extend the term from May 1, 2016 to May 1, 2017, and increase the payment limit by \$163,800 to a new payment limit of \$281,400 to continue physician oversight of fire-based emergency medical services programs within the District. (100% District revenue)

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.

Chair calls for comments from those persons who are in support thereof or in opposition thereof. 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.

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www.co.contra-costa.ca.us

ADVISORY COMMISSION

The Contra Costa County Fire Protection District Advisory Fire Commission typically meets on the second Monday of even-numbered months at 7:00 PM. The location of the meeting is Contra Costa County Fire Protection District, Training Center, 2945 Treat Blvd., Concord, CA 94518.

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
CCCPCD (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 (CCCPCD) 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
ECCPCD 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
PEPRA Public Employees Pension Reform Act
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)
TRANSPLAN 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



Contra
Costa
County

To: Contra Costa County Fire Protection District Board of Directors
From: Jeff Carman, Chief, Contra Costa County Fire Protection District
Date: February 9, 2016

Subject: Recognition of Tom Barnidge, Contra Costa Times Columnist, Upon His Retirement

RECOMMENDATION(S):

RECOGNIZE Tom Barnidge, upon his retirement as a Columnist with the Contra Costa Times, for his contributions to the residents of Contra Costa County and to the greater community.

FISCAL IMPACT:

No fiscal impact.

BACKGROUND:

As a Columnist with the Contra Costa Times, Tom Barnidge has proven himself to be an asset to the community by providing accurate information on timely subjects. Upon his retirement from the Times, the Fire Chief believes that Mr. Barnidge has earned recognition and gratitude for his efforts over the course of his career.

CONSEQUENCE OF NEGATIVE ACTION:

A well-deserved member of our community will not be recognized for his efforts.

CHILDREN'S IMPACT STATEMENT:

No impact.

☒ APPROVE

☐ OTHER

☒ RECOMMENDATION OF CNTY ADMINISTRATOR

☐ RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **02/09/2016** ☐ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

VOTE OF SUPERVISORS

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: February 9, 2016

Contact: Jeff Carman,
925-941-3318

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

By: , Deputy

cc:



Contra
Costa
County

To: Contra Costa County Fire Protection District Board of Directors
From: Jeff Carman, Chief, Contra Costa County Fire Protection District
Date: February 9, 2016

Subject: Fire Station 70 Replacement

RECOMMENDATION(S):

1. APPROVE and AUTHORIZE the Fire Chief, or designee, to develop a funding agreement with the City of San Pablo for the construction of a replacement facility for Fire Station 70 located in San Pablo; and
2. DIRECT the Fire Chief, or designee, to develop a station design, including plans, specifications, and detailed cost estimates, as well as construction documents, and return to the Board of Directors for final approval.

FISCAL IMPACT:

There is no fiscal impact to develop the funding agreement. There are costs for architectural services that will be paid out of Fire District capital funds.

☒ APPROVE

☐ OTHER

☒ RECOMMENDATION OF CNTY ADMINISTRATOR

☐ RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **02/09/2016** ☐ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

VOTE OF SUPERVISORS

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: February 9, 2016

Contact: Lewis Broschard, (925)
941-3501

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

By: , Deputy

cc:

BACKGROUND:

Fire Station 70 (FS 70) in San Pablo is located on San Pablo Avenue almost directly across from City Hall. The station is comprised of approximately 2,500 square feet of modular building construction attached to a three-bay cement masonry unit apparatus bay. The original fire station was torn down as a result of the Loma Prieta Earthquake. The modular construction was designed to be a temporary measure until a replacement facility could be built. Circumstances and fiscal limitations have limited the Fire District's ability to replace FS 70.

The modular buildings were designed for a capacity of one engine company with three personnel. Over the years a second crew was placed at the station temporarily and most recently Squad 70 was implemented which provides for a total of five personnel in the station that was originally designed for three. Modifications were made that include converting a closet to an additional bedroom to accommodate the increased staffing; although these modifications are truly stop-gap measures. There is no potential to increase restroom and shower capacity given the age of the modular structure and layout of the facility with necessary ADA code requirements and upgrades for any remodel work in the restrooms.

The most suitable solution for the City of San Pablo and the Fire District is the construction of a new fire station to properly support the increased staffing, replace the temporary facility, and provide the type of facility necessary to support our personnel, apparatus, and mission of fire and emergency medical services.

An initial design was developed by an architect, based on our current prototype station design, showing that a 7,000 square foot facility could be constructed on the existing fire station site. The initial cost estimate for this facility was approximately \$4 million based on similar fire stations being built in Vacaville, Fairfield, and San Ramon.

Fire District discussions with the City of San Pablo yielded an initial verbal commitment from the City Manager for the City to share 50% of the funding for building the new station, based on the initial estimates.

The remainder of the building, design, and demolition costs would be supported by the Fire District's capital fund.

CONSEQUENCE OF NEGATIVE ACTION:

Without a new facility to replace Fire Station 70, the Fire District may not be able to support increased staffing for the long-term. The modular building will eventually deteriorate to an unsuitable and unsustainable level forcing a relocation and untimely resolution.

CHILDREN'S IMPACT STATEMENT:

No impact.



**Contra
Costa
County**

To: Contra Costa County Fire Protection District Board of Directors
From: Jeff Carman, Chief, Contra Costa County Fire Protection District
Date: February 9, 2016

Subject: Emergency Ambulance Billing and Collection Policies

RECOMMENDATION(S):

ADOPT policies and procedures for the billing and collection of Contra Costa County Fire Protection District emergency ambulance services fees and charges.

FISCAL IMPACT:

The cost of implementing the policies is neutral.

BACKGROUND:

The Contra Costa County Fire Protection District (District) needs to establish policies and procedures for its emergency ambulance services billing and collections processes. The proposed policies and procedures are aligned with, and heavily reliant upon, the existing structure and framework established by American Medical Response (AMR) as the County's previous emergency ambulance provider. The proposed policies are also modeled after some of the Health Services Department hospital billing and collections policies. The purpose of the attached policies is to establish procedures for billing and collections that is consistent with current practices for the benefit of the public and the recently formed alliance between the District and AMR. Consistency in billing and collections will ensure continuity with

☒ APPROVE

☐ OTHER

☒ RECOMMENDATION OF CNTY ADMINISTRATOR

☐ RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **02/09/2016** ☐ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

VOTE OF SUPERVISORS

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: February 9, 2016

Contact: Lewis Broschard, Dep Fire
Chief 925-941-3501

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

By: , Deputy

cc:

BACKGROUND: (CONT'D)

forecasted revenue and business expectations as well as provide the public with similar experiences and expectations when dealing with the District moving forward as the new County emergency ambulance services provider.

The policies and procedures will cover the following areas: billing rates, guidelines for "Dead On Arrival" or "Death During Transportation", returned checks, payment plans, Compassionate Care Program (100% forgiveness of bill), charge-offs, discounts, Victims of Crime (VOC) program, indigent patients, filing of claims, cost of producing reports, patient appeal and complaint handling, and board review and approval of written-off charges. The financial modeling of the District's ambulance contract was predicated on using the existing policy and procedure framework for billing and collections.

The implementation of these policies, consistent with the current practices of AMR as the provider of emergency ambulance services in the County, is important for the overall financial health and sustainability of the District with respect to its emergency ambulance services contract. Significant alteration or deviation from the current practices of AMR would have a detrimental effect on the financial health of the District's ambulance operations.

CONSEQUENCE OF NEGATIVE ACTION:

The District will not have policies in place to handle necessary business related issues required to successfully fulfill its obligations under the emergency ambulance services contract.

CHILDREN'S IMPACT STATEMENT:

No impact.

