



# **Town of Paradise Town Council Meeting Agenda 6:00 P.M. – March 12, 2019**

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## **Town of Paradise Council Chamber – 5555 Skyway, Paradise**

Mayor, Jody Jones  
Vice Mayor, Greg Bolin  
Council Member, Steve Crowder  
Council Member, Melissa Schuster  
Council Member, Mike Zuccolillo

Town Manager, Lauren Gill  
Town Attorney, Dwight L. Moore  
Town Clerk, Dina Volenski  
Community Development Director, Craig Baker  
Administrative Services Director/Town Treasurer, Gina Will  
Public Works Director/Town Engineer, Marc Mattox  
Division Chief, CAL FIRE/Paradise Fire, John Messina  
Chief of Police, Eric Reinbold

- I. The Mayor is the Presiding Chair and is responsible for maintaining an orderly meeting. The Mayor calls the meeting to order and introduces each item on the agenda.
- II. The Town staff then provides a report to Council and answers questions from the Council.
- III. Citizens are encouraged to participate in the meeting process and are provided several opportunities to address Council. Any speaker addressing the Council is limited to three minutes per speaker - fifteen minutes per agenda item
  - A. If you wish to address the Council regarding a specific agenda item, please complete a "Request to Address Council" card and give it to the Town Clerk prior to the beginning of the meeting. This process is voluntary and allows for citizens to be called to the speaker podium in alphabetical order. Comments and questions from the public must be directed to the Presiding Chair and Town Council Members (please do not address staff.) Town staff is available to address citizen concerns Monday through Thursday at Town Hall between the hours of 8am and 5pm.
  - B. If you wish to address Council regarding an item not on the agenda, you may do so under Item 4, "Public Communication." Again, please fill out a card and give it to the Town Clerk before the meeting. State Law prohibits Council action on items not listed on a public agenda.

In compliance with the Americans with Disabilities Act (ADA) Compliance, persons who need special accommodations to participate in the Town Council meeting may contact the Town Clerk at least three business days prior to the date of the meeting to provide time for any such accommodation.

## **1. OPENING**

- 1a. Call to Order
- 1b. Pledge of Allegiance to the Flag of the United States of America
- 1c. Invocation
- 1d. Roll Call
- 1e. Updates from Agencies regarding the Camp Fire.

## **2. CONSENT CALENDAR**

One roll call vote is taken for all items. Consent items are considered to be routine business that does not call for discussion.

- 2a. Pg5 Approve minutes of the November 13, 2018 Emergency and Regular Town Council meeting.
- 2b. Pg10 Approve February 2019 cash disbursements in the amount of \$1,708,246.40.
- 2c. Pg19 Accept offer from CSU, Chico to coordinate, on behalf of the Town of Paradise, academic involvement in the recovery process through Wildcat Rise.
- 2d. Pg20 1. Award Contract No. 19-04, Alternative Program Fire Debris Removal Project, to Franklin Construction of Chico, CA in the amount of their Base Bid of \$122,500 and authorize the Town Manager to execute a contract with Franklin Construction of Chico, CA as approved by the Town Attorney; and, 2. Authorize staff to issue additional task orders for work dependent upon asbestos site surveys and soil sampling results.
- 2e. Pg23 Accept the various private citizen and business donations offered to the Town of Paradise during the month of February 2019 in the amount of \$62,546.18.

## **3. ITEMS REMOVED FROM CONSENT CALENDAR**

## **4. PUBLIC COMMUNICATION**

For matters that are not on the Council business agenda, speakers are allowed three (3) minutes to address the Council. The Town Council is prohibited from taking action on matters that are not listed on the public agenda. The Council may briefly respond for clarification and may refer the matter to the Town staff.

## **5. PUBLIC HEARINGS**

For items that require a published legal notice and/or a mailed notice.

Public Hearing Procedure:

- A. Staff Report
- B. Mayor opens the hearing for public comment in the following order:
  - i. Project proponents (in favor of proposal)
  - ii. Project opponents (against proposal)
  - iii. Rebuttals – if requested
- C. Mayor closes the hearing
- D. Council discussion and vote

- 5a. Pg28 Conduct the duly noticed and scheduled public hearing concerning an Ordinance Amending Text Regulations within Paradise Municipal Code Title 17 Relative to the Reconstruction of Nonconforming Uses. Upon conclusion of the public hearing consider adopting the recommended action. 1. Concurring with the project “CEQA determination” finding adopted by the Planning Commission on February 19, 2019, and embodied within Planning Commission Resolution No. 19-01; and, 2. Waiving the first reading of Town Ordinance No. 576 and read by title only; 3. Introducing Town Ordinance No. 576, “An Ordinance Amending Text Regulations within Paradise Municipal Code Title 17 Relative to the Reconstruction of Nonconforming Uses” (ROLL CALL VOTE)

## **6. COUNCIL CONSIDERATION**

Action items are presented by staff and the vote of each Council Member must be announced. A roll call vote is taken for each item on the action calendar. Citizens are allowed three (3) minutes to comment on agenda items.

- 6a. Pg38 Consider the following Budget Update items:
1. Review and approve the 2018/19 mid-year budget report and budget adjustments; and
  2. Approve purchase of three Police Ford Interceptors from Measure C reserves; and
  3. Approve termination of 2018/19 TRAN credit line; and
  4. Approve reclassification of 2 Public Workers Maintenance Worker I to Maintenance Worker II; and
  5. Authorize Town Manager to enter into an agreement for services for a Classification and Total Compensation Study with the Option of Organizational Structure Review; and
  6. Approving recommended changes and Waiving the first reading of Town Ordinance No. 578 and read by title only; and introducing Town of Paradise Ordinance No. 578 An Ordinance relating to purchasing supplies and services. (ROLL CALL VOTE); and
  7. Provide direction to staff for scheduling a Town Council goal setting workshop to discuss 2019/20 budget priorities.
- 6b. Pg170 Consider waiving the reading of entire Town of Paradise Urgency Ordinance No. 577 and adopting Town of Paradise Urgency Ordinance No. 577, “An Amendment to Urgency Ordinance 572 of the Town Council of the Town of Paradise Establishing Requirements for the Removal of Fire Damaged Debris From Private Property Following the Camp Fire, to allow for the temporary placement of vehicle and equipment yards, as defined in PMC Section 17.04.500, associated with debris removal through the issuance of a temporary use permit.” (ROLL CALL VOTE)
- 6c. Pg181 Consider authorizing staff to enter negotiations with recommended consultant for Recovery and Rebuild Services (Development Services staff augmentation) and authorize the Town Manager to enter into an agreement (or multiple agreements, if needed.) The contractual staff augmentation will be on an “as needed” basis to assist with the disaster recovery and rebuild process. (ROLL CALL VOTE)

[6d.](#) Pg184 1. Consider authorizing the Town Manager to enter into an agreement with Hero CMO for communication strategy and support services with an agreement not to exceed \$102,215. (ROLL CALL VOTE)

**7. COUNCIL INITIATED ITEMS AND REPORTS**

- 7a. Council initiated agenda items
- 7b. Council reports on committee representation
- 7c. Future Agenda Items:
  - Update on Paradise Sewer Project - Alternative Selection (Mayor Jones)

**8. STAFF COMMUNICATION**

- 8a. Town Manager Report

**9. CLOSED SESSION**

- 9a. Pursuant to Government Code Section 54957.6, the Town Council will hold a closed session to meet with Lauren Gill, Gina Will and Crystal Peters, its designated representatives, regarding labor relations between the Town of Paradise and the Paradise Police Officers Association, Confidential Mid-Management Association, General Employees Unit, Police Mid-Management Unit and the Management Group.

**10. ADJOURNMENT**

STATE OF CALIFORNIA )	SS.
COUNTY OF BUTTE )	
I declare under penalty of perjury that I am employed by the Town of Paradise in the Town Clerk's Department and that I posted this Agenda on the bulletin Board both inside and outside of Town Hall on the following date:	
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TOWN/ASSISTANT TOWN CLERK SIGNATURE	



**MINUTES**  
**PARADISE TOWN COUNCIL**  
**EMERGENCY MEETING – 5:55 PM – November 13, 2018**

The Emergency Meeting of the Paradise Town Council was called to order by Mayor Jones at 5:58 p.m. in the City of Chico Council Chamber located at 421 Main Street, Chico, California.

**MOTION BY ZUCCOLILLO, seconded by Schuster**, adopted, with changes, Resolution No. 18-42, A Resolution of the Town Council of the Town of Paradise Confirming the Town Manager/Director of Emergency Services Proclamation of Existence of Local Emergency and Authorizing the Expenditure of Public Money. Roll call vote was unanimous.

Fire Chief David Hawks provided an update on the status of the fire.

Town Manager Gill provided an update on the status of the fire.

Town Manager Gill provided an update on the progress of the Emergency Operation Center, Disaster Recovery and informed the Council about the efforts by PG&E, PID, Town Staff and other agencies to clean up the area. Ms. Gill shared that the Town of Paradise server was down and that the Town employees have no access to email or the Town's Website; Paradise Unified School District is working on a plan to keep students and teachers together and that the short term and long-term housing is an issue.

Ms. Gill stated that they are working on moving forward as soon as possible and that there is another Town of Paradise Community meeting being scheduled for Thursday night which will be announced on the Town of Paradise Facebook page and through the media.

Manager Gill also announced that after the approval of the resolution at the Emergency meeting, she was appointing Jim Broshears as the Emergency Operations Center Director.

Meeting ended at 6:18 p.m.

Date Approved:

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Jody Jones, Mayor

Attested:

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Dina Volenski, CMC, Town Clerk

**MINUTES  
PARADISE TOWN COUNCIL  
REGULAR MEETING – 6:00 PM – November 13, 2018**

**1. OPENING**

The Regular meeting of the Paradise Town Council was called to order by Mayor Jones at 6:18 p.m. in the City of Chico Council Chamber located at 421 Main St, Chico, California who led the Pledge of Allegiance to the Flag of the United States of America and was followed by a moment of silence for those who lost their lives in the Camp Fire. An invocation was offered by Vice Mayor Bolin.

**COUNCIL MEMBER PRESENT:** Greg Bolin, Scott Lotter, Melissa Schuster, Mike Zuccolillo and Jody Jones, Mayor.

**COUNCIL MEMBER ABSENT:** None

**STAFF PRESENT:** Town Manager Lauren Gill, Town Attorney Dwight Moore, Town Clerk Dina Volenski, Administrative Services Director Gina Will, Public Works Director/Town Engineer/Asst. Town Manager Marc Mattox, Police Chief Eric Reinbold, Fire Chief David Hawks, Asst. Planner/CDD Manager Susan Hartman and Administrative Analyst Colette Curtis.

- 1a. Mayor Jones waived Reading of Proclamation that Recognizes November 2018 as National Runaway Prevention Month.
- 1b. Ward Habriel filled in for Alan Hudson and commented on Make a Difference Day.

Ward Habriel stated he will have projects next year that involve fire prevention and beautification of Paradise.

- 1c. No update on Road Projects in the Town of Paradise

**2. CONSENT CALENDAR**

Staff asked for items 2c, 2h and 2k to be removed from consent calendar.

**MOTION by BOLIN, seconded by Lotter**, approved all consent calendar items 2a-2l as presented. Roll Call was unanimous.

- 2a. Approved minutes of the October 9, 2018 Town Council meeting.
- 2b. Approved October Cash Disbursements in the amount of \$1,238,210.71
- 2c. Item Removed from Consent Calendar.
- 2d. 1. Adopted Resolution No. 18-43. A Resolution of the Town Council of the Town of Paradise accepting Contract No. 16-02, Trailway Enhancements Project, performed by Pacific Excavation of Elk Grove, California.

- 2e. Adopted Resolution No. 18-43, A Resolution of the Town Council of the Town of Paradise accepting Contract No. 15-01, Downtown Paradise Equal Mobility Project, performed by S.T. Rhoades Construction of Redding, CA.
- 2f. Accepted \$1,000.00 donation from Mrs. Susan Muller for the Fire Department.
- 2g. 1. Waived second reading of the entire Town Ordinance No. 571 and approved reading by title only; and, 2. Adopted Town Ordinance No. 571, "An Ordinance Rezoning Certain Real Property From "AR-1" (Agricultural Residential, 1-Acre Minimum) to a "TR-1/3" (Town Residential, 1/3-Acre Minimum) Zone Pursuant to Paradise Municipal Code Sections 17.45.500 Et. Seq. (PL18-00151; Walter Sonntag)".
- 2h. Item Removed from Consent Calendar.
- 2i. Ratified Contract 18-07 between the Town of Paradise and Frank's Air Conditioning and Heating relating to the replacement of a roof-mounted HVAC unit at Paradise Police Department (5595 Black Olive Drive); and, 2. Request a budget adjustment from the General Fund 1010.20.2001.4201.5304.
- 2j. Adopted Resolution No. 18-45, A Resolution of the Town Council of the Town of Paradise declaring certain vehicles to be surplus property and certain vehicles to no longer be surplus property.
- 2k. Item Removed from Consent Calendar.
- 2l. Ratified the final contract amount for the 5595 Black Olive Drive Microbial Remediation Project (including work at 5555 Skyway) with Service Masters by Cronic.

### **3. ITEMS REMOVED FROM CONSENT CALENDAR - None**

### **4. PUBLIC COMMUNICATION**

1. Ward Habriel – States he still loves Paradise and what makes Paradise great is the people not the buildings. Mr. Habriel proposes we get a grant to redo the Magalia Dam so that it has 4 lanes and can hold more water to fight fires. Mr. Habriel figured out how much he has spent in Chico, what he would have given the Town through Measure C and presented \$6.25 to the Town of Paradise.

2. Michael Orr – Loves our Town, asked the Mayor to resign and if she is still happy with the Evacuation Plan even after the fire.

Mayor Jones responded that she is happy with the evacuation plan and she believed it saved many lives.

3. James Holmes – Commander of the American Legion, has communicated with Comcast and informed that they will not be charging those affected by the fire; Gain, detergent company, will be bringing washers and dryers for fire survivors; Commented

on how this fire has affected the veterans with PTSD; and, that someone will be donating \$300,000 dollars towards Thanksgiving dinner for the fire survivors.

4. Eric Lamoureux- Deputy Director of CAL OES, knows what it takes to help Paradise and Butte County recover. Mr. Lamoureux is In the process of forming a CAL OES team that will be in our community for the long haul.

5. Kevin Hannes – Deputy Federal Coordinating Officer (FEMA), stated that Butte County and Paradise is being supported by the federal government and that the Declaration signed by the president awarded Paradise individual and debris removal assistance. Mr. Hannes informed how to contact FEMA for the Hotel reimbursement and to Register for FEMA at 1-800-621-FEMA

6. James Flanagan – Opened a business 6 months ago. Mr. Flanagan believed there was a lot of momentum going on in the community and thinks it can be sustained after the fire. Mr. Flanagan stated that it would be helpful if the town lets the public know how everything is progressing and questioned future zoning.

7. Tom Kelly – Lived in Paradise for 50 years. Mr. Kelly stated that he is going to stay in Paradise and that people will pull together. Mr. Kelly stated that people have nothing so they can't check Facebook and requested communication via radio.

8. Scott Thomson - Council member of Oroville, stated that Oroville will stand with Paradise in their future endeavors and that they have multiple warehouses with supplies for the survivors.

9. Rick Deppe – Formerly of 32 Sutter Rd, witnessed the evacuation first hand and acknowledged hats off to Chief Reinbold, the Police Department and the Fire Department for their efforts during the evacuation.

10. Walt Sheer – Formally of 63 Ruby Lane, expressed his gratitude to the first responders, that we owe them a great debt and should hold a banquet for the first responders.

11. David Zinc – President at Norton Buffalo Hall, stated their motto is “be the community you want to live in”. Mr. Zinc shared that his guild wants to do a fundraiser for the Survivors.

12. Rashell Brobst – CEO for Boys and Girls Club shared that they have opened up the Boys and Girls club in Chico.

13. Steve Crowder – Has worked closely with the Council and Town Staff and thinks they are doing a phenomenal job. Mr. Crowder lost his home and business but is really upset about the loss of community.

## **6. COUNCIL CONSIDERATION**

- 6a. This Item was deferred to a later date. Review information and provide staff with direction on desired changes, if any, to the Paradise Municipal Code relating to the street vending regulations in response to updated information to present at a future council meeting. – This Item was deferred to a later date.

- 6b. This Item was deferred to a later date. Determine if it is appropriate to declare a shelter crisis in the Town of Paradise at this time; and, if the Town Council decides to declare a shelter crisis, adopt Resolution No. 18-\_\_\_, "A Resolution of the Town Council of the Town of Paradise Declaring a Shelter Crisis Within the Town Limits of the Town of Paradise Pursuant to SB850 (Chapter 48, Statutes of 2018 and Government Code 8698.2)" - This Item was deferred to a later date.
- 6c. This Item was deferred to a later date. Consider adopting Resolution No. 18-47, A Resolution approving the plans and specifications for the Almond Street Multi-Modal Improvements and Paradise Gap Closure Complex, combined as the Central Business District Investment in Complete Streets ("Business District Investment") Project and authorizing advertisement for bids on the project. - This Item was deferred to a later date.
- 6d. This Item was deferred to a later date. Consider adopting Resolution No. 18-46, A Resolution of the Town Council of the Town of Paradise approving the plans and specifications for the Skyway/Black Olive Signalization Project and authorizing advertisement for bids on the project. - This Item was deferred to a later date.

## **7. COUNCIL INITIATED ITEMS AND REPORTS**

- 7a. Council initiated agenda items -None
- 7b. Council reports on committee representation – Waived
- 7c. Future Agenda Items – None

## **8. STAFF COMMUNICATION**

- 8a. Town Manager Report – Town Manger Gill thanked the City of Chico for the use of their facilities and thanked the businesses in Chico for supporting the displaced Paradise residents.

## **9. CLOSED SESSION - None.**

## **10. ADJOURNMENT**

Mayor Jones adjourned the Council Meeting at 7:08 p.m.