ATTACHMENTS

Policy No. AMB-1 "Approved Billing Rates"

Policy No. AMB-2 "Billing Guidelines for Death On Arrival or Death During Transportation"

Policy No. AMB-3 "Returned Checks"

Policy No. AMB-4 "Payment Plans"

Policy No. AMB-5 "Compassionate Care Program"

Policy No. AMB-6 "Write-Off Policy"

Policy No. AMB-7 "Payment Settlements, Victim of Crime Program, Discount Programs, Filing of Claims"

Policy No. AMB-8 "Customer Complaint Procedure"

Policy No. AMB-9 "Collections"

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT
Emergency Ambulance Services

POLICY
AMB-1

SUBJECT: Approved Billing Rates			
Revision Date 1/1/16	Replaces NEW	Approved By Fire Chief	Pages 1
DISPOSITION: Place in Billing and Collections Policy & Procedure Manual			

INFORMATION

The District will charge patients emergency ambulance services billing rates that are established by the Contra Costa County Emergency Medical Services Authority. The contract between the County and the District mandates that the District charge the rates set forth below. The Fire District Board of Directors adopted the rates set forth below through adoption of Ordinance No. 2015-25. The rates may be amended or altered as provided by the contract between the County and the Fire District, and by amending the rate-setting ordinance.

<u>Fee</u>	<u>Description</u>
\$2,100.00	Emergency Ambulance Response Base Rate
\$50.00	Mileage Rate (for each mile traveled with a loaded patient)
\$175.00	Oxygen Administration Charge
\$450.00	Treat and Refused Transport

POLICY

All patients receiving emergency ambulance services will be billed according to the fees for service identified above, regardless of their residency. Individual fire district or fire department first responder fees may be assessed, as a line item in addition to the fees identified above, as applicable to each jurisdiction.

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT
Emergency Ambulance Services

POLICY
AMB-2

SUBJECT: Billing Guidelines for Death On Arrival or Death During Transportation			
Revision Date 1/1/16	Replaces NEW	Approved By Fire Chief	Pages 1
DISPOSITION: Place in Billing and Collections Policy & Procedure Manual			

INFORMATION

This policy is established for instances in which a patient is provided emergency ambulance services, but is pronounced dead at the scene, or where a patient dies during transportation to the hospital.

POLICY

In all instances where a patient is pronounced dead at the scene or dies during transportation to the hospital and prior to being transferred to the receiving hospital, the District will invoice and follow the Medicare guidelines for reimbursement (as set forth below) for these events shall be followed, regardless of the insured status of the patient.

Time of Death Pronouncement	Medicare Payment Determination
Before dispatch.	None.
After dispatch, before patient is loaded onboard ambulance (before or after arrival at the point-of-pickup).	The provider's/supplier's BLS base rate, no mileage or rural adjustment; use the QL modifier when submitting the claim.
After pickup, prior to or upon arrival at the receiving facility.	Medically necessary level of service furnished.

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT
Emergency Ambulance Services

POLICY
AMB-3

SUBJECT: Returned Checks			
Revision Date 1/1/16	Replaces NEW	Approved By Fire Chief	Pages 1
DISPOSITION: Place in Billing and Collections Policy & Procedure Manual			

INFORMATION

Returned checks cause additional work and expense to process and collect revenue from operations. This policy authorizes the Fire District to charge additional fees to cover this expense.

POLICY

A Non-Sufficient Funds (NSF) fee of \$25.00 will be charged to the patient for all returned checks.

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT
Emergency Ambulance Services

POLICY
AMB-4

SUBJECT: Payment Plans			
Revision Date 1/1/16	Replaces NEW	Approved By Fire Chief	Pages 1
DISPOSITION: Place in Billing and Collections Policy & Procedure Manual			

INFORMATION

This policy addresses situations where an uninsured patient wants to enter into a payment plan to assist the patient in paying their ambulance bill. Payment plans will only be permitted as described in the policy below.

POLICY

1. The District will offer individuals that are unable to pay their bills on one payment interest-free extended payment plans. The terms of the payment plan will be negotiated between the District and the patient, but will at least meet the following minimum requirements:
 - a. Minimum monthly payment of \$50.00;
 - b. The District will charge four percent (4%) of the amount due as a one-time payment plan set-up fee;
 - c. If balance of the bill can be paid in three months, the plan may call for monthly payments of \$25.00;
 - d. The maximum term of the payment plan is 12 months; and
 - e. Payment will be made via cash, check or credit card.
2. The District will not send unpaid bills to a collection agency while the patient is attempting in good faith to negotiate a reasonable payment plan.
3. The District may declare the payment plan inoperative if the patient fails to make all consecutive payments during a 90-day period.

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT
Emergency Ambulance Services

POLICY
AMB-5

SUBJECT: Compassionate Care Program			
Revision Date 1/1/16	Replaces NEW	Approved By Fire Chief	Pages 1
DISPOSITION: Place in Billing and Collections Policy & Procedure Manual			

INFORMATION

Not every patient may have the ability to pay a bill for emergency ambulance services, particularly if they are not insured. The Compassionate Care Program (CCP) is established for financial hardships and to establish criteria for the District to discount 100% of a patient's ambulance services bill.

POLICY

1. The term "Uninsured Patient" means an individual that does not have third-party coverage from a health insurer, health care service plan, Medicare, Medi-Cal, and whose injury is not compensated under a Worker's Compensation plan, automobile insurance, or other insurance as determined and documented by the District. A patient who has reached a lifetime limit on the patient's insurance benefits will be considered an "Uninsured Patient" for services in excess of that limit.
2. If a patient informs the District that a financial hardship may prevent the patient from paying the total amount of their bill, the District will provide the patient with a Compassionate Care Program (CCP) application if the following criteria are met:
 - a. The applicant is prescreened at an income level that is equal to or less than the transport areas defined hardship level (125% of the federal poverty level).
 - b. The patient is an Uninsured Patient.
3. A patient must submit an application for the Compassionate Care Program and provide all necessary documentation within 60 days after initial billing. Eligibility for a 100% discount of ambulance services fees will be denied if the applicant does not financially qualify, or does not provide the required documentation within 60 days of the initial billing. If the patient makes a reasonable effort to obtain documentation, but is unable to do so through no fault of his/her own, an attempt will be made to make an eligibility determination without such documentation.

4. All applications will be reviewed and approved or declined by District management.
5. If a patient's application is approved under the CCP, the patient will receive a 100% write-off of their bill.

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT
Emergency Ambulance Services

POLICY
AMB-6

SUBJECT: Write-Off Policy			
Revision Date 1/1/16	Replaces NEW	Approved By Fire Chief	Pages 2
DISPOSITION: Place in Billing and Collections Policy & Procedure Manual			

INFORMATION

As a normal course of business, certain charges may be uncollectable balances. In the case of certain government payers, such as Medi-Cal, the Fire District must agree to take what is allowable under the government program. In other cases, there may be a need to write off a small amount that is not likely to be recovered or is not worth the time and expense in attempting to recover. This policy authorizes certain charges to be written off as uncollectable balances.

POLICY

1. Bankruptcies. The District is prohibited by law from billing a patient after it has received a notice of automatic stay because the patient has filed for bankruptcy.
 - a. The District will write off bills for patient bankruptcy filings upon the District's receipt of documentation in any of the following forms:
 - i. Documents opening the bankruptcy case and providing the details of the filing including:
 - A. Notice of Automatic Stay;
 - B. Case meeting of creditors and establishment of case deadlines
 - C. Notice of a case dismissal being vacated, and order to reopen case;
 - ii. A document regarding status of the case and date of hearings;
 - iii. Dismissal of the case establishing that the creditors may once again collect on the patient's debt, including:
 - A. Notice of Dismissal;
 - B. Order Closing Case without Entry of Discharge; and
 - iv. Discharge of Debtor;
2. Small Balances. Account balances of \$10.00 or less will be written off.

3. Minor's Accounts. Minor's accounts will not be written off; however the Compassionate Care Program application (Policy 5) may be completed by the guardian of the minor.
4. Deceased Patient. If a patient lives in a state where community property laws apply and the patient has a surviving spouse, the District will proceed to collect payment of the bill.
 - a. If there is no surviving spouse the account will be written off.
5. Timing of Write-Offs. All write-offs will be approved by the District Board of Directors on a quarterly basis at a regularly scheduled board meeting.
6. Medicare Copay; Uncollectable Medicare Amount.
 - a. The District will proceed to collect payment from a Medicare insured patient for the Medicare insured patient's copayment responsibility.
 - b. The District will not proceed to collect payment from a Medicare insured patient for the amount of a bill not covered by Medicare unless Medicare denies coverage completely, in which case the District will proceed to collect payment from a Medicare insured patient for the amount Medicare would have paid.
7. Private Health Insurance. The District will proceed to collect payment from privately insured patients for the amount of a bill not paid by the patient's insurance.

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT
Emergency Ambulance Services

POLICY
AMB-7

SUBJECT: Payment Settlements, Victim of Crime Program, Discount Programs, Filing of Claims			
Revision Date 1/1/16	Replaces NEW	Approved By Fire Chief	Pages 1
DISPOSITION: Place in Billing and Collections Policy & Procedure Manual			

INFORMATION

The policies below address various issues not otherwise found in the policy manual.

POLICY

1. Discount Programs. The Fire District will not provide prompt payment discounts or hospital discount programs.
2. Ambulance Services provided to District employees and District Ambulance Subcontractor personnel Injured while on duty. A District employee, or an employee of District's ambulance subcontractor, that requires an emergency ambulance transport due to an injury suffered while on duty will not receive a bill for emergency ambulance services.
3. Victims of Crime (VOC) program. Upon verification, victims transported or receiving services as a result of a criminal act will not be charged directly for the services provided. The VOC fund will be invoiced for the services provided.
4. Filing of Estate Claims. The District will file claims against the estate of a patient as necessary to recover fees for services provided.

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT
Emergency Ambulance Services

POLICY
AMB-8

SUBJECT: Customer Complaint Procedure			
Revision Date 1/1/16	Replaces NEW	Approved By Fire Chief	Pages 2
DISPOSITION: Place in Billing and Collections Policy & Procedure Manual			

INFORMATION

The purpose of this procedure is to ensure that all customer complaints are thoroughly investigated, and resolution is provided to the complainant in a timely, consistent manner.

POLICY

1. Customers and patients will have access to the Alliance through the use of a toll free number, the District website, and an e-mail account for customer service issues.
2. The District's ambulance subcontractor will receive, process, and resolve all inquiries and complaints regarding service and patient care related to ambulance transport.
 - a. Any issues, complaints, or inquiries that cannot be resolved by the contractor will be routed to the Fire District EMS Division.
3. All inquiries and complaints received by the ambulance subcontractor relative to Fire District operations or first responder services provided by the Fire District will be routed to the Fire District EMS Division within one business day.
4. The District's EMS billing contractor will receive, process, and resolve all inquiries and complaints regarding medical billing, invoicing, and payment processing.
 - a. Any dispute or inquiry that cannot be resolved by the billing contractor will be routed to the Fire District EMS Division within one business day for follow-up and resolution by District staff.
 - b. All inquiries and complaints received by the ambulance subcontractor relative to billing services, patient payments, or invoices will be routed to the Fire District's EMS billing contractor within one business day.

Complaint Processing Time:

1. Regardless of the method of notification, a response shall be initiated to the complainant within two business days. If the complaint, inquiry, or issue is still pending, the complainant is to be informed that their concern is being researched, and a representative from the Alliance will be in contact as soon as the investigation is complete.

Complaint Resolution:

1. When the investigation is complete and resolution has been determined, the division responsible for handling the complaint will respond in the same manner in which the complaint arrived.
2. If the complaint is received as written correspondence, a written response advising of the outcome of the investigation is to be sent to the complainant upon a completed investigation into the complaint.

CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT
Emergency Ambulance Services

POLICY
AMB-9

SUBJECT: Collections			
Revision Date 1/1/16	Replaces NEW	Approved By Fire Chief	Pages 1
DISPOSITION: Place in Billing and Collections Policy & Procedure Manual			

INFORMATION

In the normal course of the District conducting emergency ambulance services, it may be necessary to send unpaid bills to a collections service for further attempts to contact the responsible party and recover the fees for providing services.

POLICY

1. The District may send unpaid accounts to a collections agency if the account is unpaid after 90 days and the amount payable is greater than \$10.00.
2. The District will not invoice a patient more than three times prior to the sending the patient's account to collections.
3. The District will not use wage garnishments or liens on primary residences as a means of collecting the unpaid bills of any patient who qualified for the Compassionate Care Program.
4. None of the District, the assignee of a District account receivable, or a collection agency may report adverse information to a consumer credit reporting agency concerning, or commence a civil action against, a patient who lacks insurance coverage.



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Costa
County

To: Contra Costa County Fire Protection District Board of Directors
From: Jeff Carman, Chief, Contra Costa County Fire Protection District
Date: February 9, 2016

Subject: Fire Chief's Report

RECOMMENDATION(S):

ACCEPT a report from the Fire Chief providing a status summary for ongoing Fire District activities and initiatives.

FISCAL IMPACT:

No fiscal impact.

BACKGROUND:

At the request of the Contra Costa County Fire Board of Directors, the Fire Chief is providing a report on the status and progress of the various District initiatives.

CONSEQUENCE OF NEGATIVE ACTION:

The report will not be formally accepted by the Board of Directors.

CHILDREN'S IMPACT STATEMENT:

No impact.

☒ APPROVE

☐ OTHER

☒ RECOMMENDATION OF CNTY ADMINISTRATOR

☐ RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **02/09/2016** ☐ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

VOTE OF SUPERVISORS

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: February 9, 2016

Contact: Jeff Carman,
925-941-3318

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

By: , Deputy

cc:

ATTACHMENTS

Fire Chief's Report - February
2016

Contra Costa County



Fire Protection District

February 9, 2016

TO: Board of Directors
FROM: Jeff Carman, Fire Chief
RE: Fire Chief's Report

- The District officially began its ambulance transport program on January 1. We are averaging about 200+ transports per day which exceeds our projections. In anticipation of the April 1 start date, dispatch personnel continue training to assume the responsibility of dispatching ambulances.
- The Fire Chief participated in the second meeting of the Tri-County Fire Chiefs (Alameda, Contra Costa, and Santa Clara counties). As many of our agencies are faced with like challenges and working to achieve similar objectives, this alliance saves time, promotes efficiency, and keeps us aware of situations and/or events which might impact us. Super Bowl 50 is an example of such an event.
- In January, the District promoted Bob Atlas, Dennis Ware, and Garrett Presley to the positions of Interim Assistant Chief, Fire Captain, and Engineer respectively. Battalion Chief Rich Sonsteng has been appointed to the role of Interim EMS Battalion Chief.
- Academy #49 began on January 19 with twenty-one recruits who are expected to graduate in early May. The graduates will immediately fill existing vacancies, staff future vacancies as we open additional companies, and fill anticipated retirement vacancies.
- In January, the District appointed a new Executive Secretary. Latonia Ellingberg comes to us with an undergraduate degree and significant experience performing the duties of an executive assistant.



Contra
Costa
County

To: Contra Costa County Fire Protection District Board of Directors
From: Jeff Carman, Chief, Contra Costa County Fire Protection District
Date: February 9, 2016

Subject: Advisory Fire Commission 2015 Annual Report to the Board of Directors

RECOMMENDATION(S):

ACCEPT the 2015 Annual Report of the Advisory Fire Commission.

FISCAL IMPACT:

No fiscal impact.

BACKGROUND:

At the request of the Contra Costa County Fire Board of Directors, the Fire Chief is submitting the 2015 Annual Report of the Advisory Fire Commission.

CONSEQUENCE OF NEGATIVE ACTION:

The report will not be formally accepted by the Board of Directors.

CHILDREN'S IMPACT STATEMENT:

No impact.