Date Approved:

By: \_\_\_\_\_  
Jody Jones, Mayor

Attest:

\_\_\_\_\_  
Dina Volenski, CMC, Town Clerk

# **TOWN OF PARADISE**

## **CASH DISBURSEMENTS REPORT**

**FOR THE PERIOD OF  
FEBRUARY 1, 2019 - FEBRUARY 28, 2019**

February 1, 2019 - February 28, 2019

Check Date	Pay Period End	DESCRIPTION	AMOUNT
<b>Accounts Payable</b>			
02/08/19	02/03/19	Net Payroll - Direct Deposits & Checks	\$ 122,458.78
02/22/19	02/17/19	Net Payroll - Direct Deposits & Checks	\$ 119,941.74
<b>TOTAL NET WAGES PAYROLL</b>			<b>\$242,400.52</b>
<b>Accounts Payable</b>			
PAYROLL VENDORS: TAXES, PERS, DUES, INSURANCE, ETC.			\$237,465.26
OPERATIONS VENDORS: SUPPLIES, CONTRACTS, UTILITIES, ETC.			\$1,228,380.62
<b>TOTAL CASH DISBURSEMENTS - ACCOUNTS PAYABLE</b> (Detail attached)			<b>\$1,465,845.88</b>
<b>GRAND TOTAL CASH DISBURSEMENTS</b>			<b>\$1,708,246.40</b>

APPROVED BY: LAUREN GILL, TOWN MANAGER

APPROVED BY: GINA S. WILL, FINANCE DIRECTOR/TOWN TREASURER



## CASH DISBURSEMENTS REPORT

From Payment Date: 2/1/2019 - To Payment Date: 2/28/2019

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
AP - US Bank TOP AP Checking									
<u>Check</u>									
73549	02/19/2019	Open			Accounts Payable	VERIZON WIRELESS	\$28.88		
73552	02/05/2019	Open			Accounts Payable	ENTERPRISE FM TRUST	\$1,073.32		
73553	02/05/2019	Open			Accounts Payable	HONEYWELL, JANICE, J.	\$955.41		
73554	02/05/2019	Open			Accounts Payable	JEFFORDS, ROBERT, D.	\$478.07		
73555	02/05/2019	Open			Accounts Payable	MOORE, DWIGHT, L.	\$15,483.00		
73556	02/05/2019	Open			Accounts Payable	SBA Monarch Towers III LLC	\$142.32		
73557	02/05/2019	Open			Accounts Payable	TIAA COMMERCIAL FINANCE, INC	\$906.47		
73558	02/05/2019	Open			Accounts Payable	U.S. Bankcorp Government Leasing and Finance	\$10,992.77		
73559	02/06/2019	Voided	Incorrect Amount	02/12/2019	Accounts Payable	BHS Loan/Balance of Insurance Proceeds	\$10,596.25		
73560	02/06/2019	Open			Accounts Payable	BHS Loan/Balance of Insurance Proceeds	\$70,926.86		
73561	02/07/2019	Open			Accounts Payable	Aflac	\$146.92		
73562	02/07/2019	Open			Accounts Payable	Met Life	\$8,163.44		
73563	02/07/2019	Open			Accounts Payable	OPERATING ENGINEERS	\$850.00		
73564	02/07/2019	Open			Accounts Payable	PARADISE POLICE OFFICERS ASSOCIATION	\$2,564.12		
73565	02/07/2019	Open			Accounts Payable	SUN LIFE INSURANCE	\$4,592.80		
73566	02/07/2019	Open			Accounts Payable	SUPERIOR VISION SVC NGLIC	\$684.05		
73567	02/07/2019	Open			Accounts Payable	TOP CONFIDENTIAL MID MGMT	\$90.00		
73568	02/08/2019	Open			Accounts Payable	ICMA 457 - VANTAGEPOINT	\$500.00		
73569	02/08/2019	Open			Accounts Payable	STATE DISBURSEMENT UNIT	\$194.76		
73570	02/14/2019	Open			Accounts Payable	ACCESS INFORMATION PROTECTED	\$44.88		
73571	02/14/2019	Open			Accounts Payable	AFM Environmental, Inc	\$44.00		
73572	02/14/2019	Open			Accounts Payable	AIRGAS SAFETY, INC.	\$436.12		
73573	02/14/2019	Open			Accounts Payable	ANIMAL HOSPITAL/VETMOBILE	\$185.00		
73574	02/14/2019	Open			Accounts Payable	ARAMARK UNIFORM SERV. INC.	\$67.78		
73575	02/14/2019	Open			Accounts Payable	AT&T & CALNET3 - CIRCUIT LINES	\$1,041.75		
73576	02/14/2019	Open			Accounts Payable	AWARDS COMPANY	\$46.60		
73577	02/14/2019	Open			Accounts Payable	Bay Area Concrete & Recycling, LLC	\$44.00		
73578	02/14/2019	Open			Accounts Payable	Bear Electric Solutions	\$61,139.00		
73579	02/14/2019	Open			Accounts Payable	BHS Loan/Balance of Insurance Proceeds	\$6,300.00		
73580	02/14/2019	Open			Accounts Payable	BUTTE CO RECORDER	\$1,423.00		
73581	02/14/2019	Open			Accounts Payable	BUTTE REGIONAL TRANSIT	\$989.50		
73582	02/14/2019	Open			Accounts Payable	C & J Service Center	\$44.00		
73583	02/14/2019	Open			Accounts Payable	CALIFORNIA CHAMBER OF COMMERCE	\$73.61		
73584	02/14/2019	Open			Accounts Payable	California Society of Municipal Finance Officers	\$110.00		
73585	02/14/2019	Open			Accounts Payable	CARRIGAN, GERALD	\$765.00		

## CASH DISBURSEMENTS REPORT

From Payment Date: 2/1/2019 - To Payment Date: 2/28/2019

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
73586	02/14/2019	Open			Accounts Payable	Chamness, Justin	\$276.00		
73587	02/14/2019	Open			Accounts Payable	CITY OF CHICO	\$7,775.34		
73588	02/14/2019	Open			Accounts Payable	COMCAST CABLE	\$78.16		
73589	02/14/2019	Open			Accounts Payable	COMCAST CABLE	\$243.16		
73590	02/14/2019	Open			Accounts Payable	DATCO SERVICES CORPORATION	\$189.00		
73591	02/14/2019	Open			Accounts Payable	Entersect	\$84.95		
73592	02/14/2019	Open			Accounts Payable	Farahmand, Kaivan	\$637.50		
73593	02/14/2019	Open			Accounts Payable	First Call Cleaning & Restoration	\$44.00		
73594	02/14/2019	Open			Accounts Payable	IMI P.A.C. PAYMENTS IMPAC GOV SVCS/US	\$4,141.58		
73595	02/14/2019	Open			Accounts Payable	INLAND BUSINESS MACHINES	\$514.69		
73596	02/14/2019	Open			Accounts Payable	KNIFE RIVER CONSTRUCTION	\$417.47		
73597	02/14/2019	Open			Accounts Payable	KP Research Services, Inc.	\$1,200.00		
73598	02/14/2019	Open			Accounts Payable	Law Offices of McKernan, Lanam, Bakke &	\$72,600.00		
73599	02/14/2019	Open			Accounts Payable	LOCATE PLUS CORPORATION	\$25.00		
73600	02/14/2019	Open			Accounts Payable	Meyers Police K-9 Training, LLC	\$900.00		
73601	02/14/2019	Open			Accounts Payable	Mt Shasta Spring Water Co., Inc	\$26.34		
73602	02/14/2019	Open			Accounts Payable	North Fork Resources Div 1 Inc	\$44.00		
73603	02/14/2019	Open			Accounts Payable	OFFICE DEPOT ACCT#36233169	\$1,758.09		
73604	02/14/2019	Open			Accounts Payable	PACIFIC GAS & ELECTRIC	\$17,787.04		
73605	02/14/2019	Open			Accounts Payable	PBM SUPPLY & MFG INC	\$544.56		
73606	02/14/2019	Open			Accounts Payable	Penhall Company	\$44.00		
73607	02/14/2019	Open			Accounts Payable	PESTICIDE APPLICATORS PROF ASSOC	\$45.00		
73608	02/14/2019	Open			Accounts Payable	PETERS RUSH HABIB & MCKENNA	\$667.50		
73609	02/14/2019	Voided	Training Cancelled	02/28/2019	Accounts Payable	Price, Zachary	\$276.00		
73610	02/14/2019	Open			Accounts Payable	R. Towne Backflow	\$1,700.00		
73611	02/14/2019	Voided	Training Cancelled	02/28/2019	Accounts Payable	Ramlow, Tanner	\$276.00		
73612	02/14/2019	Open			Accounts Payable	Restoration Management Company	\$44.00		
73613	02/14/2019	Open			Accounts Payable	Riebes Auto Parts	\$368.60		
73614	02/14/2019	Open			Accounts Payable	RMC Facility Services	\$44.00		
73615	02/14/2019	Open			Accounts Payable	Schukei, Kyle	\$276.00		
73616	02/14/2019	Open			Accounts Payable	Select Environmental	\$44.00		
73617	02/14/2019	Open			Accounts Payable	SKYWAY TOOL CENTER	\$240.20		
73618	02/14/2019	Open			Accounts Payable	Siratti	\$33,611.93		
73619	02/14/2019	Open			Accounts Payable	THOMAS HYDRAULIC & HARDWARE SUPPLY,	\$48.19		
73620	02/14/2019	Open			Accounts Payable	Tri Flame Propane	\$207.28		
73621	02/14/2019	Open			Accounts Payable	UNITED RENTALS, INC.	\$4,234.96		
73622	02/14/2019	Open			Accounts Payable	VERIZON WIRELESS	\$295.15		

## CASH DISBURSEMENTS REPORT

From Payment Date: 2/1/2019 - To Payment Date: 2/28/2019

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
73623	02/14/2019	Open			Accounts Payable	Visioni Brothers Construction	\$138,689.82		
73624	02/14/2019	Open			Accounts Payable	Wineland Walnut Inc	\$5,750.00		
73625	02/14/2019	Open			Accounts Payable	Abrusia, Steve	\$50.14		
73626	02/14/2019	Open			Accounts Payable	Abrusia, Steve	\$94.83		
73627	02/14/2019	Open			Accounts Payable	Abrusia, Steve	\$94.83		
73628	02/14/2019	Open			Accounts Payable	Abrusia, Steve	\$85.02		
73629	02/14/2019	Open			Accounts Payable	Adams, Russel, M.	\$40.33		
73630	02/14/2019	Open			Accounts Payable	Adams, Russel, M.	\$23.98		
73631	02/14/2019	Open			Accounts Payable	Adams, Russel, M.	\$22.89		
73632	02/14/2019	Open			Accounts Payable	Adams, Russel, M.	\$20.71		
73633	02/14/2019	Open			Accounts Payable	Arnold, David	\$79.57		
73634	02/14/2019	Open			Accounts Payable	Arnold, David	\$94.83		
73635	02/14/2019	Open			Accounts Payable	Arnold, David	\$80.66		
73636	02/14/2019	Open			Accounts Payable	Arnold, David	\$79.57		
73637	02/14/2019	Open			Accounts Payable	Ashdown, Gene	\$62.68		
73638	02/14/2019	Open			Accounts Payable	Ashdown, Gene	\$83.39		
73639	02/14/2019	Open			Accounts Payable	Chambers, Steve	\$135.00		
73640	02/14/2019	Open			Accounts Payable	Copsey, Karen	\$543.53		
73641	02/14/2019	Open			Accounts Payable	Drinkwater, Sheryl	\$100.28		
73642	02/14/2019	Open			Accounts Payable	Drinkwater, Sheryl	\$21.80		
73643	02/14/2019	Open			Accounts Payable	Drinkwater, Sheryl	\$26.16		
73644	02/14/2019	Open			Accounts Payable	Drinkwater, Sheryl	\$103.55		
73645	02/14/2019	Open			Accounts Payable	Gaevert, Craig	\$31.07		
73646	02/14/2019	Open			Accounts Payable	Gaevert, Craig	\$133.53		
73647	02/14/2019	Open			Accounts Payable	Gaevert, Craig	\$98.10		
73648	02/14/2019	Open			Accounts Payable	Hartigan, Michael	\$116.73		
73649	02/14/2019	Open			Accounts Payable	Hartigan, Michael	\$28.89		
73650	02/14/2019	Open			Accounts Payable	Hartigan, Michael	\$39.79		
73651	02/14/2019	Open			Accounts Payable	Hartigan, Michael	\$110.64		
73652	02/14/2019	Open			Accounts Payable	Hendsbee, Dale	\$323.50		
73653	02/14/2019	Open			Accounts Payable	Jansen, Christine	\$65.95		
73654	02/14/2019	Open			Accounts Payable	Jansen, Christine	\$23.98		
73655	02/14/2019	Open			Accounts Payable	Jansen, Christine	\$28.34		
73656	02/14/2019	Open			Accounts Payable	Jansen, Christine	\$81.21		
73657	02/14/2019	Open			Accounts Payable	Jansen, Christine	\$81.21		
73658	02/14/2019	Open			Accounts Payable	Jansen, Christine	\$103.01		
73659	02/14/2019	Open			Accounts Payable	Klips, John	\$308.70		

## CASH DISBURSEMENTS REPORT

From Payment Date: 2/1/2019 - To Payment Date: 2/28/2019

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
73660	02/14/2019	Open			Accounts Payable	Kull, Chuck	\$233.82		
73661	02/14/2019	Open			Accounts Payable	Lassle, Kathleen	\$100.83		
73662	02/14/2019	Open			Accounts Payable	Lassle, Kathleen	\$102.46		
73663	02/14/2019	Open			Accounts Payable	Lassle, Kathleen	\$100.83		
73664	02/14/2019	Open			Accounts Payable	Lassle, Kathleen	\$120.99		
73665	02/14/2019	Open			Accounts Payable	Ledbury, Andrea	\$5.45		
73666	02/14/2019	Open			Accounts Payable	Ledbury, Andrea	\$6.54		
73667	02/14/2019	Open			Accounts Payable	Ledbury, Andrea	\$6.54		
73668	02/14/2019	Open			Accounts Payable	Ledbury, Andrea	\$13.90		
73669	02/14/2019	Open			Accounts Payable	Lo, Elizabeth	\$252.46		
73670	02/14/2019	Open			Accounts Payable	Lo, Elizabeth	\$176.90		
73671	02/14/2019	Open			Accounts Payable	Merker, Ian	\$103.32		
73672	02/14/2019	Open			Accounts Payable	Merker, Ian	\$101.14		
73673	02/14/2019	Open			Accounts Payable	Meu, Lester, G.	\$334.09		
73674	02/14/2019	Open			Accounts Payable	Miles, Hugh	\$2.73		
73675	02/14/2019	Open			Accounts Payable	Miles, Hugh	\$79.57		
73676	02/14/2019	Open			Accounts Payable	Morgan-Marbet, Tai-Aqua	\$138.98		
73677	02/14/2019	Open			Accounts Payable	Morgan-Marbet, Tai-Aqua	\$21.80		
73678	02/14/2019	Open			Accounts Payable	Morgan-Marbet, Tai-Aqua	\$24.53		
73679	02/14/2019	Open			Accounts Payable	Morgan-Marbet, Tai-Aqua	\$138.98		
73680	02/14/2019	Open			Accounts Payable	O'Connor, Kellen	\$83.93		
73681	02/14/2019	Open			Accounts Payable	Peimulder, Susan	\$46.33		
73682	02/14/2019	Open			Accounts Payable	Peimulder, Susan	\$86.11		
73683	02/14/2019	Open			Accounts Payable	Saxby, Thomas	\$98.10		
73684	02/14/2019	Open			Accounts Payable	Saxby, Thomas	\$98.10		
73685	02/14/2019	Open			Accounts Payable	Schlumpberger, Charles	\$21.80		
73686	02/14/2019	Open			Accounts Payable	Schlumpberger, Charles	\$98.10		
73687	02/14/2019	Open			Accounts Payable	Slagel, Phillip	\$250.70		
73688	02/14/2019	Open			Accounts Payable	Slagel, Phillip	\$26.16		
73689	02/14/2019	Open			Accounts Payable	Slagel, Phillip	\$26.16		
73690	02/14/2019	Open			Accounts Payable	Slagel, Phillip	\$239.26		
73691	02/14/2019	Open			Accounts Payable	Taylor, Doug	\$116.63		
73692	02/14/2019	Open			Accounts Payable	Taylor, Doug	\$68.14		
73693	02/14/2019	Open			Accounts Payable	Taylor, Doug	\$599.42		
73694	02/14/2019	Open			Accounts Payable	Therrien, T. Brad	\$530.56		
73695	02/14/2019	Open			Accounts Payable	Traina, Dena	\$136.25		
73696	02/14/2019	Open			Accounts Payable	Traina, Dena	\$34.88		

## CASH DISBURSEMENTS REPORT

From Payment Date: 2/1/2019 - To Payment Date: 2/28/2019

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
73697	02/14/2019	Open			Accounts Payable	Traina, Dena	\$141.70		
73698	02/14/2019	Open			Accounts Payable	Warnock, Nicholas	\$97.12		
73699	02/14/2019	Open			Accounts Payable	Warnock, Nicholas	\$22.18		
73700	02/14/2019	Open			Accounts Payable	Warnock, Nicholas	\$31.66		
73701	02/14/2019	Open			Accounts Payable	Warnock, Nicholas	\$92.70		
73702	02/14/2019	Open			Accounts Payable	Williams, Craig	\$10.90		
73703	02/14/2019	Open			Accounts Payable	Williams, Craig	\$25.86		
73704	02/14/2019	Open			Accounts Payable	Williams, Craig	\$16.35		
73705	02/14/2019	Open			Accounts Payable	Williams, Craig	\$100.83		
73706	02/20/2019	Open			Accounts Payable	BHS Loan/Balance of Insurance Proceeds	\$124,480.00		
73707	02/20/2019	Open			Accounts Payable	BHS Loan/Balance of Insurance Proceeds	\$215,154.00		
73708	02/22/2019	Open			Accounts Payable	ICMA 457 - VANTAGEPOINT	\$500.00		
73709	02/22/2019	Open			Accounts Payable	STATE DISBURSEMENT UNIT	\$194.76		
73710	02/27/2019	Open			Accounts Payable	BHS Loan/Balance of Insurance Proceeds	\$54,996.60		
73711	02/27/2019	Open			Accounts Payable	BHS Loan/Balance of Insurance Proceeds	\$22,521.27		
73712	02/27/2019	Open			Accounts Payable	BHS Loan/Balance of Insurance Proceeds	\$125,954.97		
73713	02/28/2019	Open			Accounts Payable	BHS Loan/Balance of Insurance Proceeds	\$75,797.35		
73714	02/28/2019	Open			Accounts Payable	ACI ENTERPRISES, INC.	\$463.32		
73715	02/28/2019	Open			Accounts Payable	AT&T & CALNET3 - CIRCUIT LINES	\$108.97		
73716	02/28/2019	Open			Accounts Payable	AT&T & CALNET3 - CIRCUIT LINES	\$583.14		
73717	02/28/2019	Open			Accounts Payable	AT&T MOBILITY	\$255.24		
73718	02/28/2019	Open			Accounts Payable	AT&T/CALNET3 - REPEATER LINES	\$296.42		
73719	02/28/2019	Open			Accounts Payable	AT&T/CALNET3 - COMMUNITY PARK	\$20.74		
73720	02/28/2019	Open			Accounts Payable	AT&T/CALNET3 - Summary	\$2,741.74		
73721	02/28/2019	Open			Accounts Payable	AT&T/CALNET3 - TH/FDPP FIBER LINES	\$1,113.56		
73722	02/28/2019	Open			Accounts Payable	AWARDS COMPANY	\$31.10		
73723	02/28/2019	Open			Accounts Payable	BUTTE COUNTY ELECTIONS DIVISION	\$20,815.14		
73724	02/28/2019	Open			Accounts Payable	CHICO ELECTRIC	\$4,950.00		
73725	02/28/2019	Open			Accounts Payable	COMCAST CABLE	\$258.16		
73726	02/28/2019	Open			Accounts Payable	DIVISION OF THE STATE ARCHITECT	\$1.20		
73727	02/28/2019	Open			Accounts Payable	Explore Butte County	\$15,883.33		
73728	02/28/2019	Open			Accounts Payable	FASTENAL	\$100.84		
73729	02/28/2019	Open			Accounts Payable	GREAT AMERICA LEASING CORP.	\$129.31		
73730	02/28/2019	Open			Accounts Payable	I.M.P.A.C. PAYMENTS IMPAC GOV SVCS/US	\$1,536.79		
73731	02/28/2019	Open			Accounts Payable	INLAND BUSINESS MACHINES	\$172.43		
73732	02/28/2019	Open			Accounts Payable	KNIFE RIVER CONSTRUCTION	\$654.10		
73733	02/28/2019	Open			Accounts Payable	KNIFE RIVER CONSTRUCTION	\$475.73		

## CASH DISBURSEMENTS REPORT

From Payment Date: 2/1/2019 - To Payment Date: 2/28/2019

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
73734	02/28/2019	Open			Accounts Payable	Maran Trust	\$4,934.43		
73735	02/28/2019	Open			Accounts Payable	Mt Shasta Spring Water Co., Inc	\$75.39		
73736	02/28/2019	Open			Accounts Payable	MUNICIPAL CODE CORP	\$1,420.00		
73737	02/28/2019	Open			Accounts Payable	NORTHGATE PETROLEUM CO	\$11,508.93		
73738	02/28/2019	Open			Accounts Payable	OFFICE DEPOT ACCT#36233169	\$1,049.68		
73739	02/28/2019	Open			Accounts Payable	Pacific Excavation	\$19,309.52		
73740	02/28/2019	Open			Accounts Payable	PACIFIC GAS & ELECTRIC	\$364.74		
73741	02/28/2019	Open			Accounts Payable	PARADISE POST/NORTH VALLEY COMMTY	\$633.36		
73742	02/28/2019	Open			Accounts Payable	PEERLESS BUILDING MAINT	\$1,480.85		
73743	02/28/2019	Open			Accounts Payable	PETERS RUSH HABIB & MCKENNA	\$675.00		
73744	02/28/2019	Open			Accounts Payable	Santander Leasing LLC	\$35,915.70		
73745	02/28/2019	Open			Accounts Payable	SINCLAIR'S AUTOMOTIVE & TOWING	\$150.00		
73746	02/28/2019	Open			Accounts Payable	SKYWAY TOOL CENTER	\$26.80		
73747	02/28/2019	Open			Accounts Payable	TeleCheck Services, Inc.	\$34.47		
73748	02/28/2019	Open			Accounts Payable	TireHub, LLC	\$2,383.26		
Type Check Totals:							\$1,257,009.72		

## EFT

825	02/07/2019	Open			Accounts Payable	CALPERS	\$104,733.22		
827	02/08/2019	Open			Accounts Payable	CALPERS - RETIREMENT	\$28,939.03		
828	02/08/2019	Open			Accounts Payable	EMPLOYMENT DEVELOPMENT DEPARTMENT	\$4,794.90		
829	02/08/2019	Open			Accounts Payable	ING LIFE INS & ANNUITY COMPANY	\$5,262.59		
830	02/08/2019	Open			Accounts Payable	INTERNAL REVENUE SERVICE	\$18,505.73		
832	02/22/2019	Open			Accounts Payable	CALPERS - RETIREMENT	\$28,359.02		
833	02/22/2019	Open			Accounts Payable	EMPLOYMENT DEVELOPMENT DEPARTMENT	\$4,707.11		
834	02/22/2019	Open			Accounts Payable	ING LIFE INS & ANNUITY COMPANY	\$5,303.65		
835	02/22/2019	Open			Accounts Payable	INTERNAL REVENUE SERVICE	\$18,379.16		
836	02/06/2019	Open			Accounts Payable	FP/FRANCOTYP-POSTALIA MAILING	\$1,000.00		
Type EFT Totals:							\$219,984.41		

AP - US Bank TOP AP Checking Totals

Checks	Status	Count	Transaction Amount	Reconciled Amount
	Open	195	\$1,245,861.47	\$0.00
	Reconciled	0	\$0.00	\$0.00
	Voided	3	\$11,148.25	\$0.00
	Stopped	0	\$0.00	\$0.00
	Total	198	\$1,257,009.72	\$0.00

**CASH DISBURSEMENTS REPORT**

From Payment Date: 2/1/2019 - To Payment Date: 2/28/2019

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Count	Transaction Amount	Transaction Amount	Reconciled Amount	Difference
<b>EFTs</b>											
		Status									
		Open					10	\$219,984.41		\$0.00	
		Reconciled					0	\$0.00		\$0.00	
		Voided					0	\$0.00		\$0.00	
		Total					10	\$219,984.41		\$0.00	
<b>All</b>											
		Status					Count	Transaction Amount		Reconciled Amount	
		Open					205	\$1,465,845.88		\$0.00	
		Reconciled					0	\$0.00		\$0.00	
		Voided					3	\$11,148.25		\$0.00	
		Stopped					0	\$0.00		\$0.00	
		Total					208	\$1,476,994.13		\$0.00	
<b>Checks</b>											
		Status					Count	Transaction Amount		Reconciled Amount	
		Open					195	\$1,245,861.47		\$0.00	
		Reconciled					0	\$0.00		\$0.00	
		Voided					3	\$11,148.25		\$0.00	
		Stopped					0	\$0.00		\$0.00	
		Total					198	\$1,257,009.72		\$0.00	
<b>EFTs</b>											
		Status					Count	Transaction Amount		Reconciled Amount	
		Open					10	\$219,984.41		\$0.00	
		Reconciled					0	\$0.00		\$0.00	
		Voided					0	\$0.00		\$0.00	
		Total					10	\$219,984.41		\$0.00	
<b>All</b>											
		Status					Count	Transaction Amount		Reconciled Amount	
		Open					205	\$1,465,845.88		\$0.00	
		Reconciled					0	\$0.00		\$0.00	
		Voided					3	\$11,148.25		\$0.00	
		Stopped					0	\$0.00		\$0.00	
		Total					208	\$1,476,994.13		\$0.00	

Grand Totals:





**Town of Paradise  
Council Agenda Summary  
March 12, 2019**

**Agenda Item: 2(c)**

**Originated by:** Colette Curtis, Administrative Analyst II

**Reviewed By:** Lauren Gill, Town Manager

**Subject:** Accept offer from CSU, Chico, to coordinate, on behalf of the Town of Paradise, academic involvement in the recovery process through Wildcat Rise.