☒ APPROVE

☐ OTHER

☒ RECOMMENDATION OF CNTY ADMINISTRATOR

☐ RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **02/09/2016** ☐ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

VOTE OF SUPERVISORS

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: February 9, 2016

Contact: Jeff Carman,
925-941-3318

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

By: , Deputy

cc:

ATTACHMENTS

Advisory Fire Commission: CY2015 Annual
Report

2015 ANNUAL REPORT



CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT ADVISORY FIRE COMMISSION

Randall J. Henderson, District I (resigned eff. 7/1/15)
Bill Granados, District II, Liaison to the Board of Supervisors
Edward Haynes, District III, Vice Chair
Barry Cunningham, District IV (term expired 6/30/15 – not reappointed)
Debra Galey, District IV (appointed 7/28/15)
Nat Rojanasathira, District V
Mike Egan, At Large #1
Richard T. Chapman, At Large #2, Chair
Shawn de Leuze, Staff

Alternates:

Erling Horn, District II
Melvin Chappel, District III (resigned eff. 10/12/15)

2015 ANNUAL REPORT

Contra Costa County Fire Protection District Advisory Fire Commission

Meetings: Bi-monthly meetings were held: February, April, June, August, October, and December
Location/Time: 2945 Treat Blvd., Concord at 7:00 p.m.
Chair: Richard "Tom" Chapman
Staff: Shawn de Leuze
Reporting Period: January through December 2015

I. ACTIVITIES

- Conducted regular business of the Commission
- Conducted regular business of the Commission as well as the following Committees:
 - Apparatus & Equipment*
 - Budget*
 - Personnel*
 - Property and Annexation**(*All above committee business conducted during course of regular meetings.)*
- Attended Contra Costa County Fire Commissioners Association Meetings
- Attended Board of Supervisors Meetings
- Attended Contra Costa County Fire Protection District Board of Directors meetings
- Attended the Fallen Firefighters Memorial Service
- Attended various city council, town hall, and other fire board meetings

II. ACCOMPLISHMENTS

- Reviewed and provided feedback on the Draft FY 2015/16 Budget
- Conducted public hearings to resolve public complaints regarding weed abatement charges with particular success in the resolution of a major case to the satisfaction of both the appellant and the Commission
- Reviewed the \$10M apparatus lease/purchase project
- Support of Fire Station 46 on the Lafayette/Orinda border
- Provided feedback on fire prevention activities, suppression leave, incident summary reports and response times
- Provided feedback on levels of service in communities with closed stations or reduced service

III. ATTENDANCE/REPRESENTATION

- Vacancies: District 1 (eff. July); District 1 Alternate; District 3 Alternate (eff. December); District 4 Alternate; District 5 Alternate
- Diversity: Commission consists of a variety of retired and active business professionals/owners; retired Fire Captain; computer programmer; security advisor/former police officer/current reserve at San Ramon Valley Fire Protection District; San Francisco Fire Department retiree; and Assistant to the Town Manager – Town of Danville.
- Level of Participation:

Regular Mtgs.	
Chapman	6 of 6
Cunningham	6 of 6
Egan	6 of 6
Galey	3 of 3
Granados	6 of 6
Haynes	6 of 6
Henderson	6 of 6
Rojanasathira	6 of 6
Chappel (Alt.)	1 of 5
Horn (Alt.)	5 of 6

- Quorum Frequency: No meetings cancelled due to lack of a quorum.

IV. TRAINING/CERTIFICATION

- Commissioner Egan received certification from the National Registry of Emergency Medical Technicians.

V. PROPOSED WORK PLAN/OBJECTIVES FOR NEXT YEAR

- Continue to work with the Fire Chief on budgetary issues.
- Attend meetings relative to fire service issues.
- Provide input to the Board of Directors.
- Continue to monitor citizen complaints stemming from the District's weed abatement program.
- Continue to exercise oversight of the approval process for the disposal of surplus property.
- Continue to explore alternate funding sources.



Contra
Costa
County

To: Contra Costa County Fire Protection District Board of Directors
 From: Jeff Carman, Chief, Contra Costa County Fire Protection District
 Date: February 9, 2016

Subject: Contra Costa County Fire Protection District 2016 Operational Plan

RECOMMENDATION(S):

ACCEPT the Fire Chief's report titled Contra Costa County Fire Protection District 2016 Operational Plan.

FISCAL IMPACT:

No fiscal impact.

BACKGROUND:

Attached for the Board's review is the finalized report titled Contra Costa County Fire Protection District 2016 Operational Plan.

CHILDREN'S IMPACT STATEMENT:

No impact.

☒ APPROVE

☐ OTHER

☒ RECOMMENDATION OF CNTY ADMINISTRATOR

☐ RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **02/09/2016** ☐ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

VOTE OF SUPERVISORS

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: February 9, 2016

Contact: Jeff Carman,
925-941-3318

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

By: , Deputy

cc:

ATTACHMENTS

2016 CCCFPD Operational
Plan

Contra Costa County Fire Protection District



2016 Operational Plan



Contra Costa County Fire Protection District 2016 Operational Plan

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Contra Costa County Fire Protection District 2016 Operational Plan

Preface

This Operational Plan is designed to set the Contra Costa County Fire Protection District (ConFire) on a path to the future, to provide a common direction for all personnel. It will be used to prioritize resources as they become available. It will also be used to track accomplishments so they are not forgotten.

The plan has three sections. Section One includes the District's Strategic Initiatives, the foundation of the plan. These seven initiatives address many of our challenges, either directly or indirectly, including funding, communications, emergency response, and efficiency. Each initiative is supported by objectives that contribute to the success of the initiative. The numbering of the objectives is for identification purposes only and does not reflect the order of prioritization.

Section Two includes the goals of each program/division within the organization. While each of the goals listed are specific to the program/division, they also support the Strategic Initiatives listed in Section One.

Section Three is a list of deliverables the District accomplished this past year. It is important to note that without the hard work and dedication of all District personnel and their willingness to function in a cohesive manner, the list of accomplishments would be much less extensive. The District's extended list of accomplishments is a testimonial to the health and resiliency of our organization!



Contra Costa County Fire Protection District 2016 Operational Plan

Message from Fire Chief Carman

A little over a year ago, the Contra Costa Fire Protection District developed a very ambitious Operational Plan to use as a guide as we emerged from the recession. After many years of limited financial resources, station closures, and staffing reductions, the Fire District needed to be strategic in its efforts to recover from this devastating event.

The Fire District experienced significant growth in 2015. We added staff, opened a fire station, and improved services. We invested heavily in our fleet and facilities, increased salaries for our employees, and added additional revenue to our budget. Most of our programs and projects received additional funding, and we were awarded the county-wide ambulance transport contract! The list of accomplishments is extensive, and I encourage every one of our employees to review and to see it as something we should all be very proud of. Without the support, dedication, and trust of our employees, our stakeholders, and most importantly the public, we could not have accomplished so much.

2016 is projected to be another positive year for ConFire. The economic projections are favorable, and we anticipate additional revenue from the ambulance transport program and other sources. During the calendar year, we will take delivery of several new pieces of equipment including thirteen (13) new fire engines, four (4) new ladder trucks, two (2) rescue trucks, and a command vehicle. We will propose to our Board that we restore Engine 6 to service in downtown Concord beginning July 2016; and that we open a newly rebuilt Fire Station 16 in January 2017. We will also seek Board approval to rebuild Fire Station 70; and to start the process of constructing new, relocated facilities for Stations 9 (Pacheco) and 86 (Bay Point). We hope to purchase additional specialty apparatus including water tenders, an additional breathing air support unit, and a new dozer transport.

In 2016, the District will embark on an in-depth planning process. Even though economic forecasts are positive for the next 2-3 years, we know there is another economic decline in our future. With better planning, we hope to endure the next downturn without service reductions. To do so, we need to set aside adequate reserves and pursue additional revenue that will allow us to both improve our current service levels and better withstand a recession.

Although our 2016 Operational Plan is ambitious, the emphasis is not on adding new services, but rather adding value to what we are currently doing and better planning for our future. Even with our best planning efforts, we know that unforeseen opportunities will arise. In anticipation of these opportunities, we will review our plan quarterly and make adjustments as needed.

The Operational Plan that follows is a direct reflection of our intent to truly embody the CCCFPD vision of "a recognized fire service leader that strives to become the premier fire organization that honors the past, recognizes the challenges of the present and will continue to raise the bar of excellence into the future."



Contra Costa County Fire Protection District 2016 Operational Plan

Our Mission

The Contra Costa County Fire Protection District exists to provide you, your family and our communities with professional services dedicated to the preservation of life, property and the environment.

Our Vision

The Contra Costa County Fire Protection District is a recognized fire service leader that strives to become the premier fire organization that honors the past, recognizes the challenges of the present and will continue to raise the bar of excellence into the future.

Our Core Values

Service

We value the importance of service before self. We are committed to providing superior emergency and non-emergency services.

Leadership

We value leadership and empowerment at all levels in our organization in order to be successful.