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**Council Action Requested:**

1. Accept offer from CSU Chico to coordinate academic involvement in the recovery process through Wildcat Rise.

**Background:**

The Camp Fire, which burned through the Town of Paradise on November 8, 2018 caused widespread and unprecedented damage to the Town of Paradise and surrounding areas. Due to this event, the Town of Paradise has many important steps to recovery.

As the Town oversees recovery efforts, staff has received numerous requests and offers from academic institutions around the country. Requests for information and assistance with tours of the area, as well as offers of technical expertise are appreciated, however staff has been stretched very thin during this period and is unable to coordinate these efforts.

**Discussion:**

Recently, Chico State University stepped up with an offer to coordinate these academic requests and offers from other institutions as well as their own. Their collective effort on this front has been named "Wildcat Rise" and will serve as a contact point for academic requests/offers. This offer will relieve staff of the time-consuming task of coordinating these requests and will also standardize the ethics information received by all academic institutions wishing to be involved in Paradise' recovery from the Camp Fire.

**Fiscal Impact Analysis:**

There is no impact to the general fund, this is an offer of assistance from Chico State University with no cost involved.



**TOWN OF PARADISE**  
**Council Agenda Summary**  
**Date: March 12, 2019**

**Agenda No. 2(d)**

**ORIGINATED BY:** Marc Mattox, Assistant Town Manager

**REVIEWED BY:** Lauren Gill, Town Manager

**SUBJECT:** Town-Owned Property Debris Removal Contract Award

**COUNCIL ACTION REQUESTED:**

1. Award Contract No. 19-04, Alternative Program Fire Debris Removal Project, to Franklin Construction of Chico, CA in the amount of their Base Bid of \$122,500 and authorize the Town Manager and Town Attorney to execute a contract
2. Authorize staff to issue additional task orders for work dependent upon asbestos site surveys and soil sampling results.

**Background:**

As a result of the Camp Fire on November 8, 2018, the Town of Paradise municipality lost five structures, listed below:

Site Description	Address	Sq. Ft.
Public Works Shop	933 American Way	1,600
Fire Station #3	1249 Wagstaff Road	3,230
RDA Building	5456 Black Olive Drive	3,750
Quonset Hut	5656 Sierra Park Drive	1,120
RESIDENCE	5733 Pentz Road	2,189

On February 14, 2019, staff issued a Notice to Bidders for the above listed properties to be cleaned pursuant to the published Butte County Alternative Fire Debris Removal guidelines. The project Notice was published in the Paradise Post on February 16 and distributed to local, regional and national construction exchanges.

**Analysis:**

On March 5, 2019, staff opened twelve bids for the subject work. Bid results are attached to this Agenda Item and indicate Franklin Construction of Chico, CA as the low-bidder. Staff recommends Council award Contract No. 19-04, Alternative Program Fire Debris Removal Project, to Franklin Construction of Chico, CA in the amount of their Base Bid of \$122,500. Due to the nature of the work, staff recommends Council also authorize staff to issue subsequent task orders for actual-cost work relating to results from asbestos site surveys and soil sampling efforts.

If awarded, staff has identified the following schedule for Franklin Construction to comply with:

*Following execution of contracts (typically 2 weeks from the date of award), the Town of Paradise shall issue a Notice to Proceed. From the date of the Notice to Proceed, the Contractor shall submit Alternative Program Application and Work Plans with Butte County Environmental Health within five business days for all properties. Following approval to proceed with the Work Plan for the County, the*

*Contractor shall commence work on the subject projects in the following priority and timelines:*

Priority	Address	Maximum Days from County Approval
1	933 American Way	10
2	1249 Wagstaff Road	20
3	5456 Black Olive Drive	25
4	5656 Sierra Park Drive	28
5	5733 Pentz Road	31

It is estimated all work would be complete in May 2019 or sooner, depending on County reviews and approvals.

**Financial Impact:**

All costs associated with the subject project will be covered by Town of Paradise insurance.



TOWN OF PARADISE  
Clerk's Office  
5555 Skyway  
Paradise, CA 95969  
(530) 872-6291

## Bid Opening

### DEADLINE INFORMATION

Date: March 5, 2019

Time: 1:00 PM

Engineer's Estimate: \$300,000

Project Manager: Marc Mattox

Bid No.: 19-04

Bid Name: Alternative Program Debris Removal

Bid No.	Vendor City, State	Bid Amount
1	Walberg Inc. - Corning, CA	216,198. <sup>50</sup>
2	Santos Excavating - Chico, CA	300,000. <sup>00</sup>
3	West Coast Environmental - Rancho Corteza	296,900. <sup>00</sup>
4	Staley McIntyre - Camino, CA	302,400. <sup>00</sup>
5	ERBG - Martinez, CA	281,781. <sup>00</sup>
6	Franklin Construction - Chico, CA	122,500. <sup>00</sup>
7	NSEW - Redding, CA	290,374. <sup>00</sup>
8	AFM Environmental -	232,000. <sup>00</sup>

- 9 Sierra Mountain Const. - Sonoma, CA \$410,000.<sup>00</sup>
- 10 CVE Demolition - Fresno, CA \$273,447.<sup>00</sup>
- 11 Resource Environmental - Long Beach, CA \$153,000.<sup>00</sup>
- 12 Alliance Environmental Svc. - Chico, CA \$295,211.<sup>70</sup>

AP Bid opening: Marc Mattox, Town Engineering  
Ursula Smith, Town Clerk, Admin Analyst



**Town of Paradise  
Council Agenda Summary  
Date: March 12, 2019**

**Agenda Item: 2(e)**

**Originated by:** Gina Will, Administrative Services Director

**Reviewed by:** Lauren Gill, Town Manager

**Subject:** Monetary Donations

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**Council Action Requested:**

Accept the various private citizen and business donations offered to the Town of Paradise during the month of February 2019 in the amount of \$62,546.18.

**Alternatives:**

Do not accept the donations.

**Background:**

According to Town Resolution #96-17, donations shall be offered directly to the Town Council for acceptance, whenever the donor proposes to restrict the use of the money for a specific purpose.

**Discussion:**

The Town has received generous donations from various citizens and businesses to support the Town's efforts to maintain services and support community recovery from the 2018 Camp Fire. A schedule of donations is summarized below. These donations can also count toward the matching requirement of the public assistance Cal OES and FEMA claims.

**Fiscal Analysis:**

The monies have been placed in the appropriate fund according to the desired use of the donor as follows:

<b>Fund</b>	<b>Description</b>	<b>Amount</b>
2299	Grants Miscellaneous One Time	\$3,000.00
7808	Canine Protection Unit Donations	100.00
7811	Animal Control Misc. Donations	10,157.44
7811	Animal Control Camp Fire Recovery	24,900.00
7815	Camp Fire General Donations	24,388.74
Totals		62,546.18

The monies will be budgeted and approved for use by the Town Council in upcoming budgets.



# Detail General Ledger Report

G/L Date Range 02/01/19 - 02/28/19

Include Sub Ledger Detail

Exclude Accounts with No Activity

G/L Date	Journal	Journal Type	Sub Ledger	Description/Project	Source	Reference	Debit Amount	Credit Amount	Actual Balance
G/L Account Number	2299.00.0000.3650.100 Donations Private Sources							Balance To Date:	\$0.00
02/12/2019	2019-00000648	JE	RA	Revenue Collection Payment Post	Collections			3,000.00	(3,000.00)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
2019-00001231	2019-00000700	donation for façade painting, front of Town Hall from Melissa Schuster			Schuster, Melissa		02/12/2019	3,000.00	(3,000.00)
Total							\$3,000.00	(\$3,000.00)	
Month February 2019 Totals							\$0.00	\$3,000.00	(\$3,000.00)
Account Donations Private Sources Totals							\$0.00	\$3,000.00	(\$3,000.00)
Program Non Program Activity Totals							\$0.00	\$3,000.00	
Department Non Department Activity Totals							\$0.00	\$3,000.00	
Fund Grants Miscellaneous One Time Totals							\$0.00	\$3,000.00	
G/L Account Number	7808.30.0000.3650.100 Donations Private Sources							Balance To Date:	(\$1,004.78)
02/12/2019	2019-00000669	JE	RA	Revenue Collection Payment Post	Collections			100.00	(1,104.78)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
2019-00001241	2019-00000702	#84 PO Box 1853 Paradise, Ca 95967			Paradise Community Council		02/12/2019	100.00	(100.00)
Total							\$100.00	(\$100.00)	
Month February 2019 Totals							\$0.00	\$100.00	(\$1,104.78)
Account Donations Private Sources Totals							\$0.00	\$100.00	(\$1,104.78)
Program Non Program Activity Totals							\$0.00	\$100.00	
Department Police Totals							\$0.00	\$100.00	
Fund Canine Protection Unit Donations Totals							\$0.00	\$100.00	
G/L Account Number	7811.30.4540.3650.100 Donations Private Sources							Balance To Date:	(\$9,233.44)
02/06/2019	2019-00000648	JE	RA	Revenue Collection Payment Post	Collections			4.66	(9,238.10)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
35791	2019-00000697	Permit#: BP19-00147 Receipt#: 35791 Payee: BOOTH DARIA D & RELAFORD ALAN			BOOTH DARIA D & RELAFORD ALAN		02/06/2019	125.00	(4.66)
Total							\$125.00	(\$4.66)	
02/07/2019	2019-00000648	JE	RA	Revenue Collection Payment Post	Collections			.47	(9,238.57)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
35828	2019-00000697	Permit#: BP19-00175 Receipt#: 35828 Payee: PHIL KNIGHT			PHIL KNIGHT		02/07/2019	121.00	(.66)
Total							\$121.00	(\$0.66)	



# Detail General Ledger Report

G/L Date Range 02/01/19 - 02/28/19

Include Sub Ledger Detail

Exclude Accounts with No Activity

G/L Date	Journal	Journal Type	Sub Ledger	Description/Project	Source	Reference	Debit Amount	Credit Amount	Actual Balance
G/L Account Number	7811.30.4540.3650.100 Donations Private Sources							Balance To Date:	(\$9,233.44)
02/07/2019	2019-00000648	JE	RA	Revenue Collection Payment Post	Collections			.19	(9,238.76)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
35828	2019-00000697	Permit#: BP19-00175 Receipt#: 35828 Payee: PHIL KNIGHT			PHIL KNIGHT		02/07/2019	121.00	(.66)
Total								\$121.00	(\$0.66)
02/11/2019	2019-00000648	JE	RA	Revenue Collection Payment Post	Collections			.19	(9,238.95)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
35835	2019-00000699	Permit#: OS19-00109 Receipt#: 35835 Payee: STEVE DOBRICH			STEVE DOBRICH		02/11/2019	282.00	(.19)
Total								\$282.00	(\$0.19)
02/11/2019	2019-00000648	JE	RA	Revenue Collection Payment Post	Collections			.48	(9,239.43)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
35836	2019-00000699	Permit#: OS19-00110 Receipt#: 35836 Payee: STEVE DOBRICH			STEVE DOBRICH		02/11/2019	82.00	(1.48)
Total								\$82.00	(\$1.48)
02/11/2019	2019-00000648	JE	RA	Revenue Collection Payment Post	Collections			1.00	(9,240.43)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
35836	2019-00000699	Permit#: OS19-00110 Receipt#: 35836 Payee: STEVE DOBRICH			STEVE DOBRICH		02/11/2019	82.00	(1.48)
Total								\$82.00	(\$1.48)
02/12/2019	2019-00000648	JE	RA	Revenue Collection Payment Post	Collections			10,000.00	(19,240.43)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
2019-00001233	2019-00000700	Donation to Paradise Animal Shelter from the Supreme Master Ching Hai, International Association			The Supreme Master Ching Hai, Int'l Assoc		02/12/2019	10,000.00	(10,000.00)
Total								\$10,000.00	(\$10,000.00)
02/12/2019	2019-00000648	JE	RA	Revenue Collection Payment Post	Collections			50.00	(19,290.43)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
2019-00001234	2019-00000700	Donation to Animal Shelter from Kristi Nelson			Nelson, Kristi		02/12/2019	50.00	(50.00)
Total								\$50.00	(\$50.00)
02/15/2019	2019-00000690	JE	RA	Revenue Collection Payment Post	Collections			.20	(19,290.63)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
2019-00001286	2019-00000739	Animal Control Activity			Chameleon		02/15/2019	630.12	(.20)
Total								\$630.12	(\$0.20)





# Detail General Ledger Report

G/L Date Range 02/01/19 - 02/28/19

Include Sub Ledger Detail

Exclude Accounts with No Activity

G/L Date	Journal	Journal Type	Sub Ledger	Description/Project	Source	Reference	Debit Amount	Credit Amount	Actual Balance	
G/L Account Number	7811.30.4540.3650.100 Donations Private Sources							Balance To Date:	(\$9,233.44)	
02/26/2019	2019-00000690	JE	RA	Revenue Collection Payment Post DF.AC.ACTS - Donation Funds, Animal Control, Animal Control T-Shirts (Revenue)	Collections			4.00	(19,294.63)	
Receipt Number	Receipt Batch	Receipt Description		Received From		Payment Date		Amount	Distribution Amount	
2019-00001288	2019-00000743	Counter		Animal Shelter		02/26/2019		184.00	(4.00)	
Total								\$184.00	(\$4.00)	
02/27/2019	2019-00000690	JE	RA	Revenue Collection Payment Post	Collections			96.25	(19,390.88)	
Receipt Number	Receipt Batch	Receipt Description		Received From		Payment Date		Amount	Distribution Amount	
2019-00001290	2019-00000745	Animal Control Activity		Chamelon		02/27/2019		533.43	(96.25)	
Total								\$533.43	(\$96.25)	
Month February 2019 Totals								\$0.00	\$10,157.44	(\$19,390.88)
Account Donations Private Sources Totals								\$0.00	\$10,157.44	(\$19,390.88)
G/L Account Number	7811.30.4540.3690.100 Donations - Camp Fire 2018 Miscellaneous							Balance To Date:	(\$4,850.23)	
02/05/2019	2019-00000614	JE	RA	Revenue Collection Payment Post	Collections			24,718.00	(29,568.23)	
Receipt Number	Receipt Batch	Receipt Description		Received From		Payment Date		Amount	Distribution Amount	
2019-00001176	2019-00000685	Camp Fire Relief Funds - for Paradise Animal Control and Shelter from North Valley Community Foundation		North Valley Community Foundation		02/05/2019		24,718.00	(24,718.00)	
Total								\$24,718.00	(\$24,718.00)	
02/23/2019	2019-00000690	JE	RA	Revenue Collection Payment Post	Collections			8.00	(29,576.23)	
Receipt Number	Receipt Batch	Receipt Description		Received From		Payment Date		Amount	Distribution Amount	
2019-00001287	2019-00000740	Animal Control Activity		Chameleon		02/23/2019		145.00	(8.00)	
Total								\$145.00	(\$8.00)	
02/27/2019	2019-00000690	JE	RA	Revenue Collection Payment Post	Collections			174.00	(29,750.23)	
Receipt Number	Receipt Batch	Receipt Description		Received From		Payment Date		Amount	Distribution Amount	
2019-00001290	2019-00000745	Animal Control Activity		Chamelon		02/27/2019		533.43	(174.00)	
Total								\$533.43	(\$174.00)	
Month February 2019 Totals								\$0.00	\$24,900.00	(\$29,750.23)
Account Donations - Camp Fire 2018 Miscellaneous Totals								\$0.00	\$24,900.00	(\$29,750.23)
Program Police - Animal Control Totals								\$0.00	\$35,057.44	
Department Police Totals								\$0.00	\$35,057.44	
Fund Animal Control Misc Donations Totals								\$0.00	\$35,057.44	



# Detail General Ledger Report

G/L Date Range 02/01/19 - 02/28/19

Include Sub Ledger Detail

Exclude Accounts with No Activity

G/L Date	Journal	Journal Type	Sub Ledger	Description/Project	Source	Reference	Debit Amount	Credit Amount	Actual Balance
G/L Account Number	7815.00.0000.3690.100 Donations - Camp Fire 2018 Miscellaneous							Balance To Date:	(\$262,554.05)
02/12/2019	2019-00000648	JE	RA	Revenue Collection Payment Post	Collections			250.00	(262,804.05)
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
2019-00001235	2019-00000700	Intended use is to help support fire relief for the community - Enterprise Community Congregational Church			Enterprise Community Congregational Church		02/12/2019	250.00	(250.00)
							Total	\$250.00	(\$250.00)
02/19/2019	2019-00000669	JE	RA	Revenue Collection Payment Post	Collections			66.40	(262,870.45)
				EOC.Camp Fire 2018 - EOC Incidents, Camp Fire 2018 (Revenue)					
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
2019-00001262	2019-00000715	Donation of 1/2% Sales Tax from A. Ward Habriel			A Ward Habriel		02/19/2019	66.40	(66.40)
							Total	\$66.40	(\$66.40)
02/26/2019	2019-00000684	JE	RA	Revenue Collection Payment Post	Collections			10.00	(262,880.45)
				EOC.Camp Fire 2018 - EOC Incidents, Camp Fire 2018 (Revenue)					
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
2019-00001277	2019-00000737	Cash Donation for Camp Fire			Anonymous		02/26/2019	10.00	(10.00)
							Total	\$10.00	(\$10.00)
02/26/2019	2019-00000684	JE	RA	Revenue Collection Payment Post	Collections			23,062.34	(285,942.79)
				EOC.Camp Fire 2018 - EOC Incidents, Camp Fire 2018 (Revenue)					
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
2019-00001278	2019-00000737	Camp Fire Donation from City of Woodland Hills, UT			City of Woodland Hills		02/26/2019	23,062.34	(23,062.34)
							Total	\$23,062.34	(\$23,062.34)
02/26/2019	2019-00000684	JE	RA	Revenue Collection Payment Post	Collections			1,000.00	(286,942.79)
				EOC.Camp Fire 2018 - EOC Incidents, Camp Fire 2018 (Revenue)					
Receipt Number	Receipt Batch	Receipt Description			Received From		Payment Date	Amount	Distribution Amount
2019-00001279	2019-00000737	Donation for Fire Recovery Effort from Mc Cabe, John & Leona			Mc Cabe, John & Leona		02/26/2019	1,000.00	(1,000.00)
							Total	\$1,000.00	(\$1,000.00)
Month February 2019 Totals							\$0.00	\$24,388.74	(\$286,942.79)
Account	Donations - Camp Fire 2018 Miscellaneous Totals						\$0.00	\$24,388.74	(\$286,942.79)
Program Non Program Activity Totals							\$0.00	\$24,388.74	
Department Non Department Activity Totals							\$0.00	\$24,388.74	
Fund	General Miscellaneous Donations Totals						\$0.00	\$24,388.74	
Grand Totals							\$0.00	\$62,546.18	



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 12, 2019**

**Agenda Item: 5(a)**

**ORIGINATED BY:** Susan Hartman, CDD Manager/Assistant Planner  
**REVIEWED BY:** Lauren M. Gill, Town Manager  
**SUBJECT:** Public Hearing – Consider Introducing an Ordinance Amending Text Regulations within Paradise Municipal Code Title 17 Relative to the Reconstruction of Nonconforming Uses

**COUNCIL ACTION REQUESTED:**

Conduct the duly noticed and scheduled public hearing concerning an Ordinance Amending Text Regulations within Paradise Municipal Code Title 17 Relative to the Reconstruction of Nonconforming Uses. Upon conclusion of the public hearing consider adopting the recommended action.