Teamwork

We value teamwork. Each of us must be accountable for our own role. Collectively, we must perform to the best of our ability to achieve a common goal.

Safety and Preparedness

We value safety and preparedness as necessary elements of our service delivery system in order to protect our communities and ourselves.

Professionalism

We value commitment and dedication as fundamental elements to achieving excellence. We believe in what we do and we will always strive to maintain our high standards and values.

Integrity

We value the trust that the public has placed in us. In return we will act with integrity, respect, and honesty by always "doing the right thing."

Contra Costa County  Fire Protection District
2016 Operational Plan

Section One
Strategic Initiatives

Strategic Initiative # 1
Managing our Infrastructure

~

Strategic Initiative # 2
Fostering Workforce Excellence

~

Strategic Initiative # 3
Delivering Exemplary Service

~

Strategic Initiative # 4
Ensuring Financial Stability and Accountability

~

Strategic Initiative # 5
Planning our Future

~

Strategic Initiative # 6
Communicating our Value

~

Strategic Initiative # 7
Preparing for Disaster



Contra Costa County Fire Protection District 2016 Operational Plan

Strategic Initiative # 1 Managing our Infrastructure

After years of neglecting our infrastructure during the recession, the District needs to develop a comprehensive plan that will assure that, as funding allows, our infrastructure is brought up to contemporary standards. The plans must include maintenance and replacement cost projections so that we can budget to maintain those standards in the future.

Item	Objective	Responsible Person	Target Completion
1A	Develop a 5-year plan that addresses current and projected maintenance needs for our existing facilities.	Facilities Manager	Q4
1B	Develop a 5-year plan that addresses current and projected maintenance and replacement needs for our light and heavy fleet.	Assistant Chief/ Support Services	Q4
1C	Develop a 5-year plan that addresses maintenance and replacement of the District's capital equipment including protective clothing, thermal cameras, etc.	Logistics Manager	Q4
1D	Update the 2015 Information Systems business plan as needed.	Information Systems Manager	Q4
1E	Develop a plan that will address fire station replacement/relocation. The plan should consider current and future development, call data, and projected facility needs.	Fire Chief	Q4
1F	Develop a plan to expand/replace/relocate fire administration in order to accommodate current and future growth.	Deputy Fire Chief	Q1



Contra Costa County Fire Protection District 2016 Operational Plan

Strategic Initiative # 2 Fostering Workforce Excellence

Our employees are our most important asset. The Fire District needs to ensure that we only hire and promote the best candidates and develop our current employees to better prepare them to lead the organization in the future. We will do this by empowering our employees at all levels, providing as many education and training opportunities as resources will allow, and continuing to raise the bar to meet and exceed our customers' needs.

Item	Objective	Responsible Person	Target Completion
2A	Continue our work towards recruiting diversity into our workforce.	Human Resources Analyst	Q3
2B	Continue our work to establish a District safety program to reduce workplace injury, illness, and accidents.	Assistant Chief/ Operations	Q3
2C	Develop an Annual Training Plan to insure all personnel acquire new skills and education and maintain existing ones.	Battalion Chief/ Training	Q1
2D	Expand our current use of technology to assure that all training is documented and new training methodology is fully utilized.	Battalion Chief/ Training	Q2
2E	Continue to offer quality training and educational opportunities to develop and prepare our personnel for advancement.	Battalion Chief/ Training	Continuous
2F	Empower and engage our personnel at all levels in the organization.	All	Continuous
2G	Implement a performance evaluation program that will provide an opportunity for all personnel to be aware of their current performance level and provide a plan for future growth.	Human Resources Analyst	Q3
2H	Continue to provide timely, scheduled recruitment and promotional exams in order to maintain adequate numbers of personnel at all levels.	Human Resources Analyst	Continuous
2I	Continue to develop the District's firefighter reserve program to provide a conduit for aspiring firefighters to achieve their goal.	Assistant Chief/ Operations	Continuous



Contra Costa County Fire Protection District 2016 Operational Plan

Strategic Initiative # 3 Delivering Exemplary Service

ConFire exists to provide the best possible service to our customers. Whatever service we are called upon to provide it is our ultimate goal to provide the best. As we cannot improve what we do not measure, we must study our data continuously and always strive to be better. We must continue to evolve as a premier fire organization, continually educating ourselves and adapting to new methodology and technology as it emerges.

Priority	Objective	Responsible Person	Target Completion
3A	Develop and finalize consistent performance reports. Implement a process for the timely review of performance data at all levels.	Assistant Chief/ Operations	Q3
3B	Continue the development of our Special Operations program (marine, air, USAR, heavy equipment) including the development of a written plan that addresses training, personnel assignments, and sustainment.	Assistant Chief/ Operations	Q3
3C	Continue the development of our Truck Operations program including the development of a written plan that addresses training, personnel assignments, and sustainment.	Assistant Chief/ Operations	Q3
3D	Expand the use of our operational committees (truck, engine, USAR) to engage and empower our personnel.	Assistant Chief/ Operations	Continuous
3E	Continue to expand our relationship between the district and AMR. Utilize transport resources to maximize our operational efficiency.	Assistant Chief/ Support Services	Continuous
3F	Continue to seek out technology that will provide faster response and more efficient service delivery.	Assistant Chief/ Operations	Continuous
3G	Adopt the new State Fire Code formally through the ordinance process. Work with our cities to make them aware of the new code and provide them the opportunity for input.	Fire Marshal	Q3



Contra Costa County Fire Protection District 2016 Operational Plan

Strategic Initiative # 4 Ensuring Financial Stability and Accountability

As we emerge from the recession, we must remember what we have learned and use those lessons to avoid repeating mistakes. We must be efficient and innovative as we provide service to our customers. Before we consider expansion, we must assure ourselves that we can sustain our current operations with the currently available physical and financial resources. We must also seek out additional revenue to assure ourselves and our customers that we can continue to keep pace with future development.

Priority	Objective	Responsible Person	Target Completion
4A	Overhaul the internal budget process to further engage program managers in the process.	Chief of Administration	Q1
4B	Work with the cities and county to develop additional revenue streams that will allow the district to enhance service levels and be sustainable into the future.	Deputy Fire Chief	Q4
4C	Seek out/develop purchasing opportunities to reduce costs and increase efficiency including group purchasing opportunities, public/private partnerships, etc.	Logistics Manager	Q3
4D	Research the potential benefits of utilizing the services of a grant manager.	Chief of Administration	Q2
4E	Continue to develop business and revenue opportunities with the new AMR alliance.	Assistant Chief/ Support Services	Continuous
4F	Continue to explore enterprise opportunities in IS, Fleet, and Training.	Assistant Chief/ Support Services	Continuous



Contra Costa County Fire Protection District 2016 Operational Plan

Strategic Initiative # 5 Planning our Future

The District recovered very quickly in 2015 thanks to improving financial resources and the hard work and dedication of our employees. In 2016, it is important that we begin to project what physical and financial resources will be needed to maintain our current service levels and to identify what our needs will be as we expand services. Conversely, we need to make sure we have contingency plans in place that will address the potential for contraction when the next economic downturn occurs.

Item	Objective	Responsible Person	Target Completion
5A	Review current deployment models and develop a plan to determine whether the district would benefit from relocating station and/or apparatus locations.	Fire Chief	Q4
5B	Develop a service expansion/contraction plan for the district that will address operations, prevention, and support services.	Fire Chief	Q4
5C	Update the district's intranet to insure all information is current and accurate.	Deputy Fire Chief	Q3
5D	Update and reformat all district policies, procedures, operational plans, etc.	Fire Chief	Q3
5E	Review all operational programs to assure that the district is meeting all current standards and regulations and that there are plans in place to sustain the programs.	Assistant Chief/ Operations	Q4



Contra Costa County Fire Protection District 2016 Operational Plan

Strategic Initiative # 6 Communicating our Value

Although we respond to thousands of complex fire and rescue incidents annually, we do not communicate our story well to our customers. If our customers and stakeholders lack sufficient knowledge and/or understanding of what we do, we cannot expect them to support our needs when we call upon them to do so. We need to evaluate our current communications plan and use the information to develop an enhanced, more robust communication plan in the future.