Adopt a **MOTION:**

1. Concurring with the project “CEQA determination” finding adopted by the Planning Commission on February 19, 2019, and embodied within Planning Commission Resolution No. 19-01; **AND**
2. Waiving the first reading of Town Ordinance No. 576 and read by title only (roll call vote); **AND**
3. Introducing Town Ordinance No. 576, “An Ordinance Amending Text Regulations within Paradise Municipal Code Title 17 Relative to the Reconstruction of Nonconforming Uses”; **OR**
4. Direct an alternative directive to town staff.

**BACKGROUND:**

This Town-initiated amendment to the Paradise Municipal Code (PMC) is to address an unprecedented number of lawful nonconforming uses that were involuntary destroyed by the Camp Fire on November 8, 2018. This amendment would allow the possible reconstruction of lawful nonconforming uses within a defined timeframe without the currently PMC required conditional use permit and public hearing.

Lawful nonconforming uses are those lawfully established prior to the Town’s incorporation under Butte County zoning regulations and existing continuously on the

property, but no longer comply with the current Town of Paradise zoning regulations allowed for the property.

The most common examples of nonconforming uses are residences located within now commercial zoning districts where standalone single-family residences are not a currently permitted use or secondary dwellings in residential zones without the currently required land use entitlement (administrative/use permit). Another common nonconforming use is structure built under reduced or non-existent setback requirements, which no longer meets minimum site development standards.

### **PROPOSED CODE AMENDMENT:**

To address the immediate need to reestablish housing and further recovery efforts within the Town of Paradise it is staff's recommendation that Paradise Municipal Code Section 17.39.300 *Restoration of damaged nonconforming use* be amended to include the following text:

"C. Notwithstanding subsection B, those properties destroyed by a natural disaster in a declared state of emergency may be reconstructed as a lawful nonconforming use by the owner of record of the property at the time of the disaster subject to the following:

1. Reconstruction shall begin within one (1) year after the affected property being cleared of disaster debris and shall be completed within three (3) years.
2. The reconstructed structure shall not exceed the nonconformity of the original structure in terms of setbacks, floor area, height, and any other property characteristics as determined by the Planning Director.
3. If reconstruction is not started within one (1) year after the property being cleared of disaster debris, the property shall be subject to the use permit requirements of subsection B or may become subject to abandonment under section 17.39.200."

### **DISCUSSION:**

Paradise Municipal Code section 17.45.500 (*Procedures for zoning district(s) or zoning text amendments*) provides for town staff to initiate the process of zoning code text amendments whenever public necessity, convenience or general welfare are sufficiently compelling to warrant Planning Commission and Town Council consideration of such amendments.

Although the Town of Paradise 1994 General Plan encourages the removal of nonconforming uses, the magnitude to which development and infrastructure was impacted by the Camp Fire is well beyond the intention of this policy and must be weighed against the immediate needs of our displaced community. Removing obstacles to rebuilding, such as nonconforming use permit requirements, following natural disasters rising to the level of a declared state of emergency will help to expedite the recovery efforts and aid in the return of residents and businesses to Paradise.

Town staff has determined, and the Town Attorney has concurred that, the nature of the proposed text amendments is for reconstruction of structures and is sufficiently minor so that implementation of the amendments would result in a direct and significantly adverse effect upon the environment. Therefore, the proposed amendments can be

found to be exempt from the requirements of the California Environmental Quality Act (CEQA), pursuant to CEQA Guidelines sections 15302 (Reconstruction) and 15061(b)(3) (General Rule Exemption).

Attached with this Council agenda summary for your consideration and recommended introduction is an ordinance document prepared by town staff that reflects the contents of the recommended PMC text amendments contained within Planning Commission Resolution No. 19-01. Recommended text amendments in the ordinance are shown in “shaded” print.

Lastly, for your convenience and use, town staff has copied and attached other documents related to this agenda item.

**FINANCIAL IMPACT:** There is no financial impact associated with the first reading and introduction of the ordinance.

Attachments

**TOWN OF PARADISE  
NOTICE OF PUBLIC HEARING  
PARADISE TOWN COUNCIL**

**NOTICE IS HEREBY GIVEN** by the Paradise Town Council that a public hearing will be held on **Tuesday, March 12, 2019** at 6:00 p.m. in the Town Hall Council Chambers, 5555 Skyway, Paradise, California, regarding the following matters:

**a. Item determined to be exempt from environmental review under CEQA Guidelines sections 15061(b)(3) (General rule exemption) and 15302 (Reconstruction)**

PARADISE MUNICIPAL CODE: Town Council consideration of a Planning Commission Resolution recommending Town Council approval of a text amendment to the Town's zoning regulations contained in Paradise Municipal Code (PMC) Title 17 (Zoning Ordinance). The amendment would add an additional circumstance under which lawful nonconforming land uses could be reconstructed after a natural disaster as contained within PMC Chapter 17.39.

The project file is available for public inspection at the Town Development Services Department, Town Hall. If you challenge this matter in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the Town Clerk at, or prior to, the public hearing. For further information please contact the Town Development Services Department (planning division), Town Hall, 5555 Skyway, Paradise, CA (530) 872-6291, extension 114.

Dina Volenski  
Town Clerk

## NOTICE OF EXEMPTION

**To:** File

**From:** Town of Paradise, Development Services Department,  
Planning Division, 5555 Skyway, Paradise, CA 95969

**Project Title:** Zoning Code Text Amendment

**Project Applicant:** Town of Paradise

**Project Location:** N/A

**Project Description:** Amendments to the Town zoning code relating to the reconstruction of nonconforming uses

**Approving Public Agency:** Town of Paradise

**Person or Agency  
Carrying Out Project:** Town of Paradise

**Exempt Status:**

<input type="checkbox"/>	Ministerial (Section 15268)
<input type="checkbox"/>	Emergency Project (Section 15269)
<input checked="" type="checkbox"/>	Categorical Exemption (Section 15302)
<input checked="" type="checkbox"/>	General Rule Exemption (Section 15061)

**Reason for Exemption:** The amendments do not constitute a project under CEQA, no physical activity is planned and there is no possibility of a significant environmental effect.

**Contact Person:** Susan Hartman, CDD Manager/Assistant Planner  
(530) 872-6291 x114

**Signature:**



**Date:** 02/19/2019



**TOWN OF PARADISE PLANNING COMMISSION  
RESOLUTION 19-01**

**A RESOLUTION OF THE PARADISE PLANNING COMMISSION RECOMMENDING TOWN COUNCIL  
ADOPTION OF TEXT AMENDMENTS TO CHAPTER 17.39 OF THE PARADISE MUNICIPAL CODE  
RELATIVE TO THE RECONSTRUCTION OF NONCONFORMING USES**

**WHEREAS**, the Town of Paradise is legally required to direct and regulate land development and land uses via zoning regulations and other means that are consistent with its current Paradise General Plan as well as current state planning and zoning law; and

**WHEREAS**, the Paradise Planning Commission finds that there is a compelling need for the Town Council of the Town of Paradise to adopt the foregoing Paradise Municipal Code (PMC) amendments to assist in the Camp Fire recovery efforts, and

**WHEREAS**, the Planning Commission conducted a duly noticed public hearing on February 19, 2019 to study and consider recommending Town Council adoption of text amendments to PMC Chapter 17.39 as proposed by Town staff; and

**WHEREAS**, the public review also included review and determination that the proposed PMC text amendment is an activity that is exempt from to the provisions of the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines section 15061(b)(3) (general rule exemption) because there is no possibility that the amendment would result in a significantly adverse effect upon the environment; and

**WHEREAS**, the Planning Commission has considered the recommendation of the Town staff, etc., as well as input received during the public hearing; and on the basis of the foregoing, has determined that the text amendment to PMC Chapter 17.39 is warranted at this time in order to aid in the timely rebuild efforts following the Camp Fire.

**NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING COMMISSION OF THE TOWN OF PARADISE** as follows:

The Planning Commission hereby recommends to the Town Council of the Town of Paradise, adoption of the proposed text amendments to PMC Chapter 17.39 as set forth in **Exhibit "A"** attached hereto and made a part of by reference; and recommends to the Town Council that the proposed Paradise Municipal Code text amendment is not subject to the requirements of the California Environmental Quality Act (CEQA) in accordance with the general rule categorical exemption provisions of CEQA Guidelines section 15061 and section 15302 of CEQA Guidelines (Reconstruction).

TOWN OF PARADISE  
PLANNING COMMISSION  
RESOLUTION NO. 19-01


**PASSED AND ADOPTED** by the Planning Commission of the Town of Paradise this 19th day of February, 2019 by the Following Vote:

**AYES:** Jim Clarkson, Kim Morris, Stephanie Neumann and Anita Towslee, Chair

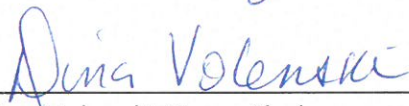
**NOES:** None

**ABSENT:** None

**ABSTAIN:** None

  
\_\_\_\_\_  
Anita Towslee, Chair

**ATTEST:** *February 27, 2019*

  
\_\_\_\_\_  
Dina Volenski, Town Clerk

## EXHIBIT "A"

SECTION 1: Section 17.39.300 of the Paradise Municipal Code is hereby amended to read as follows:

17.39.300 - Restoration of damaged nonconforming use.

Any lawful nonconforming building or structure destroyed by any means to the extent of more than fifty (50) percent of its assessed value as shown on the latest equalized county assessment roll preceding its destruction may be restored as follows:

- A. Restored and used only in compliance with the regulations specified by this title for the zoning district wherein the building or structure is located; or
- B. Restored and used again as a lawful nonconforming use subject to town approval and issuance of a conditional use permit.
- C. Notwithstanding subsection B, those properties destroyed by a natural disaster in a declared state of emergency may be reconstructed as a lawful nonconforming use by the owner of record of the property at the time of the disaster subject to the following:
  - 1. Reconstruction shall begin within one (1) year after the affected property being cleared of disaster debris and shall be completed within three (3) years.
  - 2. The reconstructed structure shall not exceed the nonconformity of the original structure in terms of setbacks, floor area, height, and any other property characteristics as determined by the Planning Director.
  - 3. If reconstruction is not started within one (1) year after the property being cleared of disaster debris, the property shall be subject to the use permit requirements of subsection B or may become subject to abandonment under section 17.39.200.

**TOWN  
TOWN OF PARADISE  
ORDINANCE NO. \_\_\_\_**

**AN ORDINANCE AMENDING TEXT REGULATIONS WITHIN  
PARADISE MUNICIPAL CODE TITLE 17 RELATIVE TO THE RECONSTRUCTION OF  
NONCONFORMING USES**

**SECTION 1.** Section 17.39.300 of the Paradise Municipal Code shall be amended to read as follows:

17.39.300 - Restoration of damaged nonconforming use.

Any lawful nonconforming building or structure destroyed by any means to the extent of more than fifty (50) percent of its assessed value as shown on the latest equalized county assessment roll preceding its destruction may be restored as follows:

- A. Restored and used only in compliance with the regulations specified by this title for the zoning district wherein the building or structure is located; or
- B. Restored and used again as a lawful nonconforming use subject to town approval and issuance of a conditional use permit.
- C. Notwithstanding subsection B, those properties destroyed by a natural disaster in a declared state of emergency may be reconstructed as a lawful nonconforming use by the owner of record of the property at the time of the disaster subject to the following:
  1. Reconstruction shall begin within one (1) year after the affected property being cleared of disaster debris and shall be completed within three (3) years.
  2. The reconstructed structure shall not exceed the nonconformity of the original structure in terms of setbacks, floor area, height, and any other property characteristics as determined by the Planning Director.
  3. If reconstruction is not started within one (1) year after the property being cleared of disaster debris, the property shall be subject to the use permit requirements of subsection B or may become subject to abandonment under section 17.39.200.

**SECTION 2. CEQA COMPLIANCE.** The Town Council finds and determines that the enactment of this Ordinance is exempt from the requirements of the California Environmental Quality Act (CEQA), pursuant to CEQA Guidelines sections 15302 (Reconstruction) and 15061(b)(3) (General Rule Exemption).

**SECTION 3.** This ordinance shall take effect thirty (30) days after the date of its passage. Before the expiration of fifteen (15) days after its passage, this ordinance or a summary thereof shall be published in a newspaper of general circulation published and circulated within the Town of Paradise along with the names of the members of the Town Council of Paradise voting for and

against same.

**TOWN OF PARADISE  
ORDINANCE NO. \_\_\_\_**

**PASSED AND ADOPTED** by the Town Council of the Town of Paradise, County of Butte, State of California, on this \_\_\_\_th day of \_\_\_\_\_, 2019 by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

\_\_\_\_\_  
Jody Jones, Mayor

**ATTEST:**

\_\_\_\_\_  
Dina Volenski, Town Clerk

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Dwight L. Moore, Town Attorney



**Town of Paradise  
Council Agenda Summary  
Date: March 12, 2019**

**Agenda Item:6(a)**

**Originated by:** Gina S. Will, Administrative Services Director/Town Treasurer

**Approved by:** Lauren Gill, Town Manager

**Subject:** 2018/19 Operating and Capital Budget Status Update and Mid-Year Financial Review

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**Council Action Requested:**

Consider the following:

1. Review and approve the 2018/19 mid-year budget report and budget adjustments; and
2. Approve purchase of three Police Ford Interceptors from Measure C reserves; and
3. Approve termination of 2018/19 TRAN credit line; and
4. Approve reclassification of 2 Public Workers Maintenance Worker I to Maintenance Worker II; and
5. Authorize Town Manager to enter into an agreement for services for a Classification and Total Compensation Study with the Option of Organizational Structure Review; and
6. Approving recommended changes and Waiving the first reading of Town Ordinance No. 578 and read by title only; and introducing Town of Paradise Ordinance No. 578 An Ordinance relating to purchasing supplies and services. (ROLL CALL VOTE); and
7. Provide direction to staff for scheduling a Town Council goal setting workshop to discuss 2019/20 budget priorities.

**Alternatives:**

Decline to approve any or a specific item recommended and provide alternative direction to staff.

**Background:**

The Town adopted the 2018/19 operating and capital budgets on June 26, 2018 with a budget theme of “stay the course”. At that time, it was hopeful the community would extend the 0.50% transaction and use tax (Measure V) on the November 6, 2018 ballot to maintain and enhance services. Instead, on November 8, 2018, the Camp Fire roared through the Town of Paradise killing 85 and destroying over 9,600 homes and businesses to become the most destructive wildfire in State history. Effectively in one day, the fire hurled the Town into uncharted waters and destroyed the financial stability it had worked so hard over ten years to rebuild.

Now, four months later, the disaster is far from over, but the Town is starting to form an outline for financial recovery. There are three main elements to the plan, which are moving forward

simultaneously.

1. Plans to fund continuity of government
2. Plans to fund restoration of facilities and infrastructure
3. Plans to fund opportunities for resiliency and improvements

This mid-year budget and financial report provides a review of budgeted accounts, including personnel expenditures and the Town's financial position. However, it should be noted, that these estimates are rough at best with extensive assumptions used in many areas. Given this unprecedented situation, there is no historical data from which to draw. It is also the start of the next year budget cycle. The 2019/20 budget will be developed expeditiously in order to meet the June 30, 2019 deadline for adoption. It is expected that many rounds of budget adjustments will be necessary as more information and details are learned about the Town's new financial reality.

**Discussion:**

**2018/19 Operating and Capital Budget Update**

**Fund 1010 – General Fund**

Staff analyzed a General Fund Budget Performance Report and spoke to many local, State and Federal agencies in order to estimate the impact to Town revenues and expenses and to identify needed budget adjustments. A copy of this report is attached for review. The following information was derived from this analysis and highlights of the recommended adjustments are summarized below:

**General Fund Revenues**

	2017/18 Estimated Actual	2018/19 Amended Budget	2018/19 Proposed Budget	2018/19 Proposed Budget Adjustments
Measure C	1,368,621	1,382,307	551,675	(830,632)
Non Department	11,306,348	11,577,202	9,645,203	(1,932,000)
Finance	20,340	20,100	10,058	(10,042)
Police	69,427	66,052	81,607	15,555
Fire	203,169	84,876	29,000	(55,876)
Planning	99,031	54,805	23,396	(31,409)
Waste Management	38,316	42,445	17,437	(25,008)
Engineering	32,026	68,831	32,105	(36,726)
Community Park	2,920	2,500	2,500	0
<b>Totals</b>	<b>13,140,199</b>	<b>13,299,118</b>	<b>10,392,981</b>	<b>(2,906,138)</b>

➤ Property Taxes: The Town was expecting property tax growth of about 3.8% in

March 12, 2019

2018/19, but with roughly 90% of properties destroyed, current and future revenues will be dramatically reduced. Property owners will pay a prorated property tax bill in 2018/19. They will pay for full values up through November 8<sup>th</sup> and then reduced values the remainder of the year. The County assessor has assumed standing structures and the land at pre-fire values. In other jurisdictions, those values have been retained into the rebuild; however, the County assessor will re-evaluate property values each year. Assuming 300 to 400 structures are rebuilt each year, it will take 20 to 30 years for the Town to regain property tax values.

The Town expects to receive property tax backfill from the State of lost revenues this fiscal year and two more fiscal years. This State support has been granted to other jurisdictions in the past, so it is likely to be granted to Butte County and the Town. This will keep the Town whole for secured and unsecured property taxes but is likely to leave a hole in RDA tax increment residual balances and supplemental taxes. The backfill is expected to be received by the end of the fiscal year.

The following chart further summarizes property tax expectations and recommended budget adjustments for this 2018/19 budget year:

Property Taxes	2017/18 Estimated Actual	2018/19 Amended Budget	2018/19 Proposed Budget	2018/19 Budget Adjustments
Secured	\$4,716,372	\$4,905,026	\$4,905,026	\$0
Unsecured	233,304	235,637	249,183	13,546
RDA Residual	19,544	13,781	0	(13,781)
Supplemental	69,865	71,262	60,000	(11,262)
Homeowners Apportionment	65,294	65,294	65,294	0
<b>Totals</b>	<b>\$5,104,379</b>	<b>\$5,291,000</b>	<b>\$5,279,503</b>	<b>(\$11,497)</b>

- Motor Vehicle in Lieu (MVIL): MVIL is the second largest revenue source for the Town's General Fund. As MVIL is paid by the County and as a function of property tax values, the Town expects to be made whole through property tax backfill for this and the next two fiscal years.
- Sales Tax: Even with a new system of allocating and remitting sales taxes, the State system pays sales taxes about three months in arrears. The Town has received an advance of November 2018 sales taxes, but no true up of that month post fire. Through review of standing businesses and discussions with HDL, the Town's is estimating a reduction of revenues in the amount of \$1.15 million, from \$1.93 million to about \$778,000.
- Franchise Fees: The Town received one full quarter of franchise fees and a prorated second quarter. Revenues are expected to be reduced from about \$1.0 million to about \$410,000.



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- **Transient Occupancy Taxes (TOT):** As above, the Town received one full quarter and a second prorated quarter of TOT. One of the four main hotels remains standing, but is not expected to reopen until sometime over the summer. The budget should be reduced from \$242,000 to about \$114,000.
  - **Police Services:** PG&E had asked the Town to provide some additional security for their workers prior to their recorded bankruptcy. This resulted in reimbursements of about \$31,000 that offset expected lost revenues from other services. Overall, about \$15,500 more revenue is expected from police services.
  - **Fire Services:** Fire seasons the last several years have been especially demanding for the State of California. When possible, the Town lent resources to the State which resulted in rental income. A recent history of income amounts is shown below:
    - 2017/18 \$187,836
    - 2016/17 \$71,229
    - 2015/16 \$89,635
    - 2014/15 \$174,163
    - 2013/14 \$24,601
- \$75,000 was originally budgeted for 2018/19, and as of this report, \$21,879 has been received. Given the unknown for this fire season and the need for the fire department to focus on maintaining basic operations and services, it is expected that fire service revenues will be reduced about \$56,000.
- **Planning and Engineering Services:** Going forward, the Town's and citizens' focus will be on rebuilding destroyed structures, many of the special services related to planning and engineering are expected to be reduced \$31,000 and \$36,000 respectively.