Priority	Objective	Responsible Person	Target Completion
6A	Develop an enhanced public relations plan to include PIO services, media relations, public education, etc.	Fire Chief	Q3
6B	Continue to maintain and improve the District's website.	Deputy Fire Chief	Continuous
6C	Survey our customers and stakeholders to determine both the effectiveness and the limitations of our public relations efforts.	Fire Chief	Q3
6D	Enhance our relationship with our cities through improved reporting, meeting attendance, etc.	Deputy Fire Chief	Q3



Contra Costa County Fire Protection District 2016 Operational Plan

Strategic Initiative # 7 Preparing for Disaster

Contra Costa County is the second most industrialized county in California. Based on geography and volume of industry, Contra Costa County is likely to experience major incidents and disasters more often. Because of this, we need to ensure that our staff is ready to respond, manage, and help recover from significant incidents when they occur. We will do this by providing additional training to our staff, developing emergency response plans, and updating our emergency operations center.

Priority	Objective	Responsible Person	Target Completion
6A	Provide educational opportunities for our command staff on major incident command and control.	Battalion Chief/ Training	Q4
6B	Expand the District's Emergency Operations Center to be better prepared for major incident/disaster support.	Deputy Fire Chief	Q3
6C	Develop a District Emergency Operations Plan that will provide guidance to our personnel during a major incident/disaster.	Fire Chief	Q3
6D	Develop a resource directory that will make our personnel aware of the resources available to them and procedures to secure the resource during a major incident/disaster.	Assistant Chief/ Operations	Q2
6E	Develop relationships between all county emergency service providers including county hazmat and county OES to insure more seamless incident management.	Fire Chief	Q4



Contra Costa County Fire Protection District 2016 Operational Plan

Section Two

Division/Program Goals

Each division within the organization maintains its own goals in support of the District's seven strategic initiatives. These goals, particularly germane to each specific division, are listed below under the appropriate division. While all of a division's goals are important to the division, they are also subject to change in response to both internal and external influences.

Office of the Fire Chief

- Continue the development of a strategic plan that includes a sustainment plan for each major division and program within the District.
- Continue to seek out alternative revenue sources to relieve the District of its sole reliance on property tax revenue. These revenue stream possibilities include business/enterprise opportunities, developer agreements, service contracts, etc.
- Continue to develop educational and communication opportunities with our policy makers, customers, and stakeholders including public meetings, media opportunities, and other venues.
- Develop a program to improve education and skill levels for all personnel within the organization. The program will raise minimum qualifications and provide our personnel the opportunity for additional training and education through in-house training and other non-traditional educational venues.
- Continue to develop and improve the labor/management relationship within the District. Seek opportunities to partner, when possible, and encourage a cooperative, collaborative relationship. Encourage the use of Interest-Based Negotiations to solve differences.
- Update all policies and procedures to assure they are current. Catalog all policies and procedures in an easy to find electronic format and develop a plan that will assure they are reviewed and updated on a regular basis.
- Expand the capabilities of our Department Operations Center and define the roles of re-call Chief Officers.

Operations Division

Emergency Operations

- Improve firefighter safety by:
 - Establishing safety program priorities based on the "16 Firefighter Life Safety Initiatives" promulgated by the National Fallen Firefighters Foundation.



Contra Costa County Fire Protection District 2016 Operational Plan

- Implementing initiatives recommended by the “Firefighter Cancer Support Network” to limit occupational exposures by our personnel.
 - Expanding the use of the CCCFPD After Action Review process and near-miss reporting system.
 - Updating the standard operating procedure for Incident Safety Officer.
 - Continuing to present the Michelle Drive Investigation report to all new firefighters and requiring the study of the Michelle Drive report at all ranks during the Academy and probationary periods.
- Enhance Truck Company Operations by:
 - Assuring there are adequate numbers of trained TDA operators.
 - Developing or adopting a truck operations task book
- Address special operations capabilities within the organization to include technical rescue, water rescue, marine response, dozer operations, and joint helicopter operations programs by:
 - Developing plans to assure that special operations teams are adequately prepared through training, SOP updates, team concepts, and response plans.
- Improve Disaster and Major Incident Response by:
 - Updating earthquake response procedures.
 - Providing DOC/EOC specific training to battalion chiefs, staff captains, and Fire Prevention Bureau personnel.
 - Implementing mass recall staffing capabilities and policy.
 - Deploying a mobile command unit.

Training

- Leverage our recently implemented technology advancements:
 - To better reach our newer generation of firefighters and how they learn.
 - To better track training hours and topics for all personnel.
- Develop and transition the District to an annual training plan.
- Expand our relationships with our community college partners:
 - To develop funding and educational synergies.
 - To further develop and strengthen our district’s career development program.
 - To assist and benefit from the Los Medanos Community College Firefighter 1 program.
- Provide a minimum of one “truck academy” style training class for each shift.
- Develop and deliver standardized tractor drawn aerial apparatus specific training and orientation.
- Establish quarterly decentralized truck company operations drills.
- Improve structural firefighting operational effectiveness by:
 - Developing and delivering standardized new engine apparatus specific training and orientation.
 - Providing online and classroom training on modern fire behavior strategy and tactics.



Contra Costa County Fire Protection District 2016 Operational Plan

- Completing the implementation of the phase two 2 ½" hose standpipe operations training.
- Conducting phase 1 and 2 fire simulator training with emphasis on probationary personnel.
- Continuing complex incident ICS Training for all battalion chiefs.

Emergency Medical Services

- Develop a training program that integrates the transport and non-transport EMS programs.
- Formalize a quality assurance program to include an increase in focused chart audits and trending of such. This includes working in conjunction with County EMS to assure that the Fire District's efforts are mutually beneficial to the LEMSA in terms of meeting core measures implemented by the State.
- Increase our presence in the EMS community as a leader in the industry. This will include a wide range of offerings from providing community CPR classes to hosting an EMS leadership academy through Cal Chiefs EMS section.
- Support the implementation of the alliance ambulance transport program by:
 - a. Coordinating and unifying operations with ambulance resources and leadership.
 - b. Assuring that allied fire agency needs are addressed under the new ambulance transport program.
 - c. Striving for measured improvements in service and patient care quality.

Fire Administration

- Meet our SAFER staffing requirements and fully appreciate the SAFER grant funding.
- Reorganize the fire administration division to align it with the District's mission and anticipated organizational structure including the potential for enterprise opportunities, cost recovery programs, and ambulance transport division.
- Continue to manage existing grant requirements and explore opportunities for new ones.
- Establish and administer the new budget for the ambulance transport program.

Human Resources

- Establish and maintain current recruitment lists for Firefighter and Firefighter/Paramedic.
- Establish regular, recurring promotional exams for Battalion Chief, Fire Captain, Fire Engineer, and Dispatcher.
- Continue to work with County HR to fill all current District vacancies in an efficient manner.
- Continue to communicate and work closely with employee organization representatives to resolve employee issues and avoid grievances.
- Implement a performance evaluation system district-wide including research and development, implementation, and training.



Contra Costa County Fire Protection District 2016 Operational Plan

Support Services Division

Facilities

- Continue to orient, train, and develop the new Facilities Manager.
- Develop new systems, tools, and efficiencies in the facilities maintenance division.
- Develop a proposal for Board consideration for the design and construction of four (4) fire stations (9, 16, 70, 86).
- Work with the City of Antioch to address a new station (FS 89) and related staffing in their southeast development area.
- Develop a business plan to address ongoing maintenance and replacement of large items (plymovent, generators, etc.).
- Consider the recruitment or outsourcing of maintenance needs.
- Develop a proposal for the installation of solar power at all appropriate District facilities.
- Develop, test, and implement a new online work order system.

Fleet

- Develop a heavy fire equipment replacement plan.
- Evaluate the light vehicle leasing program measuring it against the initial objectives and goals of the program.
- Recruit Mechanic and Fleet Manager positions as a priority.
- Develop a business plan for the fleet shop.

Apparatus Shop

- Reduce costs and increase reliability of apparatus maintenance programs by reducing or eliminating outsourcing of fire apparatus maintenance (see recruitment).
- Implement new inventory control processes for increased compliance with GASB standards.
- Develop new classifications of Mechanic I and Mechanic II positions.
- Recruitment:
 - Three (3) Mechanic I and/or II positions.
 - One (1) Lead Mechanic position.
 - One (1) Apparatus Manager.