## Measure C

*"a temporary sales tax increase of 0.50% that automatically expires in six years, and that establishes a citizen oversight committee to ensure that funds are used to **preserve public services** such as police protection, fire suppression, street maintenance, animal control and other services for the Town of Paradise"*

Measure C, the 0.50% transaction and use tax approved by the voters in November 2014, took effect April 1, 2015. The Town is now in its fourth of six years of this Measure. In November 2018, voters approved a 10-year extension of the measure. The Camp Fire has required a complete course change and revision of the Measure C financial plan. It is expected that the greatly reduced and remaining Measure C funds will need to be used primarily to fund the obligations already established. There is no longer funding for capital improvement or special projects. Some continued support will be provided to police, fire and animal control.

Staff also recommends moving forward with the purchase of three police cars this fiscal year.

It is recommended that reserve funds rather than financing be the method of purchase. This will bring the total purchased to 12 rather than the goal of 15, but will allow the Town to eliminate Patrol vehicles with over 100,000 miles from the daily driver police fleet. The three 2019 Ford Police Interceptors that Council previously approved and that being held at a local dealer, uses the same body, drive train and primary components as the other Ford interceptors purchased. The next model has a completely different drive train making tools, training and parts more difficult to maintain if this purchase is postponed.

Following is the recommended budget adjustments for this fiscal year:

	<u>2018/19</u> <u>Amended</u> <u>Budget</u>	<u>2018/19</u> <u>Proposed</u> <u>Budget</u>	<u>2018/19</u> <u>Budget</u> <u>Adjustments</u>
<b>Police Department</b>			
2 <sup>nd</sup> Investigator	172,070	85,609	(86,461)
Police Cadets (1)	27,924	27,924	0
Police Cars	100,000	218,215	118,215
Body Cameras	5,917	5,917	0
Enhanced Training	15,000	15,000	0
K-9 Program	10,005	10,005	0
	<u>330,916</u>	<u>362,670</u>	<u>31,754</u>
<b>Animal Control</b>			
Concrete Repairs	6,200	6,200	0
Rendering Setup & Maintenance	13,227	13,227	0
Additional Support to Maintain Services	168,806	158,599	(10,207)
	<u>188,233</u>	<u>178,026</u>	
<b>Fire Department</b>			
CAL FIRE Contract	250,000	120,000	(130,000)
Fire Engines 81 & 82	167,183	167,183	0
Electrical Panel & Transfer Switch	8,250	8,250	0
	<u>425,433</u>	<u>295,433</u>	<u>(130,000)</u>
<b>Public Works</b>			
Ponderosa SR2S	36,000	0	(36,000)
Fleet Bay and Lift	21,357	21,357	0
	<u>57,357</u>	<u>21,357</u>	<u>(36,000)</u>
<b>Subtotal</b>	<b>1,001,939</b>	<b>857,486</b>	<b>(144,453)</b>

Following is a summary of the preliminary revised Measure C financial plan. A complete detailed plan is included with these agenda materials. With the expected reduced revenues, there are not expected to be any Measure C reserves available to carry into Measure V. The Town may need to dedicate portions of Measure V revenues in order to move forward with currently postponed capital improvement projects.

Projected Revenues	\$5,059,137
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Commitments for:	Police	\$1,587,004	
	Fire	1,743,013	
	Animal Control	666,352	
	Public Works	1,062,768	
	Reserves	0	(5,059,137)
Net Remaining			\$0

Staff most recently met with the Measure C Citizen Oversight Committee on February 26, 2019 where approval was received for the 2<sup>nd</sup> Quarter 2018/19 Measure C quarterly report. In addition, these recommended budget adjustments and preliminary revised financial plan were discussed. There was consensus that these plans are logical and continue to meet the intended use and requirements for Measure C funds.

### General Fund Expenditures

	2017/18 Estimated Actual	2018/19 Amended Budget	2018/19 Proposed Budget	2018/19 Budget Adjustments
Measure C	\$1,140,659	\$1,001,939	\$857,486	(\$144,453)
Non Department	1,333,762	1,087,054	1,053,787	(33,267)
Administration	1,607,715	1,699,871	1,711,712	11,841
Police	4,196,298	4,496,396	4,091,534	(404,862)
Fire	3,946,792	4,115,870	3,275,977	(839,893)
Community Develop.	210,842	214,466	213,795	(671)
Public Works	330,157	319,886	315,157	(4,729)
<b>Totals</b>	<b>\$12,766,225</b>	<b>\$12,935,482</b>	<b>\$11,519,448</b>	<b>\$(1,416,034)</b>

### Non Department:

As the financial impact from the fire is immediate, and as financial assistance and recovery is a complicated lengthy process, staff is looking for opportunities for savings. The Town was provided a cash advance against the FEMA public assistance program and a cash advance against the insurance claim. As a result, the Town's cash flow this fiscal year is sufficient to sustain operations without opening up the \$1 million TRAN line of credit previously approved by Town Council. Staff approached US Bank who is willing to terminate the line of credit and waive all fees and interest with Council concurrence. The approval saves the Town over \$29,000 in interest and fees.

In addition, staff recommends postponing budgeted contributions to the OPEB (GASB 45) Trust this fiscal year until the Town is further along in its financial recovery and plan. This will save \$17,500 in the general fund and \$5,000 in the building safety and wastewater

fund.

Administration:

Collectively **administrative divisions are anticipated to increase \$11,841**. There are two primary contributing factors. First, given the expectation that normal special services will not be provided, the town will receive about \$22,500 less from the technology replacement surcharge that is transferred to the information technology program to support those operations. This is offset by a savings to the November 2018 election costs of about \$10,000. A summary of all recommended adjustments is summarized as follows:

✓ Town Council	(295.00)
✓ Town Clerk	(10,035)
✓ Town Manager	9
✓ Central Services	(2,399)
✓ Information Technology	23,071
✓ HR and Risk Management	(55)
✓ Legal Services	0
✓ Finance	392
✓ Rental Properties	(1,346)
✓ Emergency Operation Center	2,499

Police Department

- Police Administration: Staff proposes to postpone filing the second lieutenant vacancy for now until more is known about the financial recovery plan timeline and transitioning operational needs of the police department. For the same reasons, staff has terminated the lease purchase arrangement for the fiscal year, postponing the purchase of some equipment and avoiding debt service requirements. The expected savings from these efforts is **over \$120,000**.
- Police Operations: The department is in the process of understanding its dynamic and evolving operational staffing needs in light of the disaster. The department had lost a couple of officers prior to the fire, and has been given indications that more officers may be leaving before the end of the fiscal year. Some assumptions about the timing of these vacancies are included in the **estimate of \$175,000** in salary and benefit savings.

As Council is aware, Paradise police officers (and staff in general) are paid less than neighboring jurisdictions. That coupled with the housing crisis in Butte County makes it more important than ever to compensate employees appropriately in order to retain their services. As such, the Town recommends hiring a consultant to assist the Town in developing an appropriate compensation package and personnel structure. More information on this study is detailed later in this report.

Finally, it is our current understanding that the Town's insurance policy will cover the added compensation expense under a special "extra expense" provision that covers extra

expenses that the Town would not have incurred had the disaster not occurred.

- **Public Safety Communications:** This division is also expecting additional vacancies before the end of the fiscal year that should result in **savings of about \$109,000**. The dispatch operation function is currently housed with the Butte County Sheriff due to complications with the computer system and connectivity. Once moved back to Paradise, dispatch can be performed in either location depending on the needs of the department.

### Fire Department

**Fire Administration:** Staff recommends a **budget decrease of \$4,812** mainly from savings in utilities from not operating calls for service out of station 82.

**Fire Suppression:** **Savings of about \$830,000** is expected from temporary adjustments to the CAL FIRE staffing levels. Currently, calls are being run out of Station 81 and Station 35 with four personnel. The normal model is for calls to be run out of three stations with six personnel. The Town and CAL FIRE are also discussing whether a portion of the contract can be absorbed by the State of California for a period of time while the Town is developing its financial recovery plan.

**Volunteer Program:** The disaster and resulting displacement has reduced the volunteer fire program to two individuals. This should result in **savings of about \$4,300**.

### Community Development and Public Works

The recommended adjustments for Community Development and Public Works in total is insignificant with increases and decreases to accommodate changing operating costs. The totals for each division are shown below.

✓ Planning	558
✓ Waste Management	(1,229)
✓ Engineering	953
✓ Paradise Community Park	(656)
✓ Public Facilities	0
✓ Fleet Management	(5,026)

### Fiscal Impact:

The Camp Fire has had immediate and lasting impacts to the General Fund of the Town of Paradise. The Town will be forced to use about \$821,000 of its cash flow reserves in order to maintain operations this fiscal year. Reality is that the Town needs every one of its remaining strong and dedicated employees to help the Town and community rebuild. Further, there is simply not enough time to make adjustments necessary to balance this budget without crippling the organization and rendering it ineffective. Following is a summary of the impacts to the bottom line and reserves.

2017/18	2018/19	2018/19	2018/19
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	Estimated Actual	Amended Budget	Proposed Budget	Budget Adjustments
Measure C Revenues	\$1,368,621	\$1,382,307	\$551,675	\$(830,632)
Measure C Expenses	1,140,659	1,001,939	857,486	(144,453)
Measure C Net Income	\$227,962	\$380,368	\$(305,811)	\$(686,179)
GF Revenues	\$11,771,578	\$11,916,811	\$9,841,306	\$(2,075,506)
GF Expenses	11,625,566	11,933,543	10,661,962	(1,271,581)
GF Net Income	\$146,012	\$(16,732)	\$(820,657)	\$(803,925)
Measure C Fund Balance	\$900,760	\$1,281,128	\$594,949	
GF Fund Balance	2,864,236	2,847,504	2,026,847	
Total Fund Balance	\$3,764,996	\$4,128,632	\$2,621,796	
Designated Reserves – Measure C				
Police Vehicle Payments	174,637	177,454	20,637	
Fixed Reserve	203,711	407,422	407,422	
Contingencies	522,412	696,252	166,890	
Designated Reserves				
Nonspendable	1,351,510	1,311,643	1,311,643	
Property Abatements	20,000	20,000	20,000	
Cash Flow	1,492,726	1,515,861	695,205	

### **Fund 2030 – Building Safety and Wastewater Services**

	2017/18 Estimated Actual	2018/19 Amended Budget	2018/19 Proposed Budget	2018/19 Budget Adjustments
Revenues	1,062,352	968,853	918,730	(50,123)
Expenses	939,009	1,017,919	1,230,666	212,747
Net Income	123,343	(49,066)	(311,936)	(262,870)
Ending Fund Balance	606,583	557,517	294,647	

#### **Revenues:**

For obvious reasons, certain services of Building Safety and Wastewater will not achieve budget expectations where others will exceed budget. The rebuild is in a stage of infancy and with nurturing can mature and grow in strength. In the meantime, revenues are expected to be about \$50,000 less than budget. Accounts that are expected to be especially impacted are onsite repairs to maintain existing systems, onsite escrow clearance to records and annual fire code inspections.

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Of concern, not this fiscal year, but subsequent years, is the ability to collect for annual onsite permits. Currently that regulatory fee to monitor, test and evaluate the septic systems of Town are billed through the annual property tax roll. If assessed values for properties drop below a certain level, the property tax roll for that property is eliminated with the Town's ability to bill. Manually hand billing those properties will be labor intensive and collections will be difficult. Currently annual onsite permits generate \$395,000 per year.

### Expenses:

The salary and benefit savings achieved by the continued vacancy of the Building Official/Fire Marshal will quickly be eclipsed by the proposed ramp up of the community development staffing contract expected by the beginning of April 2019. This proposed contract will be covered in detail in a separate agenda summary. Hazard mitigation grant funding could fund portions of this agreement for three years; however, award of these monies would not occur this fiscal year. Staff is also exploring options to fund part of this contract through the "extra expense" provision of the insurance contract. Again, it is not likely to see this funding this fiscal year. The net total of the proposed adjustments is an increase of about \$213,000.

### Fiscal Impact:

About \$312,000 of reserves is expected to be used this fiscal year in order to prepare the division for increased service requirements related to the rebuild. This leaves about \$295,000 in reserves. It will be important for the Town to update the fee schedule, and find that careful balance between passing on the added expense of providing the service with keeping the fees affordable to encourage development.

### **Fund 2070 – Animal Control Services**

	2017/18 Estimated Actual	2018/19 Amended Budget	2018/19 Proposed Budget	2018/19 Budget Adjustments
Revenues	197,900	362,470	343,264	(19,206)
Expenses	198,107	362,470	343,057	(19,413)
Net Income	(207)	0	207	207
Ending Fund Balance	(207)	(207)	0	

### Revenues:

As with many other divisions, the Camp Fire has changed the priorities and services performed by Animal Control Services. Revenue reductions are expected in many areas including fines and citations and dog licenses. Also, the transfer from Measure C will be about \$10,000 less than expected due to reduced Measure C revenues. In order to balance the fund, about \$20,000 of Animal Control donations will need to be used. This will leave about \$27,000 in the Animal Control donations fund.



The Measure N \$12 annual parcel assessment is also billed on the property tax roll. If property values drop below a certain level, than billing on the property tax roll is compromised and collecting the roughly \$132,000 to support Animal Control Services will be challenging.

**Expenses:**

Salary savings from the part time shelter assistant vacancy and savings from expected postponement of some training will provide total saving of about \$19,000.

**Fiscal Impact:**

As has been discussed for many years, Measure N the \$12 per parcel per year fee provides \$132,000 of funding per year. It is not enough to fund an approximate \$340,000 operation. Now with reduced funding from Measure C, another long-term funding source is needed to maintain current service levels.

**Fund 2090 – Camp Fire 2018**

	2017/18 Estimated Actual	2018/19 Amended Budget	2018/19 Proposed Budget	2018/19 Budget Adjustments
Revenues	0	0	6,500,000	6,500,000
Expenses	0	0	2,138,664	2,138,664
Net Income	0	0	4,361,336	4,361,336
Ending Fund Balance	0	0	4,361,336	4,361,336

**Revenues:**

Fund 2090 was established to track all the revenue and expenses related to the Camp Fire disaster of 2018. To date, the Town has received \$1.5 million from the insurance company as an advance against its claim for damages. The Town has also received \$5 million from the State of California as an advance against the public assistance FEMA/Cal OES disaster recovery program.

**Expenses:**

To date the Town has spent about \$1.1 million on Camp Fire Disaster related activities like emergency response costs, tree removal, culvert repairs and restoration and repairs to facilities. By the end of the fiscal year, it is expected that the Town will have incurred costs of about \$2.1 million. Most of these expenses are eligible for reimbursement under the insurance claim or through FEMA/Cal OES public assistance. It should be noted that there are deductibles that apply to insurance and matching requirements for public assistance. Currently under public assistance, FEMA will pay 90% of eligible emergency response and debris removal costs. The State will pay 75% of the remaining amount leaving 2.5% as a match. The Town is seeking 100% coverage through legislative requests.



**Fiscal Impact:**

Staff will seek to maintain an ending fund balance in this fund by seeking additional advances from insurance and the State as additional expenses are incurred.

**Fund 2120 – State Gas Tax (Street Maintenance)**

	2017/18 Estimated Actual	2018/19 Amended Budget	2018/19 Proposed Budget	2018/19 Budget Adjustments
Revenues	1,152,979	1,480,319	1,349,009	(131,310)
Expenses	1,125,971	1,235,103	1,157,239	(77,864)
Net Income	27,008	245,216	191,770	(53,446)
Ending Fund Balance	117,997	363,213	309,767	

**Revenues:**

Based on the analysis of the revised projections released by the League of California Cities, the Town will receive less than expected in Highway Users Gas Tax funding this fiscal year. In addition, work not completed prior to the fire on most capital improvement projects are being postponed until debris is cleared and there is more time to dedicate to those efforts. This means that the fund will not receive its budgeted reimbursements. All together, the fund is expected to receive \$131,000 less in revenue.

According to Michael Coleman of the League of California Cities, gas tax funding in the short term is protected by State law. Appropriations based on population will not be adjusted until the 2020 census data is released sometime in 2021. The League is advocating on behalf of the Town to maintain funding levels after this time. It is understood that even with a reduced residential population; the Town will have a lot of use on its roads during the rebuild and will require funding to keep roads maintained.

**Expenses:**

First, staff is seeking approval to move two Public Works Maintenance Workers I to the Maintenance Worker II classification based on them obtaining Class B licenses and other qualifications. The savings from a vacant position, which is about to be filled, more than offsets the increased costs. There is also expected to be savings in repair and maintenance accounts as staff has been busy assisting with emergency response efforts. In total, savings of about \$78,000 is expected.

**Fiscal Impact:**

The fund will add about \$53,000 less to its reserves than expected due to reduced revenues. A certain amount of reserves is being built up in order to have matching funds for future capital

improvement projects. The fund should end the fiscal year with reserves of about \$310,000.

**Personnel Classification and Total Compensation Study**  
**with Optional Organizational Structure Review**

At the time of budget adoption, the Town had an authorized head count of 75 employees. Since July 1, 2018, there have been 19 terminations and 6 hires. 12 of those terminations occurred after the fire. That is a net decrease of 17% of the workforce. The Town is aware that several more employees are considering other alternatives and expects to receive official notice before the end of the fiscal year. This is an alarming rate and if it continues will render the organization ineffective and unable to perform all the important functions necessary to rebuild the community.

Since 2009, Town staff has been reduced from 114 positions to the current 72. Since 2009, the Town has substantially fewer employees; however, levels of service have increased in many areas. As such, duties and responsibilities that were previously shared with multiple positions have been combined and re-allocated. The devastating Camp Fire has added exponentially to the already heavy workloads. Staff are now juggling Camp Fire special projects with their normal duties.

In an effort to attract and retain qualified municipal employees, the Town of Paradise (at the direction of Town Council) sought a request for qualifications (RFQ) from experienced firms to provide a Comprehensive Classification Study, and Total Compensation Survey, as well as an option for an Organizational Structure Review.

At the time of RFQ issuance, the Town had 72 authorized positions, and 45 active classifications. It is undocumented when the last town-wide study was completed. There have been numerous minor changes and reorganizations to the plan over time. Over the last several years, Human Resources has internally reviewed and adjusted individual positions and created new classifications as needed. The Town's employees are divided into five bargaining groups as follows:

<b>Employee Type</b>	<b>Number of Active Classifications</b>	<b>Approved Headcount</b>
Management	5	5
Police Mgt & Mid-Mgt	2	3
Confidential & Mid-Mgt	11	11
Police Officers Association	4	27
General Employees Unit	17	21
Part-time, no group, no benefits	4	5
<b>ALL GROUPS TOTAL</b>	<b>45</b>	<b>72</b>

In accordance with the Town of Paradise's procedure relating to special professional services, on Thursday, February 14, 2019, a Request for Qualification (RFQ) was sent to five firms specializing in the requested services. The firms were identified by requesting

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recommendations on the Employee Relations ListServ from other cities in the League of California Cities. The RFQ requested that each firm provide scope of services, timeline, qualifications and cost in their proposal. The deadline to provide the information was 4:00pm on Thursday, February 28, 2019. Only two agencies replied, one with a proposal and the second stated they were unable to meet the RFQ deadline.

The general scope of services include classification study activities such as initial document reviews and meetings with staff as needed, distribution of job related questionnaires, analysis and data review. The classification study deliverables include a final classification plan that requires updating job descriptions/classification specifications as needed. The service will also include compensation study activities, including identifying comparator agencies, benchmarking not only using titles, but also duties and responsibilities, benchmarking benefit packages, as well compensation data. Analysis on internal relationship and alignment of positions. Finally, a salary structure recommendation that reflect the market survey analysis as well as internal relationships, implementation recommendations, and a final report that also includes a presentation to Town Council.

Additionally, there is an option in the request for qualifications for an Organizational Structure Review that would compare the Town's organizational structure against comparable organizations, taking into consideration the Town's disaster recovery and rebuilding situation and propose options and recommendations with a Final report presented to Town Council.

The one firm to submit a proposal was from Koff & Associates, based in Berkeley, CA. While we were hoping for more proposals, we were pleased to receive it from the top recommended firm from the recent survey response. The proposal was thorough. The timeline quote is approximately 4 months to complete the Classification Study and the Compensation Study and approximately 4 months to complete the optional Organizational Study. Staff will work to do whatever is possible to expedite the project.

The maximum project cost for the Classification and Compensation Study is \$58,424. The maximum cost for the optional Organizational Structure Study is \$19,296. Staff recommends that the Town Manager be authorized to enter into this agreement for services. The cost will be paid from the Camp Fire 2018 (Fund 2090) and will be claimed under the "extra expense" provision on the insurance policy. If accepted, the cost of the study will be reimbursed.