Safety

- Fill the Safety Chief position.
- Continue with the implementation of the District's safety committee.
- Further enhance the District's peer counseling program.
- Continue work on a "Culture of Safety" mindset within the District.



Contra Costa County Fire Protection District 2016 Operational Plan

Contra Costa Regional Communications Center

- Recruitment and training of three (3) additional dispatchers, increasing daily minimum staffing to five (5).
- Continue to work on the AMR dispatch and ambulance transport integration.
- Recruit a Communication Center Manager.
- Develop a business plan and fee structure for the communication center.
- Develop a business plan that will address the replacement EBRCS compliant radios.
- Consider the migration of the communication center to the Concord NWS site.

Fire Prevention Bureau

- Recruit new fire investigators to fill existing vacancies.
- Hire additional Fire Inspector I to fill existing vacancies.
- Implement electronic plan review and automated application process.
- Explore opportunities to reconstitute the public education program.
- Update fee schedule(s).
- Explore concepts to utilize FPB staff in additional civic engagement.
- Formally adopt the most recent State Fire Code.

Information Systems

- Establish new interfaces for the AMR alliance
 - Trittech CAD to CODS
 - New World / Trittech CAD to CAD
- Replace aging and outdated Mobile Data Terminals (MDT's)
 - CCCFPD (74)
 - Partner agencies (90)
- Upgrade network at the Fire Training Center
 - Data network switch
 - Fiber cabling
 - Wireless routers
- Implement a District-wide SPAM filtering solution
 - Barracuda
 - Palo Alto Networks
- Complete District-wide broadband upgrade
 - FS13 and phase II upgrade of training center
- Acquire and install electronic employee evaluation program.



Contra Costa County Fire Protection District 2016 Operational Plan

Logistics

- Review capital inventory system assuring that all items are accounted for and the District meets County requirements.
- Develop a business plan for the replacement and maintenance of all capital items.
- Explore a better inventory tracking system to streamline operations and add accountability.



Contra Costa County Fire Protection District 2016 Operational Plan

Section Three

2015 District Accomplishments

Strategic Initiative # 1: Enhance District communication with the public, stakeholders, and personnel.

- Many presentations were provided throughout the year to college groups, public forums, service groups, civic groups, etc.
- Work continued on the District's new website. This is an ongoing program and will continue into CY 2016.
- Customer survey cards were developed and have been implemented. The cards allow our customers to provide input either through the mail or via the website.
- The District is currently working with a public relations/media consultant to determine the District's current needs, etc. In 2016, additional work will be done to develop a communications plan that can be implemented as the budget allows.

Strategic Initiative # 2: Analyze and enhance the current dispatch and deployment models to meet current and future service delivery requirements.

- Squad 1 was put into service at Fire Station 1 in Walnut Creek.
- A third squad, Squad 70, was placed into service in the city of San Pablo and is paid for through sales tax funds from the City.
- The EMS division fully implemented the Fire Line Paramedic and Fire Line EMT program for out of county assignments. Several EMT's and paramedics were deployed during the fire season.
- A joint helicopter operations program was initiated between the Fire District and the sheriff's office. Six (6) fire captain/paramedics were trained to fly with the helicopter during its hours of operation during wildland season. The District also purchased the necessary equipment to enable the helicopter to provide aerial firefighting with a water bucket. Several rescues and firefighting missions have been performed. This program is also available to other agencies in the county.
- Fire Station 11 in Clayton was reopened.
- An additional account clerk was hired in anticipation of the increased workload brought on by the award of the ambulance contract. Training and division realignment is in progress and will be complete by 1/1/16, the start date for the ambulance transport program.
- The District has purchased nine (9) Type I engines, two (2) Type III engines, three (3) tractor-drawn ladder trucks, and a heavy rescue. These apparatus are in various states of construction and should be delivered throughout the first quarter of 2016. In addition, the Board has



Contra Costa County Fire Protection District 2016 Operational Plan

approved an additional four (4) Type I engines, a ladder truck, a heavy rescue, and a large command vehicle. These apparatus will be delivered at various times starting mid-2016 through early 2017. The district received \$1.1 million in federal grant money for the purchase of a command vehicle and heavy rescue.

- The District replaced seven (7) BC vehicles in 2015.

Strategic Initiative # 3: Emphasize the District's commitment to workforce excellence.

- The Training Division completed Academy 47 and Academy 48 in 2015, adding twenty-five (25) much needed firefighters and firefighter/paramedics to the District.
- An EMS operations committee was initiated.
- The long overdue fireground accountability program was implemented. This program meets state and federal laws and provides for enhanced firefighter safety at all complex incidents.
- In October 2015, wildland firefighting equipment and hose upgraded and standardized with cooperating agencies.
- Three operational committees (Truck Ops, Engine Ops, and Rescue Ops) were implemented this year to engage our personnel in the development of inventories and operational policies and procedures.
- The Training division provided over forty (40) classes on the topics of fire command, rescue, promotional preparation, wildland, EMS, and more.
- Fire administration (HR) recruited, processed, and hired thirty-one (31) new FT employees this year. They also directed several promotional processes resulting in the promotion of twenty-six (26) employees district-wide.
- The District hired a much needed Facilities Manager, Wendy Riley. Wendy is assigned to Support Services and has already started to assess the needs of the District's 40+ facilities.
- Support Services has made significant investments in fire station maintenance including new flooring, paint, furnishings, and fencing. Both FS 69 in El Sobrante and FS 17 in Lafayette both had major construction work performed in 2015.
- The EMS division contracted with Cascade Training to enhance the quality of EMS training delivered to the workforce. This action will provide national level curriculum, record keeping, and reduced liability to the Fire District.
- A peer counseling/critical incident stress management team was developed and implemented to assist our firefighters with the psychological stresses they experience daily. This program will also assist neighboring agencies when needed.
- Quality assurance process improvements were completed with the assistance of a consultant and monthly MDRC meetings.
- The Fire Prevention division is currently in the process of recruiting fire investigators in order to fill a current vacancy and an anticipated vacancy that will occur prior to the end of the year.



Contra Costa County Fire Protection District 2016 Operational Plan

- The Fire Prevention division has successfully implemented the two-tiered inspector program and hired two (2) civilian inspectors to date. Additional civilian inspectors will be hired before year end.
- The Support Services division has completed recruiting representatives for the safety committee. Safety meetings are forthcoming.
- The Information Systems division hired two (2) technicians this year and is currently recruiting a GIS Technician.
- The Logistics division began a career development program initiative for the District's student workers.
- The District Implemented a near-miss program to identify and share causes of accidents on the fireground and communicate those to other employees in an effort to avoid duplication.
- The EMS division is working with the local emergency medical services agency (LEMSA) to improve and enhance our quality assurance program to include an increase in focused chart audits and trending of such.
- The apparatus shop continues to operate with several vacancies. There is a current recruitment in progress for both Fire Mechanic and Fleet Manager, and we hope to hire additional staff before year end or early next year.
- Fire administration was successful in preparing and submitting a very aggressive budget for 2015/2016 including seven (7) new support positions, capital equipment, and new revenue sources. Budget monitoring is especially difficult this year as we encounter many unbudgeted needs.
- Fire administration has processed over forty (40) Board agenda items to date. It is anticipated the last months of 2015 will include very busy Board meetings raising the total number of processed items even higher.
- The EMS division will be integrating the medical mobile trainer into the field to provide more decentralized and realistic training. We also hope to integrate AMR crews in this training in an effort to create a more cohesive team in the field.

Strategic Initiative # 4: Leverage technology to improve services and minimize costs.

- The Training division, with support from the Information Systems division, implemented "Target Solutions," an online learning management system. This system will provide online training, track training hours of our personnel, manage certifications and notify personnel when perishable certifications are about to expire. This program will also allow for easier tracking of training hours and increased reimbursement for those hours through the local community college. This program will also improve training accountability and reduce liability for the district.