### **General Fund Financial Projections**

Part of the Town's future financial picture are starting to emerge, but there are still many unknowns. The first priority is to understand the immediate future. Staff has prepared a rough estimate of the 2019/20 budget. Key elements and highlights of that estimate are indicated below:

- ❖ Assumes property taxes included MVIL are backfilled from the State, 59% of the budget remains whole
- ❖ Assumes that most other major revenues (sales tax, Measure C, Franchise Fees, TOT) drop substantially

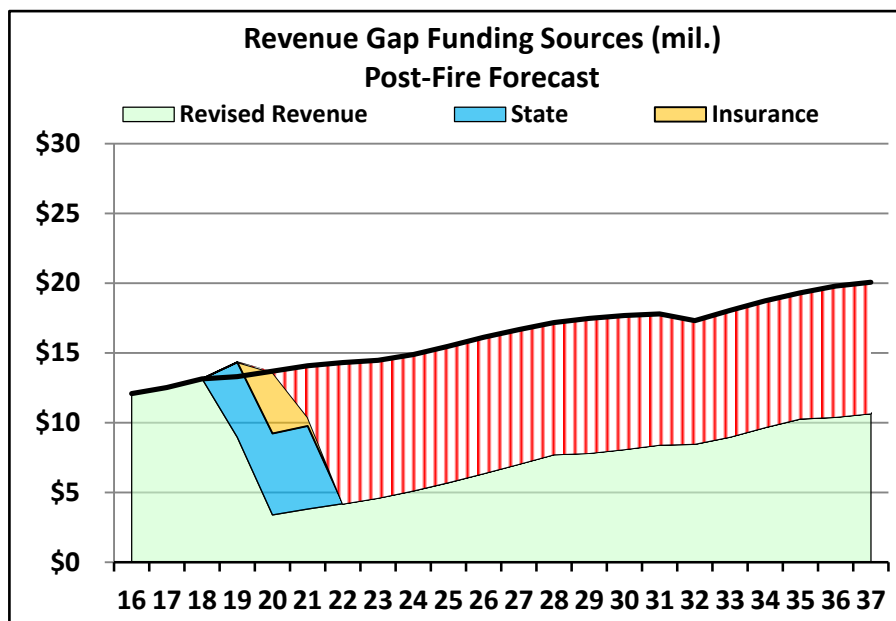
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- ❖ Assumes attrition of five police officers and 2<sup>nd</sup> police lieutenant remains vacant
- ❖ Assumes CAL FIRE contract remains reduced by 1/3.
- ❖ Revenues are estimated at \$9.2 million and expenses at 11 million
- ❖ Assumes expenses will exceed revenues by \$1.8 million

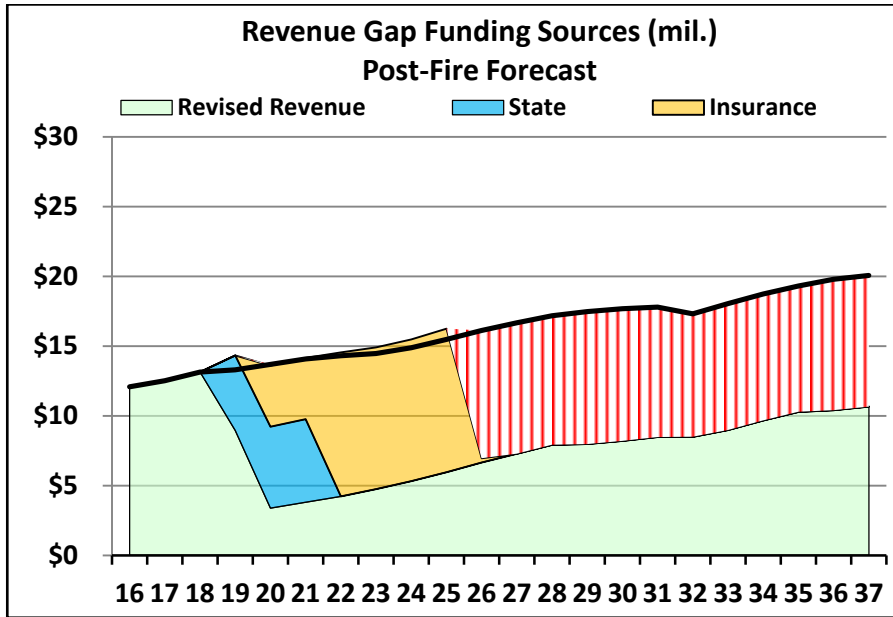
The Town has applied for a FEMA catastrophic disaster loan of \$5 million. Funds from this loan can be used for operations including personnel costs. The funds cannot be used for debt service. The loan can be forgiven in five years after demonstrating that revenues are still reduced. At the time of forgiveness, the loan will be considered revenue and the General Fund can be balanced.

Robert Leland of Management Partners worked with staff and donated a financial projection tool to begin modeling the financial loss and recovery from the Camp Fire. This model has been used by Stockton and other cities managing financial crisis.

The big question and missing piece to the Town's financial outlook is how much of a settlement the Town will receive on its lost tax revenue claim from insurance. Assuming the Town receives property tax backfill for three years from the State, and a lost tax revenue settlement of \$5 million from insurance, the gap in funding for the general fund is \$156 million over 18 years.



To continue a \$50 million dollar settlement would result in a gap of \$111 million. Obviously, the bigger the settlement the smaller the funding gap.



### **Financial Recovery Plan**

There are three tracks to financial recovery occurring simultaneously they are:

Continuity of Government	Restoration	Opportunities
Insurance Claim for Lost Tax Revenue and Extra Expense	Insurance <ul style="list-style-type: none"> <li>Restore and Repair Facilities</li> <li>Repair or Replace Equipment &amp; Vehicles</li> <li>Restore and Repair Infrastructure</li> </ul>	Hazard Mitigation Programs <ul style="list-style-type: none"> <li>Build Fire Station at Pentz &amp; Pearson</li> <li>Early Warning System</li> <li>Improved Culverts</li> <li>Road Improvements</li> </ul>
FEMA Catastrophic Disaster Loan (forgivable after 5 years)	FEMA Public Assistance <ul style="list-style-type: none"> <li>Picks up where insurance leaves off</li> <li>Debris and Tree Removal</li> <li>Restore Roads</li> </ul>	Sewer
Legislative Requests <ul style="list-style-type: none"> <li>Property, sales and gas tax backfills – (3 Year property tax backfill likely)</li> <li>Absorb CAL FIRE contract</li> </ul>		

### **Amend Purchasing Supplies and Services (Ordinance 341)**

The Camp Fire has increased and will continue to increase the frequency of procurement activities as staff replaces items destroyed and assists with rebuilding the community. It has come to staff's attention that the procurement policy has not been updated for over 18 years. As such, the limits within the policy create inefficiencies and needless extra expense. Currently, a formal bid is required for any items or services \$5,000 or more in value. The formal bid requires a notice in the newspaper, staff time to create formal bid documents, and formal action by Town Council. Further, it is not in the formal policy, but a practice that items or services between \$500 and \$5,000 go through an informal bid process. Procurement is based on securing at least three bids and awarding to the lowest bidder.

Federal procurement guidelines set the thresholds much higher. Their "micro-purchase" procedure is for procurement less than \$10,000. Their "small purchase" procedures or informal bid process are for procurement between \$10,000 and \$250,000. Procurement exceeding \$250,000 must use a formal bid process.

Staff recommends increasing the Town's procurement limits, but to well within the federally approved guidelines. The recommendation is for an informal bid process for procurement between \$1,000 and \$25,000. A formal bid process is recommended for items above \$25,000.

Attached for Council's consideration is ordinance 341 which highlights recommended changes to sections 2.45.080 and 2.45.090.

### **2019/20 Budget Adoption Timeline**

In light of the disruption of normal business and ongoing efforts for recovery, the 2019/20 budget will need to be completed expeditiously. Following is a rough schedule for 2019/20 Budget Adoption:

1. March 2019 – Town Council goal setting workshop
2. Early April 2019 – Budget Discussions with Finance Committee
3. Early April 2019 – Budget Packages to Departments
4. April and May – Town Council and Measure C Citizens Oversight Committee Budget Updates
5. Late May 2019 – Budget Discussions with Finance Committee
6. Early to mid June 2019 – Preliminary Budget Provide to Town Council for Review
7. Late June 2019 – Adoption of 2019/20 Budget

### **Conclusion:**

The Camp Fire of November 2018 is devastating to the Town's financial stability. All the progress made in financial sustainability was lost in a matter of days. There is a road to financial recovery; however, it will be challenging with many obstacles and curves expected.

There is also tremendous opportunity to make Paradise stronger and more resilient. Staff will keep Town Council and the community updated as more the financial recovery plan is formalized and as progress is made.



# 1010 General Fund Mid-Year Budget

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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
Fund 1010 - General Fund							
REVENUE							
Department 00 - Non Department Activity							
Program 0000 - Non Program Activity							
3110.311	Property Tax Current Secured	4,716,372	4,934,804	4,905,026	2,486,096	4,905,026	-
3110.312	Property Tax Current Unsecured	233,304	246,128	235,637	249,183	249,183	13,546
3110.314	Property Tax Residual	19,544	-	13,781	-	-	(13,781)
3110.315	Property Tax Prior Secured/Unsecured	8,692	5,500	6,000	4,634	6,000	-
3110.320	Property Tax General Supplemental	69,865	64,214	71,262	31,237	60,000	(11,262)
3130.325	General Sales and Use Tax Sales and Use Tax	1,901,930	1,930,459	1,930,459	600,867	777,821	(1,152,638)
3167.330	Real Property Transfer Tax Real Property	91,983	90,463	90,463	38,948	44,948	(45,515)
3182.335	Franchise Taxes Franchise Taxes	977,312	1,004,500	1,004,500	227,839	409,765	(594,735)
3185.340	Transient Occupancy Tax Transient Occupancy	240,589	226,778	242,320	114,452	114,452	(127,868)
3210.110	Business Licenses and Permits Business	4,727	13,000	13,000	1,251	1,400	(11,600)
3210.120	Business Licenses and Permits Bingo Regulation	42	66	66	-	-	(66)
3215.100	DOJ/FBI Fees Fingerprinting/Processing	(209)	-	-	(128)	-	-
3320.100	Federal Revenue - Other Refunds and	2,749	-	-	-	-	-
3345.100	State Revenues - Other Refunds &	-	5,000	5,000	-	-	(5,000)
3345.200	State Revenues - Other Miscellaneous	-	-	-	12,777	12,777	12,777
3351.001	Property Tax Homeowners Apportionment	65,294	65,294	65,294	-	65,294	-
3356.001	State Motor Vehicle In Lieu Motor Vehicle In	2,342,664	2,416,196	2,416,196	1,236,759	2,416,196	-
3410.101	Administrative Services General Administrative	17	35	35	-	-	(35)
3410.104	Administrative Services Returned Check	102	100	100	153	153	53
3410.106	Administrative Services Building Rental	-	150	150	-	-	(150)
3410.107	Administrative Services Electronic Audio	18	-	-	-	-	-
3410.112	Administrative Services Printed Material	134	200	200	16	50	(150)
3410.113	Administrative Services Document Copying	398	200	200	53	100	(100)
3410.114	Administrative Services Document Certification	433	150	150	90	150	-
3410.150	Administrative Services Late Fees	48	30	30	-	-	(30)
3610.100	Interest Revenue Investments	33,569	13,000	13,000	5,593	15,000	2,000
3610.200	Interest Revenue Miscellaneous	16	10	10	-	-	(10)
3630.200	Rents and Royalties Billboard Rents and Leases	441	440	440	-	440	-
3690.100	Donations - Camp Fire 2018 Miscellaneous	-	-	-	230,819	-	-
3901.100	Refunds and Reimbursements Miscellaneous	6,704	5,000	5,000	12,565	12,565	7,565
3902.100	Miscellaneous Revenue General	12,852	10,000	10,000	52,725	5,000	(5,000)
3902.110	Miscellaneous Revenue Cash Over and Short	89	-	-	-	-	-
3910.030	Transfers In From Development Services Fund	208,513	213,678	213,678	-	213,678	-
3910.070	Transfers In From Animal Control	51,711	56,437	56,437	-	56,437	-
3910.110	Transfers In From Local Transportation Fund	4,812	4,547	4,547	-	4,547	-





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3910.120	Transfers In From State Gas Tax Fund	192,359	196,090	196,090	-	196,090	-
3910.132	Transfers In From HSIP Grant	8,621	-	-	-	-	-
3910.133	Transfers In From ATP Grant	24,846	-	-	-	-	-
3910.140	Transfers In From Traffic Safety Fund	5,500	7,500	7,500	3,750	7,500	-
3910.160	Transfers In From BHS Development Svcs Fund	40,026	45,866	45,866	-	45,866	-
3910.215	Transfers In From Aband Vehicle Abate Fund	16,844	16,000	16,000	5,276	16,000	-
3910.221	Transfers In From WWAD	6,278	-	-	-	-	-
3910.650	Transfers In From Successor Agency to RDA NH	10,194	8,765	8,765	2,768	8,765	-
3910.710	Transfers In Equipment Replacement Fund	6,963	-	-	-	-	-
Non Department - Non Program		11,306,348	11,580,600	11,577,202	5,317,724	9,645,203	(1,932,000)
Finance - Measure C TUT							
3130.326	General Sales and Use Tax Transactions and Use	1,368,621	1,382,307	1,382,307	547,175	551,675	(830,632)
		1,368,621	1,382,307	1,382,307	547,175	551,675	(830,632)
Finance Rental Properties							
3630.100	Rents and Royalties Commercial Prop Rents &	18,001	18,000	18,000	7,500	9,000	(9,000)
3901.100	Refunds and Reimbursements Miscellaneous	2,339	2,100	2,100	1,058	1,058	(1,042)
		20,340	20,100	20,100	8,558	10,058	(10,042)
Police							
3320.100	Federal Revenue - Other Refunds and	-	2,000	2,000	2,841	3,000	1,000
3345.004	State Revenues - Other POST Reimbursements	1,166	9,000	9,000	2,094	4,000	(5,000)
3345.100	State Revenues - Other Refunds &	275	1,000	1,000	616	1,000	-
3380.100	Local Government Revenue Fines and Forfeitures	26,273	23,000	23,000	15,253	26,000	3,000
3380.106	Local Government Revenue Administrative	-	-	-	1,139	1,139	1,139
3380.112	Local Government Revenue Property Room	848	450	450	-	-	(450)
3410.113	Administrative Services Document Copying	2	20	20	-	-	(20)
3421.100	Police Vehicle Repossession	487	250	250	137	250	-
3421.103	Police Weapons Storage Fee	-	100	100	-	-	(100)
3421.105	Police Cite Sign Off / VIN Verification	1,220	950	950	526	950	-
3421.110	Police DUI Accident & Arrest Processing	4,203	2,000	2,000	1,050	1,500	(500)
3421.111	Police Vehicle Impound Fee	4,018	1,000	1,000	2,089	2,500	1,500
3421.115	Police Police Report (Copy)	8,635	8,000	8,000	1,346	1,500	(6,500)
3421.120	Police Fingerprint Processing	5,836	6,000	6,000	1,707	2,500	(3,500)
3421.122	Police Visa/Clearance Letter	95	90	90	16	30	(60)
3421.128	Police Statutory Registration	277	300	300	31	50	(250)
3421.130	Police Reproduce/Sale of Tapes & Photos	261	150	150	56	100	(50)
3421.140	Police Alarm System Registration	4,747	3,300	3,300	1,069	1,400	(1,900)
3421.141	Police False Alarm Response	7,560	4,500	4,500	1,616	2,000	500



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3421.180	Police Special Services	376	1,500	1,500	32,399	32,399	30,899
3421.185	Police Bicycle License	94	11	11	12	12	1
3421.187	Police Subpoena Duces Tecum	46	31	31	15	15	(16)
3421.235	Police Deer Validation	-	-	-	12	12	12
3901.100	Refunds and Reimbursements Miscellaneous	1,005	1,300	1,300	241	500	(800)
3901.140	Refunds and Reimbursements Negligence Cost	1,972	1,000	1,000	592	700	(300)
3902.100	Miscellaneous Revenue General	32	100	100	23	50	(50)
		69,427	66,052	66,052	64,881	81,607	15,555
Fire							
3345.100	State Revenues - Other Refunds &	187,836	75,000	75,000	21,879	25,000	(50,000)
3380.103	Local Government Revenue Fines and Citations	7,325	3,000	3,000	600	1,000	(2,000)
3422.304	Fire Fuel Reduction Burn Permit	2,839	1,600	1,600	-	500	(1,100)
3422.315	Fire Residential Burning Regulation	5,000	5,000	5,000	-	2,500	(2,500)
3422.335	Fire Land Clearing Fire Regulation	76	76	76	-	-	(76)
3422.339	Fire State Licensed Fire Inspection	93	-	-	-	-	-
3422.344	Fire Negligent/Reckless Cost Recovery	-	100	100	-	-	(100)
3901.100	Refunds and Reimbursements Miscellaneous	-	100	100	-	-	(100)
3902.100	Miscellaneous Revenue General	0	-	-	-	-	-
		203,169	84,876	84,876	22,479	29,000	(55,876)
Community Development - Planning							
3380.101	Local Government Revenue Fines and Citations	56,415	25,000	25,000	2,840	3,000	(22,000)
3400.102	CDD Planning Time Extension Review	401	-	-	-	-	-
3400.104	CDD Planning Tentative Parcel Map	1,755	2,075	2,075	-	-	(2,075)
3400.109	CDD Planning Street Address Change Review	176	176	176	176	176	-
3400.111	CDD Planning Landscape Plan	849	849	849	-	-	(849)
3400.123	CDD Planning Tree Pres/Protect Plan Review	-	95	95	94	94	(1)
3400.130	CDD Planning General Plan Amend and Rezoning	2,907	-	-	2,907	2,907	2,907
3400.138	CDD Planning Development Agreement	-	-	-	1,185	1,185	1,185
3400.139	CDD Planning Research on Request	266	285	285	-	-	(285)
3400.143	CDD Planning EIR Study Review	574	-	-	-	-	-
3400.170	CDD Planning Use Permit Class A	1,414	700	700	707	707	7
3400.171	CDD Planning Use Permit Class B	-	1,250	1,250	2,506	3,500	2,250
3400.173	CDD Planning Temporary Use Permit	141	140	140	-	-	(140)
3400.174	CDD Planning Administrative Permit	3,540	2,500	2,500	1,500	2,500	-
3400.176	CDD Planning Home Occupation Permit	1,272	1,050	1,050	527	527	(523)
3400.177	CDD Planning Site Plan/Use Permit Mod Class A	319	375	375	-	-	(375)
3400.178	CDD Planning Site Plan/Use Permit Mod Class B	1,303	650	650	-	-	550)



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3400.184	CDD Planning Site Plan Review Class A	660	660	660	-	-	(660)
3400.185	CDD Planning Site Plan Review Class B	1,002	-	-	-	-	-
3400.186	CDD Planning Site Plan Review Class C	1,554	-	-	-	-	-
3400.200	CDD Planning Tree Felling Permit	19,383	18,000	18,000	6,050	7,000	(11,000)
3400.307	CDD Planning Design Review Application	2,601	1,000	1,000	1,537	1,800	800
3902.100	Miscellaneous Revenue General	2,500	-	-	-	-	-
		99,031	54,805	54,805	20,029	23,396	(31,409)
Community Development - Waste Management							
3182.335	Franchise Taxes Franchise Taxes	40,465	40,445	40,445	23,969	16,817	(23,628)
3345.200	State Revenues - Other Miscellaneous	(3,159)	-	-	-	-	-
3380.104	Local Government Revenue Fines and Citations	1,010	2,000	2,000	620	620	(1,380)
		38,316	42,445	42,445	24,589	17,437	(25,008)
Public Works - Engineering							
3402.201	PW Engineering Final Parcel Map	879	879	879	-	-	(879)
3402.220	PW Engineering Land Divisn/Pvt Develop	2,785	46,000	46,000	13,994	13,994	(32,006)
3402.223	PW Engineering Engineering Site Plan	352	352	352	-	-	(352)
3402.224	PW Engineering Grading Check/Inspection	2,632	1,500	1,500	(171)	-	(1,500)
3402.227	PW Engineering Lot Merger Review	518	700	700	-	-	(700)
3402.228	PW Engineering Lot Line Adjustment	3,629	1,500	1,500	398	398	(1,102)
3402.230	PW Engineering Engineer Drain Plan/Calc Review	778	1,000	1,000	130	130	(870)
3402.232	PW Engineering Erosion Control Plan Review	-	500	500	583	583	83
3402.250	PW Engineering Oversized Vehicle Regulation	1,004	900	900	1,336	1,500	600
3402.270	PW Engineering Encroachment Permit Fees	19,450	15,500	15,500	13,020	15,500	-
		32,026	68,831	68,831	29,289	32,105	(36,726)
Public Works - Paradise Community Park							
3470.251	Parks & Recreation Space Rental	2,920	2,500	2,500	660	2,500	-
		2,920	2,500	2,500	660	2,500	-
Total Revenues		13,140,199	13,302,516	13,299,118	6,035,384	10,392,981	(2,906,138)
Expenses							
Non Department - Non Program							
5225	Bank Fees and Charges	13,855	13,500	13,500	7,428	14,000	500
5260	Miscellaneous	201	-	-	-	-	-
5280.100	Bad Debt Write Off Expense	288	300	300	-	300	-
5501	Debt Service Payment - Principal	536,963	523,423	523,423	-	523,423	-
5502	Debt Service Payment - Interest	448,037	496,577	496,577	-	496,577	-
5502.201	Debt Service Payment - Interest Tax Anticipation	28,442	29,167	29,167	-	-	-



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5510.201	Bond Payments - Issuance Costs Tax Anticipation	7,100	7,100	7,100	10,000	10,000	2,900
5910.060	Transfers Out To Cluster Septic System #1	4,339	-	-	-	-	-
5910.299	Transfers Out To Grants Miscellaneous One Time	-	-	1,514	-	1,514	-
5910.611	Transfers Out GASB 45 Retiree Medical Trust	51,394	7,500	7,500	-	-	(7,500)
5910.615	Transfers Out Asset Sales Proceeds Fund	242,581	-	-	-	-	-
5910.855	Transfers Out To Special Projects Donations	561	-	-	-	-	-
5910.923	Transfers Out To TOP Housing Loan Fund	-	7,973	7,973	-	7,973	-
		1,333,762	1,085,540	1,087,054	17,428	1,053,787	(33,267)
Town Council							
5101	Salaries - Permanent	17,640	18,000	18,000	11,835	18,000	-
5107	Car Allowance/Mileage	5,400	5,400	5,400	3,600	5,400	-
5111	Medicare	339	339	339	226	339	-
5112.102	Retirement Contribution Social Security	1,451	1,451	1,451	967	1,451	-
5113	Worker's Compensation	222	231	231	234	234	3
5115	Unemployment Compensation	-	-	-	1	-	-
5202.100	Operating Supplies General	-	25	25	-	-	(25)
5219.100	Printing General	-	100	100	27	27	(73)
5220.100	Employee Development General	12,368	12,625	12,625	575	12,625	-
5304	Furniture & Equipment	-	1,850	1,850	1,650	1,650	(200)
		37,420	40,021	40,021	19,115	39,726	(295)
Town Clerk							
5101	Salaries - Permanent	105,311	121,680	121,680	74,268	121,680	-
5105	Salaries - Overtime/FLSA	44	-	-	2,922	-	-
5106.100	Incentives & Admin Leave Administrative Leave	3,324	3,631	3,631	-	3,631	-
5111	Medicare	1,481	1,817	1,817	1,055	1,817	-
5112.101	Retirement Contribution PERS	25,734	29,499	29,499	25,217	29,499	-
5113	Worker's Compensation	1,401	1,561	1,561	1,578	1,561	-
5114.101	Health Insurance Medical	15,510	17,126	17,126	10,405	17,126	-
5114.102	Health Insurance Dental	1,187	-	-	799	-	-
5114.103	Health Insurance Vision	128	-	-	87	-	-
5115	Unemployment Compensation	-	-	-	479	-	-
5116.101	Life and Disability Insurance Life & Disab.	487	1,601	1,601	342	1,601	-
5116.102	Life and Disability Insurance Long Term/Short	1,009	-	-	723	-	-
5119.100	Retiree Costs Medical Insurance	13,048	13,160	13,160	7,620	13,160	-
5201.100	Office Supplies General	57	175	175	217	250	75
5202.100	Operating Supplies General	261	-	-	172	175	175
5204	Subscriptions and Code Books	843	200	200	59	200	-



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5210.100	Postage General	118	150	150	23	50	(100)
5213.100	Professional/Contract Services General	8,020	8,148	8,148	5,266	8,148	-
5214.100	Repair and Maint Service General	427	3,333	3,333	2,832	3,333	-
5218.100	Advertising General	2,026	2,075	2,075	1,127	2,075	-
5219.100	Printing General	17	-	-	-	-	-
5221	Election-County Services	-	31,000	31,000	20,815	20,815	(10,185)
		180,432	235,156	235,156	156,009	225,121	(10,035)
Tourism							
5213.100	Professional/Contract Services General	-	-	-	(6,876)	-	-
		-	-	-	(6,876)	-	-
Town Manager							
5101	Salaries - Permanent	115,670	123,018	123,018	78,000	123,018	-
5105	Salaries - Overtime/FLSA	707	-	-	845	-	-
5106.100	Incentives & Admin Leave Administrative Leave	5,850	6,025	6,025	-	6,025	-
5107	Car Allowance/Mileage	1,583	1,584	1,584	1,056	1,584	-
5111	Medicare	283	270	270	199	270	-
5112.101	Retirement Contribution PERS	31,466	34,778	34,778	30,592	34,778	-
5113	Worker's Compensation	1,448	1,578	1,578	1,595	1,578	-
5114.101	Health Insurance Medical	5,255	6,449	6,449	3,505	6,449	-
5114.102	Health Insurance Dental	1,118	-	-	746	-	-
5114.103	Health Insurance Vision	40	-	-	27	-	-
5115	Unemployment Compensation	-	-	-	519	-	-
5116.101	Life and Disability Insurance Life & Disab.	329	1,000	1,000	229	1,000	-
5116.102	Life and Disability Insurance Long Term/Short	1,128	-	-	808	-	-
5119.100	Retiree Costs Medical Insurance	36,718	36,400	36,400	20,598	36,400	-
5201.100	Office Supplies General	-	20	20	-	-	(20)
5202.100	Operating Supplies General	-	40	40	-	-	(40)
5210.100	Postage General	-	7	7	-	-	(7)
5213.100	Professional/Contract Services General	3,700	3,500	3,500	3,500	3,500	-
5216.100	Communications General Services	-	-	-	72	72	72
5218.100	Advertising General	-	-	-	4	4	4
5304	Furniture & Equipment	626	-	-	-	-	-
		205,920	214,669	214,669	142,295	214,678	9
Central Services							
5101	Salaries - Permanent	39,049	40,154	40,154	25,927	40,154	-
5105	Salaries - Overtime/FLSA	-	-	-	654	-	-
5111	Medicare	469	582	582	341	582	-
5112.101	Retirement Contribution PERS	3,081	2,895	2,895	1,924	2,895	-



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5113	Worker's Compensation	483	515	515	521	515	-
5114.101	Health Insurance Medical	10,410	11,922	11,922	6,940	11,922	-
5114.102	Health Insurance Dental	1,196	-	-	798	-	-
5114.103	Health Insurance Vision	124	-	-	85	-	-
5115	Unemployment Compensation	-	-	-	155	-	-
5116.101	Life and Disability Insurance Life & Disab.	159	660	660	111	660	-
5116.102	Life and Disability Insurance Long Term/Short	371	-	-	264	-	-
5202.100	Operating Supplies General	2,950	2,840	2,840	1,622	2,840	-
5203.100	Repairs and Maint Supplies General	2,420	2,000	2,000	465	2,000	-
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	20,247	-	-
5210.100	Postage General	41	65	65	-	30	(35)
5211.135	Utilities Water and Sewer	905	890	890	395	940	50
5211.137	Utilities Electric and Gas	26,285	36,720	36,720	10,983	30,000	(6,720)
5212.100	Insurance General	217,180	207,040	207,040	209,918	209,918	2,878
5213.100	Professional/Contract Services General	57,698	39,935	39,935	16,304	39,935	-
5214.100	Repair and Maint Service General	14,301	14,318	14,318	6,580	14,318	-
5215.100	Rents and Leases Miscellaneous	1,593	1,593	1,593	1,230	1,593	-
5218.100	Advertising General	248	100	100	-	50	(50)
5219.100	Printing General	1,282	1,000	1,000	135	500	(500)
5223.105	Meals and Refreshments Emergencies and	115	-	-	-	-	-
5225	Bank Fees and Charges	2	-	-	-	-	-
5260	Miscellaneous	30,342	33,316	33,316	34,699	35,294	1,978
5303	Improvements	20,688	-	-	-	-	-
5500	Bond Payments - Fiscal Agent	4,250	4,250	4,250	-	4,250	-
		435,642	400,795	400,795	340,297	398,396	(2,399)
Information Technology							
5101	Salaries - Permanent	92,526	99,403	99,403	51,168	49,335	(50,068)
5102	Salaries - Temporary	-	-	-	160	160	160
5105	Salaries - Overtime/FLSA	-	-	-	17,354	-	-
5106.100	Incentives & Admin Leave Administrative Leave	3,916	4,237	4,237	2,205	2,205	(2,032)
5111	Medicare	1,494	1,503	1,503	1,310	715	(788)
5112.101	Retirement Contribution PERS	20,723	31,525	31,525	27,010	26,814	(4,711)
5113	Worker's Compensation	1,146	1,275	1,275	1,289	1,289	14
5114.101	Health Insurance Medical	5,205	5,205	5,205	3,036	3,036	(2,169)
5115	Unemployment Compensation	-	-	-	590	-	-
5116.101	Life and Disability Insurance Life & Disab.	243	968	968	128	566	(402)
5116.102	Life and Disability Insurance Long Term/Short	684	-	-	348	-	-
5122	Accrual Bank Payoff	-	-	-	15,711	15,711	15,711
5199.199	Other Fund Support IT-Serv from Tech Fee	(85,000)	(92,500)	(92,500)	(46,250)	(70,000)	500



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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5202.100	Operating Supplies General	12,806	7,200	7,200	3,083	5,000	(2,200)
5203.100	Repairs and Maint Supplies General	8	-	-	-	-	-
5209.101	Auto Fuel Expense Town Vehicles	1,160	800	800	49	49	(751)
5209.105	Auto Fuel Expense Employee Personal Vehicle	-	-	-	8	8	8
5210.100	Postage General	32	150	150	29	100	(50)
5213.100	Professional/Contract Services General	17,331	13,250	13,250	1,800	63,250	50,000
5214.100	Repair and Maint Service General	56,936	61,022	61,022	59,635	61,022	-
5215.106	Rents and Leases Copiers	4,730	4,730	4,730	3,180	4,730	-
5216.100	Communications General Services	37,283	37,730	37,730	23,579	37,730	-
5218.100	Advertising General	191	-	-	69	69	69
5220.100	Employee Development General	3,625	-	-	280	280	280
5223.105	Meals and Refreshments Emergencies and	-	-	-	10	10	10
5225	Bank Fees and Charges	1,770	3,750	3,750	518	1,500	(2,250)
5304	Furniture & Equipment	2,633	2,501	2,501	-	10,000	7,499
5501	Debt Service Payment - Principal	36,631	42,229	42,229	24,149	34,470	(7,759)
		216,072	224,978	224,978	190,450	248,049	23,071
HR and Risk Management							
5101	Salaries - Permanent	62,149	67,294	67,294	42,764	67,294	-
5105	Salaries - Overtime/FLSA	-	-	-	1,680	-	-
5106.100	Incentives & Admin Leave Administrative Leave	1,825	3,216	3,216	-	3,216	-
5111	Medicare	796	1,022	1,022	582	1,022	-
5112.101	Retirement Contribution PERS	13,959	21,342	21,342	19,040	21,342	-
5113	Worker's Compensation	770	863	863	873	863	-
5114.101	Health Insurance Medical	13,532	15,871	15,871	9,022	15,871	-
5114.102	Health Insurance Dental	2,092	-	-	1,395	-	-
5114.103	Health Insurance Vision	177	-	-	120	-	-
5115	Unemployment Compensation	-	-	-	265	-	-
5116.101	Life and Disability Insurance Life & Disab.	260	932	932	171	932	-
5116.102	Life and Disability Insurance Long Term/Short	575	-	-	437	-	-
5119.120	Retiree Costs PERS 1959 Survivor Benefits	4,061	3,475	3,475	-	3,475	-
5201.100	Office Supplies General	-	-	-	14	14	14
5202.100	Operating Supplies General	390	284	284	270	284	-
5204	Subscriptions and Code Books	4,830	3,500	3,500	3,500	3,500	-
5210.100	Postage General	16	20	20	19	30	10
5213.100	Professional/Contract Services General	1,469	1,932	1,932	1,853	1,853	(79)
		106,902	119,751	119,751	82,004	119,696	(55)
Legal Services							
5210.100	Postage General	-	10	10	-	10	-
5213.100	Professional/Contract Services General	182,312	188,076	199,896	115,936	199,896	-



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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
		182,312	188,086	199,906	115,936	199,906	-
Finance							
5101	Salaries - Permanent	134,220	146,411	146,411	92,457	146,411	-
5105	Salaries - Overtime/FLSA	110	-	-	5,729	-	-
5106.100	Incentives & Admin Leave Administrative Leave	4,845	5,309	5,309	-	5,309	-
5106.200	Incentives & Admin Leave Gym Reimbursement	70	-	-	-	-	-
5107	Car Allowance/Mileage	2,040	2,066	2,066	1,375	2,066	-
5111	Medicare	2,071	2,230	2,230	1,446	2,230	-
5112.101	Retirement Contribution PERS	24,536	33,945	33,945	28,762	33,945	-
5113	Worker's Compensation	1,663	1,878	1,878	1,899	1,878	-
5114.101	Health Insurance Medical	8,484	11,010	11,010	7,479	11,010	-
5114.102	Health Insurance Dental	2,173	-	-	1,462	-	-
5114.103	Health Insurance Vision	198	-	-	135	-	-
5115	Unemployment Compensation	-	-	-	655	-	-
5116.101	Life and Disability Insurance Life & Disab.	503	1,689	1,689	354	1,689	-
5116.102	Life and Disability Insurance Long Term/Short	1,028	-	-	751	-	-
5119.100	Retiree Costs Medical Insurance	24,722	24,142	24,142	13,457	24,142	-
5201.100	Office Supplies General	111	50	50	-	50	-
5202.100	Operating Supplies General	741	230	230	-	230	-
5210.100	Postage General	1,524	1,550	1,550	714	1,550	-
5213.100	Professional/Contract Services General	1,044	1,075	1,075	593	1,075	-
5218.100	Advertising General	109	150	150	112	150	-
5219.100	Printing General	1,389	950	950	-	1,200	250
5220.100	Employee Development General	357	110	110	252	252	142
5304	Furniture & Equipment	-	2,400	2,400	-	2,400	-
5501	Debt Service Payment - Principal	212	53	53	53	53	-
		212,149	235,248	235,248	157,684	235,640	392
Measure C - Police Admin							
5303	Improvements	46,670	-	-	-	-	-
		46,670	-	-	-	-	-
Measure C - Police Operations							
5101	Salaries - Permanent	44,061	77,334	77,334	46,699	38,667	(38,667)
5102	Salaries - Temporary	38,893	14,823	14,823	9,928	16,582	1,759
5103.102	Differential Pay Out of Class	9	-	-	18	-	-
5103.105	Differential Pay Swing/Graveyard Shift	72	-	-	-	-	-
5104	Wages - PS Holiday Pay	2,324	4,024	4,024	2,933	2,012	(2,012)
5105	Salaries - Overtime/FLSA	17,721	35,000	35,000	27,853	6,800	(200)





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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5106.101	Incentives & Admin Leave School Incentive	1,694	3,136	3,136	2,028	1,568	(1,568)
5106.103	Incentives & Admin Leave Team Pay	2,128	-	-	2,338	-	-
5106.200	Incentives & Admin Leave Gym Reimbursement	180	-	-	-	-	-
5109.100	Allowances Uniform Allowance	504	930	930	620	465	(465)
5111	Medicare	1,591	1,961	1,961	1,253	1,031	(930)
5112.101	Retirement Contribution PERS	9,935	16,098	16,098	9,635	8,927	(7,171)
5112.102	Retirement Contribution Social Security	948	-	-	-	-	-
5113	Worker's Compensation	21,520	19,490	19,490	19,764	19,764	274
5114.101	Health Insurance Medical	11,545	17,994	17,994	10,486	8,997	(8,997)
5114.102	Health Insurance Dental	1,094	-	-	1,347	-	-
5114.103	Health Insurance Vision	98	-	-	120	-	-
5115	Unemployment Compensation	-	-	-	563	-	-
5116.101	Life and Disability Insurance Life & Disab.	139	968	968	171	484	(484)
5116.102	Life and Disability Insurance Long Term/Short	397	-	-	508	-	-
5202.100	Operating Supplies General	3,018	3,380	3,380	1,969	3,380	-
5213.100	Professional/Contract Services General	589	3,638	3,638	2,852	3,638	-
5220.100	Employee Development General	24,728	26,223	26,223	13,790	26,223	-
5305	Vehicles	-	-	-	-	154,000	154,000
5501	Debt Service Payment - Principal	81,429	105,917	105,917	62,562	70,132	(35,785)
		264,616	330,916	330,916	217,437	362,670	31,754
Measure C - Animal Control							
5101	Salaries - Permanent	13,855	-	-	-	-	-
5104	Wages - PS Holiday Pay	1,012	-	-	-	-	-
5105	Salaries - Overtime/FLSA	681	-	-	-	-	-
5109.100	Allowances Uniform Allowance	328	-	-	-	-	-
5111	Medicare	218	-	-	-	-	-
5112.101	Retirement Contribution PERS	971	-	-	-	-	-
5113	Worker's Compensation	6,126	-	-	-	-	-
5114.101	Health Insurance Medical	2,602	-	-	-	-	-
5114.102	Health Insurance Dental	256	-	-	-	-	-
5114.103	Health Insurance Vision	26	-	-	-	-	-
5116.101	Life and Disability Insurance Life & Disab.	103	-	-	-	-	-
5116.102	Life and Disability Insurance Long Term/Short	114	-	-	-	-	-
5122	Accrual Bank Payoff	896	-	-	-	-	-
5199.130	Other Payroll Expenses Interfund Payroll	63,075	-	-	-	-	-
5213.100	Professional/Contract Services General	2,250	-	-	1,014	1,014	1,014
5214.100	Repair and Maint Service General	4,091	-	13,227	10,535	12,213	(1,014)
5303	Improvements	5,990	-	6,200	6,200	6,200	-
5304	Furniture & Equipment	889	-	-	-	-	-



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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5910.070	Transfers Out To Animal Control Fund	-	168,806	168,806	84,403	158,599	(10,207)
		103,482	168,806	188,233	102,152	178,026	(10,207)
Measure C - Fire Administration							
5303	Improvements	102	-	8,250	8,250	8,250	-
		102	-	8,250	8,250	8,250	-
Measure C - Fire Suppression							
5213.100	Professional/Contract Services General	243,389	250,000	250,000	56,309	120,000	(130,000)
5501	Debt Service Payment - Principal	167,183	167,183	167,183	125,387	167,183	-
		410,572	417,183	417,183	181,696	287,183	(130,000)
Measure C - Fleet Maintenance							
5303	Improvements	104,801	-	21,357	21,357	21,357	-
		104,801	-	21,357	21,357	21,357	-
Measure C - Public Works							
5910.100	Transfers Out To Capital Projects	210,416	36,000	36,000	-	-	(36,000)
		210,416	36,000	36,000	-	-	(36,000)
Finance - Rental Properties							
5203.100	Repairs and Maint Supplies General	13	-	-	-	-	-
5211.175	Utilities Rental Properties	2,705	2,600	2,600	1,254	1,254	(1,346)
5214.100	Repair and Maint Service General	480	480	480	160	480	-
5501	Debt Service Payment - Principal	17,202	15,769	15,769	11,468	15,769	-
		20,400	18,849	18,849	12,882	17,503	(1,346)
Police - Administration							
5101	Salaries - Permanent	307,051	323,524	323,524	159,130	251,102	(72,422)
5103.102	Differential Pay Out of Class	1,648	-	-	969	-	-
5104	Wages - PS Holiday Pay	13,748	14,556	14,556	7,374	10,788	(3,768)
5105	Salaries - Overtime/FLSA	496	-	-	21,844	-	-
5106.100	Incentives & Admin Leave Administrative Leave	15,059	16,796	16,796	15,172	12,447	(4,349)
5106.101	Incentives & Admin Leave School Incentive	16,916	18,355	18,355	8,621	13,474	(4,881)
5106.200	Incentives & Admin Leave Gym Reimbursement	540	240	240	90	240	-
5109.100	Allowances Uniform Allowance	2,480	2,790	2,790	1,240	1,860	(930)
5111	Medicare	5,278	5,456	5,456	3,098	4,204	(1,252)
5112.101	Retirement Contribution PERS	202,973	214,569	214,569	180,796	199,359	(15,210)
5113	Worker's Compensation	44,837	48,876	48,876	49,418	49,418	542
5114.101	Health Insurance Medical	32,964	37,412	37,412	15,961	28,471	(8,941)
5114.102	Health Insurance Dental	5,219	-	-	2,993	-	-
5114.103	Health Insurance Vision	457	-	-	273	-	-
5115	Unemployment Compensation	-	500	500	1,397	-	(500)
5116.101	Life and Disability Insurance Life & Disab.	941	3,532	3,532	567	2,806	726