Contra Costa County Fire Protection District 2016 Operational Plan

- The Training division implemented a video conferencing system that will allow for meetings to occur without taking personnel out of their active stations. The system also provides for video training opportunities.
- The Apparatus Shop took delivery of a pump testing apparatus called the “draft commander.” The draft commander allows for pump testing of apparatus without consuming and/or wasting large quantities of water. Use of the draft commander will also allow the District to remove the open drafting pit, reducing liability.
- The Communications division coordinated the District’s full transition to the EBRCS radio system, allowing for better communications and additional radio capability.
- The Fire Prevention division began a trial program for electronic application and plan submittals for new construction projects and permits.
- The District made a major investment in newer technology/consoles/incident communication technology to allow our field personnel to more effectively manage an emergency incident.
- The Information Systems division successfully installed turnout timers in all of the District’s fire stations to allow our personnel to monitor their turnout times.
- The Information Systems division deployed electronic maps in four (4) of the District’s fire stations. This is a trial program evaluating and comparing the MDT mapping program against the Tablet Command navigation program. Evaluations will be completed by year end, and permanent installations will begin in FY 16/17.
- The Information Systems division replaced all computers at all locations that were still operating on the Windows XP system. All computers will be placed on a four-year replacement cycle as standards suggest.
- All stations have been upgraded to faster internet service in order to meet the new FCC benchmarks. The faster service will allow for additional cloud hosting, VOIP, video conferencing and other technology advances.
- The Information Systems division successfully implemented the Fire STATS and First Watch programs for monitoring of performance data. Most programs in the District are based on data and performance, so these programs are critical to our progress and success.
- The District deployed iPads to all BC’s and initiated training on Tablet Command for better fireground accountability.
- The District began preparations to move the District Operations Center from the Communications Center to EMS.



Contra Costa County Fire Protection District 2016 Operational Plan

Strategic Initiative # 5: Analyze and enhance the District's current business and operational plans and develop sustainment plans for all aspects of the organization.

- Support services is currently updating the District's capital improvement plan. This plan was overdue to be updated and is required to be current in order for the District to seek developer fees and other construction fees from the entities we serve.
- Support Services is currently updating the District Injury and Illness Prevention program. This is an OSHA required document and is overdue for update.
- The Information Systems division successfully completed a draft 5-year budget projection that will allow the District to better budget for upgrades and replacement of technology equipment.
- Information Systems began using an internal trouble ticket program that better tracks issues needing attention and service-related hours. A newer program that will allow for District personnel to electronically submit trouble tickets is forthcoming. The newer program will also work for other divisions in the District including facilities.
- The District began revitalizing the reserve program. Notification and communications enhancements have been made and regular training meetings have been scheduled. Additional reserves are being recruited.

Strategic Initiative # 6: Pursue alternative revenue sources and enterprise opportunities to reduce our dependency on property tax revenue.

- The Training division executed a contract with our cooperating community college to provide additional fees for the use of our training center and equipment.
- Fire administration successfully monitored all of the District's grant programs, meeting all requirements and assisting with audits as required. As a result, the District will receive approximately \$6 million dollars in grants in CY 2015.
- The District executed a funding agreement with City of San Pablo to receive \$800,000.00 annually from the City of San Pablo Measure K sales tax to support Squad 70.
- Fire administration was instrumental in processing all of the needs for the ambulance transport contract. This included developing several contracts, requests for bids and proposals, agenda items submissions, and numerous hours of negotiations. The program is scheduled to begin 1/1/16 and is projected to produce several millions of dollars to offset the expenses of the EMS program.
- EMS fee for service program was approved, a billing contractor has been identified, and the program is scheduled to begin on or before 1/1/16. This program is projected to generate approximately \$2 million in revenue that will be used to offset expenses of the EMS program.



Contra Costa County Fire Protection District 2016 Operational Plan

- The communications center has received a \$105,000.00 grant for the purchase of a portable radio cache for use during major disasters and a \$60,000.00 grant to enhance security around the building.



Contra
Costa
County

To: Contra Costa County Fire Protection District Board of Directors
From: Jeff Carman, Chief, Contra Costa County Fire Protection District
Date: February 9, 2016

Subject: Contract Amendment for Fire District Emergency Medical Service (EMS) Physician Oversight

RECOMMENDATION(S):

APPROVE and AUTHORIZE the Fire Chief, or designee, to execute a contract amendment with Peter Benson, M.D. to extend the term from May 1, 2016 to May 1, 2017, and increase the payment limit by \$163,800 to a new payment limit of \$281,400 to continue physician oversight of fire-based emergency medical services programs.

FISCAL IMPACT:

\$163,800: 100% Special District Revenue; Budgeted in FY 2015-16 (General Operating Fund); Budgeted in FY 2016-17 (EMS Transport Fund)

BACKGROUND:

The Contra Costa County Fire Protection District (District) entered into a contract with Peter Benson, M.D. on May 1, 2014, to provide physician oversight for the District's fire-based emergency medical services (EMS) programs. Among other key roles, this included input into the development of a proposal to become Contra Costa County's provider of emergency ambulance services in Emergency Response Areas 1, 2, and 5. The District was subsequently awarded the emergency ambulance services contract by the Contra Costa County Board of Supervisors effective January 1, 2016.

The contract with the

☒ APPROVE

☐ OTHER

☒ RECOMMENDATION OF CNTY ADMINISTRATOR

☐ RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **02/09/2016** ☐ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

VOTE OF SUPERVISORS

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: February 9, 2016

Contact: Bob Atlas, (925)
383-5005

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

By: , Deputy

cc:

BACKGROUND: (CONT'D)

Contra Costa County Emergency Medical Services Agency (CCCEMSA) for emergency ambulance services requires that the contractor (District) retain a California licensed physician as its chief medical advisor to enforce internal standards of excellence in medical care and serve as the primary liaison between the contractor and the CCCEMSA. Dr. Benson is currently fulfilling that requirement for the District.

CONSEQUENCE OF NEGATIVE ACTION:

The District will not continue to have internal physician oversight of its emergency ambulance transport or other EMS programs.

CHILDREN'S IMPACT STATEMENT:

Approximately 10% of emergency medical service responses involve children under the age of 15.



Contra
Costa
County

To: Board of Supervisors
From: Candace Andersen, District II Supervisor
Date: February 9, 2016

Subject: Resolution recognizing Tom Barnidge upon his retirement from the Contra Costa Times

☒ APPROVE

☐ OTHER

☒ RECOMMENDATION OF CNTY ADMINISTRATOR

☐ RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **02/09/2016** ☐ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

VOTE OF SUPERVISORS

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: February 9, 2016

Contact: Lauri Byers (925)
957-8860

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

By: , Deputy

cc:

ATTACHMENTS

Resolution No.
2016/84

The Board of Directors of the Contra Costa County Fire Protection District

In the matter of:

Resolution No. 2016/84

recognizing Tom Barnidge upon his retirement from the Contra Costa Times.

Whereas, Tom Barnidge has worked for 46 years offering facts, opinions, controversial subject matters, and humor to enlighten, teach and entertain the newspaper reading public; and

Whereas, before Tom became a metro columnist in 2009, he worked for 39 years in sports, mostly writing about fun and games; Tom found the idea of a new job fascinating and full of novel experiences; and

Whereas, Tom's career change provided a wide-eyed world of new experiences, ranging from jailhouse interviews to spending the day with an Animal Services officer where he learned how to rescue a deer caught in a wrought iron fence, interviewing a tattoo artist and attending an open-carry demonstration in which gun rights activists transformed a local sandwich shop into Dodge City; and

Whereas, Tom wrote on a long list of subjects over the course of more than 900 columns, he always stayed a true friend and reporter for the Contra Costa County Consolidated Fire District; and

Whereas, Tom always felt the toughest part of his job was also the most rewarding, knowing enough about both sides of an issue to feel comfortable drawing a conclusion.

Now, Therefore, Be It Resolved that the Fire District Board Members honor and congratulate Tom Barnidge.

CANDACE ANDERSEN

Chair,
District II Supervisor

JOHN GIOIA

District I Supervisor

MARY N. PIEPHO

District III Supervisor

KAREN MITCHOFF

District IV Supervisor

FEDERAL D. GLOVER

District V Supervisor

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: February 9, 2016

David J. Twa,

By: _____, Deputy