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5116.102	Life and Disability Insurance Long Term/Short	2,214	-	-	1,298	-	-
5119.100	Retiree Costs Medical Insurance	56,979	59,119	59,119	38,202	59,119	-
5122	Accrual Bank Payoff	12,908	-	-	-	-	-
5201.100	Office Supplies General	1,615	2,000	2,000	1,895	2,000	-
5202.100	Operating Supplies General	8,285	7,654	7,654	2,853	7,654	-
5203.100	Repairs and Maint Supplies General	2,305	3,000	3,000	982	3,000	-
5204	Subscriptions and Code Books	198	100	100	-	-	(100)
5209.101	Auto Fuel Expense Town Vehicles	-	100	100	-	-	(100)
5210.100	Postage General	2,421	2,000	2,000	1,310	2,000	-
5211.135	Utilities Water and Sewer	1,111	1,010	1,010	465	1,010	-
5211.137	Utilities Electric and Gas	23,994	25,500	25,500	12,757	25,500	-
5211.139	Utilities Propane	135	300	300	679	800	500
5213.100	Professional/Contract Services General	31,021	27,522	27,522	18,053	27,522	-
5214.100	Repair and Maint Service General	29,085	27,887	25,797	12,402	25,797	-
5215.100	Rents and Leases Miscellaneous	565	566	566	282	566	-
5215.106	Rents and Leases Copiers	4,134	4,020	4,020	2,779	4,020	-
5216.100	Communications General Services	7,472	7,600	7,600	4,781	7,600	-
5218.100	Advertising General	4,640	-	-	300	300	300
5219.100	Printing General	491	400	400	124	400	-
5220.100	Employee Development General	2,441	4,150	4,150	625	2,500	(1,650)
5223.105	Meals and Refreshments Emergencies and	708	400	400	294	400	-
5225	Bank Fees and Charges	520	552	552	219	552	-
5260	Miscellaneous	77	-	-	-	-	-
5303	Improvements	37,506	4,946	7,036	7,036	7,036	-
5304	Furniture & Equipment	2,699	925	925	825	825	(100)
5501	Debt Service Payment - Principal	424	7,034	7,034	510	510	(6,524)
		884,553	873,391	873,391	577,615	753,280	(120,111)
Police - Operations							
5101	Salaries - Permanent	1,007,223	1,186,923	1,186,923	701,849	1,095,923	(91,000)
5102	Salaries - Temporary	29,137	-	-	4,612	4,612	4,612
5103.102	Differential Pay Out of Class	5,076	-	-	2,981	-	-
5103.105	Differential Pay Swing/Graveyard Shift	33,869	-	-	23,799	-	-
5103.108	Differential Pay Canine Maintenance	7,599	-	-	5,188	-	-
5104	Wages - PS Holiday Pay	50,952	56,383	56,383	40,018	52,161	(4,222)
5105	Salaries - Overtime/FLSA	229,563	180,800	180,800	274,749	90,000	(90,800)
5106.101	Incentives & Admin Leave School Incentive	36,782	39,244	39,244	28,611	36,405	(2,839)
5106.103	Incentives & Admin Leave Team Pay	6,178	-	-	3,967	-	-
5106.200	Incentives & Admin Leave Gym Reimbursement	-	180	180	180	180	-
5106.205	Incentives & Admin Leave PS Recruitment	-	-	-	1,000	1,000	000



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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5109.100	Allowances Uniform Allowance	18,529	17,422	17,422	13,018	16,050	(1,372)
5111	Medicare	19,524	21,517	21,517	15,489	19,414	(2,103)
5112.101	Retirement Contribution PERS	589,483	765,598	765,598	688,590	751,559	(14,039)
5112.102	Retirement Contribution Social Security	1,091	-	-	376	-	-
5113	Worker's Compensation	157,149	149,702	149,702	151,308	151,308	1,606
5114.101	Health Insurance Medical	212,794	255,606	255,606	145,122	233,749	(21,857)
5114.102	Health Insurance Dental	28,627	-	-	18,520	-	-
5114.103	Health Insurance Vision	2,470	-	-	1,693	-	-
5115	Unemployment Compensation	682	500	500	6,981	-	(500)
5116.101	Life and Disability Insurance Life & Disab.	4,344	15,939	15,939	3,167	14,655	(1,284)
5116.102	Life and Disability Insurance Long Term/Short	10,035	-	-	7,294	-	-
5119.100	Retiree Costs Medical Insurance	165,836	168,451	168,451	94,940	168,451	-
5122	Accrual Bank Payoff	-	3,000	3,000	13,289	47,373	44,373
5199.130	Other Payroll Expenses Interfund Payroll	(147,176)	(146,660)	(146,660)	(43,823)	(146,660)	-
5202.100	Operating Supplies General	31,229	19,378	19,378	6,935	19,378	-
5204	Subscriptions and Code Books	420	450	450	457	457	7
5209.101	Auto Fuel Expense Town Vehicles	54,769	45,000	45,000	15,360	40,000	(5,000)
5213.100	Professional/Contract Services General	19,310	6,600	6,600	13,489	15,000	8,400
5214.100	Repair and Maint Service General	2,534	4,450	4,450	-	4,450	-
5216.100	Communications General Services	5,005	5,207	5,207	4,281	5,207	-
5218.100	Advertising General	195	300	300	160	300	-
5220.100	Employee Development General	15,521	27,319	27,319	2,025	27,319	-
5220.110	Employee Development Education Reimb MOU	-	550	550	-	550	-
5223.101	Meals and Refreshments Employee Meals-MOU	45	-	-	-	-	-
5260	Miscellaneous	-	-	-	(0)	-	-
5304	Furniture & Equipment	15,152	1,017	1,017	825	825	(192)
5501	Debt Service Payment - Principal	-	1	1	-	-	(1)
		2,613,947	2,824,877	2,824,877	2,246,449	2,649,666	(175,211)
Police - Public Safety Communications							
5101	Salaries - Permanent	303,887	399,967	399,967	207,353	328,551	(71,416)
5102	Salaries - Temporary	40,412	41,756	41,756	18,136	23,242	(18,514)
5103.102	Differential Pay Out of Class	301	-	-	3,342	-	-
5103.105	Differential Pay Swing/Graveyard Shift	10,298	-	-	7,047	-	-
5104	Wages - PS Holiday Pay	14,192	18,408	18,408	11,132	14,674	(3,734)
5105	Salaries - Overtime/FLSA	56,394	46,633	46,633	36,304	36,000	(10,633)
5106.101	Incentives & Admin Leave School Incentive	13,191	14,826	14,826	7,968	10,612	(4,214)
5106.200	Incentives & Admin Leave Gym Reimbursement	360	225	225	270	270	45
5106.205	Incentives & Admin Leave PS Recruitment	600	-	-	1,100	1,100	1,100
5109.100	Allowances Uniform Allowance	5,875	6,138	6,138	5,222	5,371	767)



# 1010 General Fund Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5111	Medicare	6,160	7,742	7,742	4,399	6,289	(1,453)
5112.101	Retirement Contribution PERS	54,233	72,018	72,018	55,737	65,477	(6,541)
5113	Worker's Compensation	28,862	31,331	31,331	31,680	31,680	349
5114.101	Health Insurance Medical	72,749	90,529	90,529	52,717	83,436	(7,093)
5114.102	Health Insurance Dental	8,825	-	-	6,692	-	-
5114.103	Health Insurance Vision	716	-	-	580	-	-
5115	Unemployment Compensation	-	500	500	1,991	-	(500)
5116.101	Life and Disability Insurance Life & Disab.	1,671	6,180	6,180	1,186	5,118	(1,062)
5116.102	Life and Disability Insurance Long Term/Short	3,143	-	-	2,230	-	-
5119.100	Retiree Costs Medical Insurance	57,627	55,995	55,995	37,051	55,995	-
5122	Accrual Bank Payoff	3,296	6,000	6,000	14,781	15,042	9,042
5199.130	Other Payroll Expenses Interfund Payroll	(50,000)	(70,110)	(70,110)	(35,055)	(70,110)	-
5202.100	Operating Supplies General	748	2,100	2,100	1,549	2,100	-
5204	Subscriptions and Code Books	149	149	149	-	149	-
5213.100	Professional/Contract Services General	3,861	2,957	2,957	8,534	9,000	6,043
5214.100	Repair and Maint Service General	35,668	38,652	38,652	1,200	38,652	-
5216.100	Communications General Services	19,701	20,000	20,000	13,697	20,000	-
5218.100	Advertising General	181	-	-	-	-	-
5220.100	Employee Development General	1,720	4,676	4,676	357	4,676	-
5220.110	Employee Development Education Reimb MOU	550	-	-	-	-	-
5304	Furniture & Equipment	674	1,017	1,017	825	825	(192)
5501	Debt Service Payment - Principal	1,755	439	439	439	439	-
		697,798	798,128	798,128	498,461	688,588	(109,540)
Public Works - Fleet Management							
5101	Salaries - Permanent	59,513	64,459	64,459	39,684	39,667	(24,792)
5105	Salaries - Overtime/FLSA	881	1,200	1,200	2,185	150	(1,050)
5109.100	Allowances Uniform Allowance	500	500	500	311	311	(189)
5109.101	Allowances Boot Allowance	500	500	500	500	500	-
5109.102	Allowances Tool Allowance	1,000	1,000	1,000	1,000	1,000	-
5111	Medicare	820	981	981	656	682	(299)
5112.101	Retirement Contribution PERS	6,404	5,363	5,363	3,323	3,470	(1,893)
5113	Worker's Compensation	3,613	4,498	4,498	4,548	4,548	50
5114.101	Health Insurance Medical	10,410	11,922	11,922	6,940	8,941	(2,981)
5114.102	Health Insurance Dental	1,339	-	-	781	-	-
5114.103	Health Insurance Vision	60	-	-	36	-	-
5115	Unemployment Compensation	-	-	-	297	-	-
5116.101	Life and Disability Insurance Life & Disab.	245	904	904	150	602	(302)
5116.102	Life and Disability Insurance Long Term/Short	575	-	-	360	-	-
5119.100	Retiree Costs Medical Insurance	7,899	8,104	8,104	4,515	8,104	-



# 1010 General Fund Mid-Year Budget

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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5122	Accrual Bank Payoff	-	-	-	4,177	4,177	4,177
5202.100	Operating Supplies General	1,634	2,000	2,000	3,049	3,500	1,500
5203.100	Repairs and Maint Supplies General	82,379	80,150	80,150	47,146	80,150	-
5203.300	Repairs and Maint Supplies Accident and	13,018	15,000	15,000	240	5,000	(10,000)
5204	Subscriptions and Code Books	2,176	2,080	2,080	1,500	2,080	-
5209.101	Auto Fuel Expense Town Vehicles	802	700	700	203	700	-
5209.105	Auto Fuel Expense Employee Personal Vehicle	-	-	-	195	195	195
5210.100	Postage General	365	20	20	110	200	180
5213.100	Professional/Contract Services General	5,638	3,671	3,671	6,550	7,000	3,329
5214.100	Repair and Maint Service General	31,433	24,300	24,300	13,571	50,000	25,700
5214.300	Repair and Maint Service Accident and	5,635	5,000	5,000	3,367	5,000	-
5216.100	Communications General Services	900	900	900	560	700	(200)
5220.100	Employee Development General	2,040	2,500	2,500	1,730	1,730	(770)
5223.101	Meals and Refreshments Employee Meals-MOU	135	200	200	15	15	(185)
5260	Miscellaneous	-	-	-	60	60	60
5303	Improvements	-	-	-	12,444	12,444	12,444
5910.611	Transfers Out GASB 45 Retiree Medical Trust	10,000	10,000	10,000	-	-	(10,000)
		249,912	245,952	245,952	160,202	240,926	(5,026)
Fire - Non Program Activity							
5280.100	Bad Debt Write Off Expense	626	-	-	-	-	-
		626	-	-	-	-	-
Fire - Administration							
5101	Salaries - Permanent	37,190	36,634	36,634	24,897	37,686	1,052
5103.101	Differential Pay On Call	123	-	-	-	-	-
5105	Salaries - Overtime/FLSA	-	-	-	806	-	-
5106.200	Incentives & Admin Leave Gym Reimbursement	150	120	120	30	120	-
5109.100	Allowances Uniform Allowance	227	390	390	152	390	-
5109.101	Allowances Boot Allowance	165	-	-	167	167	167
5111	Medicare	634	537	537	428	552	15
5112.101	Retirement Contribution PERS	5,326	2,716	2,716	1,840	2,788	72
5113	Worker's Compensation	1,123	1,345	1,345	1,360	1,360	15
5114.101	Health Insurance Medical	5,117	5,240	5,240	3,238	4,840	(400)
5115	Unemployment Compensation	-	-	-	194	-	-
5116.101	Life and Disability Insurance Life & Disab.	228	607	607	160	617	10
5116.102	Life and Disability Insurance Long Term/Short	348	-	-	247	-	-
5119.100	Retiree Costs Medical Insurance	60,814	55,312	55,312	32,182	55,312	-
5122	Accrual Bank Payoff	414	-	-	-	-	-
5201.100	Office Supplies General	258	400	400	87	400	-



# 1010 General Fund Mid-Year Budget

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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5202.100	Operating Supplies General	3,664	5,450	5,450	400	4,500	(950)
5203.100	Repairs and Maint Supplies General	5,884	5,500	5,500	2,752	5,500	-
5209.101	Auto Fuel Expense Town Vehicles	726	700	700	247	700	-
5210.100	Postage General	359	200	200	203	300	100
5211.135	Utilities Water and Sewer	2,649	2,610	2,610	1,081	2,610	-
5211.137	Utilities Electric and Gas	24,196	25,000	25,000	11,860	20,000	(5,000)
5211.139	Utilities Propane	413	600	600	336	600	-
5213.100	Professional/Contract Services General	4,672	4,866	4,866	4,084	4,866	-
5214.100	Repair and Maint Service General	8,654	5,735	5,735	5,209	5,735	-
5215.106	Rents and Leases Copiers	2,324	2,260	2,260	1,563	2,260	-
5216.100	Communications General Services	10,682	10,767	10,767	6,535	10,767	-
5218.100	Advertising General	27	-	-	102	102	102
5219.100	Printing General	61	-	-	-	-	-
5223.101	Meals and Refreshments Employee Meals-MOU	-	-	-	5	5	5
5303	Improvements	8,375	-	-	-	-	-
5304	Furniture & Equipment	223	-	-	-	-	-
5501	Debt Service Payment - Principal	3,240	2,364	2,364	1,328	2,364	-
		188,265	169,353	169,353	101,490	164,541	(4,812)
Emergency Operations Center							
5202.100	Operating Supplies General	-	150	150	89	150	-
5203.100	Repairs and Maint Supplies General	-	-	-	2,100	2,100	2,100
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	220	220	220
5214.100	Repair and Maint Service General	4,760	4,760	4,760	4,760	4,760	-
5216.100	Communications General Services	5,527	5,588	5,588	3,647	5,588	-
5223.105	Meals and Refreshments Emergencies and	177	-	-	179	179	179
5304	Furniture & Equipment	-	-	-	1,223	-	-
		10,464	10,498	10,498	12,219	12,997	2,499
Fire - Prevention							
5213.100	Professional/Contract Services General	18	-	-	-	-	-
		18	-	-	-	-	-
Fire - Suppression							
5112.101	Retirement Contribution PERS	186,531	174,276	174,276	174,276	174,276	-
5119.100	Retiree Costs Medical Insurance	193,212	192,089	192,089	111,222	192,089	-
5202.100	Operating Supplies General	11,782	12,300	12,300	4,136	12,300	-
5203.100	Repairs and Maint Supplies General	3,263	4,000	4,000	78	2,000	(2,000)
5209.101	Auto Fuel Expense Town Vehicles	19,557	18,000	18,000	5,215	15,000	(3,000)
5213.100	Professional/Contract Services General	3,228,976	3,424,279	3,424,279	772,416	2,604,408	(819,871)
5214.100	Repair and Maint Service General	8,638	14,030	14,030	99	10,000	(4,030)
5220.100	Employee Development General	358	1,000	1,000	-	1,000	-



# 1010 General Fund Mid-Year Budget

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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5223.105	Meals and Refreshments Emergencies and	22	25	25	-	25	-
5269.135	Emergency Incident Costs Fire Related	389	400	400	-	400	-
5304	Furniture & Equipment	28,778	24,852	24,852	2,284	23,000	(1,852)
5501	Debt Service Payment - Principal	68,738	68,738	68,738	68,738	68,738	-
		3,750,244	3,933,989	3,933,989	1,138,464	3,103,236	(830,753)
Fire - Volunteer Program							
5118	Volunteer Benefits	3,493	7,928	7,928	4,383	7,000	(928)
5202.100	Operating Supplies General	172	800	800	-	200	(600)
5213.100	Professional/Contract Services General	3,974	3,800	3,800	279	1,000	(2,800)
		7,639	12,528	12,528	4,662	8,200	(4,328)
Community Development - Planning							
5101	Salaries - Permanent	81,442	84,547	84,547	53,567	84,547	-
5105	Salaries - Overtime/FLSA	25	-	-	2,342	-	-
5106.100	Incentives & Admin Leave Administrative Leave	1,727	1,883	1,883	-	1,883	-
5106.200	Incentives & Admin Leave Gym Reimbursement	-	25	25	-	25	-
5107	Car Allowance/Mileage	552	552	552	368	552	-
5109.101	Allowances Boot Allowance	450	450	450	450	450	-
5111	Medicare	1,101	1,268	1,268	766	1,268	-
5112.101	Retirement Contribution PERS	20,444	16,465	16,465	20,511	16,465	-
5113	Worker's Compensation	3,232	3,849	3,849	3,892	3,892	43
5114.101	Health Insurance Medical	13,513	15,303	15,303	8,807	15,303	-
5114.102	Health Insurance Dental	1,837	-	-	1,225	-	-
5114.103	Health Insurance Vision	147	-	-	100	-	-
5115	Unemployment Compensation	-	-	-	348	-	-
5116.101	Life and Disability Insurance Life & Disab.	339	1,114	1,114	237	1,114	-
5116.102	Life and Disability Insurance Long Term/Short	451	-	-	331	-	-
5119.100	Retiree Costs Medical Insurance	15,096	15,127	15,127	8,799	15,127	-
5122	Accrual Bank Payoff	410	-	-	-	-	-
5201.100	Office Supplies General	138	150	150	91	150	-
5202.100	Operating Supplies General	198	200	200	134	200	-
5209.101	Auto Fuel Expense Town Vehicles	1,107	1,000	1,000	40	1,000	-
5210.100	Postage General	907	700	700	248	700	-
5213.100	Professional/Contract Services General	33	50	50	13	50	-
5214.100	Repair and Maint Service General	6,352	5,225	5,225	5,225	5,225	-
5216.100	Communications General Services	1,152	1,200	1,200	768	1,200	-
5218.100	Advertising General	1,120	800	800	542	800	-
5219.100	Printing General	27	-	-	-	-	-
5220.100	Employee Development General	-	-	-	515	515	-





# 1010 General Fund Mid-Year Budget

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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5223.101	Meals and Refreshments Employee Meals-MOU	14	-	-	-	-	-
5304	Furniture & Equipment	2,825	-	-	-	-	-
5501	Debt Service Payment - Principal	7,337	7,337	7,337	3,668	7,337	-
		161,976	157,245	157,245	112,985	157,803	558
Community Development - Waste Management							
5101	Salaries - Permanent	33,844	35,897	35,897	22,692	35,897	-
5105	Salaries - Overtime/FLSA	44	-	-	1,303	-	-
5106.100	Incentives & Admin Leave Administrative Leave	1,586	1,812	1,812	-	1,812	-
5106.200	Incentives & Admin Leave Gym Reimbursement	-	43	43	-	43	-
5107	Car Allowance/Mileage	408	408	408	272	408	-
5111	Medicare	492	553	553	339	553	-
5112.101	Retirement Contribution PERS	3,019	9,901	9,901	2,138	9,901	-
5113	Worker's Compensation	407	461	461	466	466	5
5114.101	Health Insurance Medical	4,070	4,298	4,298	2,366	4,298	-
5114.102	Health Insurance Dental	631	-	-	421	-	-
5114.103	Health Insurance Vision	61	-	-	41	-	-
5115	Unemployment Compensation	-	-	-	154	-	-
5116.101	Life and Disability Insurance Life & Disab.	121	419	419	85	419	-
5116.102	Life and Disability Insurance Long Term/Short	327	-	-	234	-	-
5122	Accrual Bank Payoff	703	-	-	-	-	-
5211.135	Utilities Water and Sewer	1,949	2,250	2,250	-	1,000	(1,250)
5213.100	Professional/Contract Services General	27	-	-	16	16	16
5501	Debt Service Payment - Principal	1,178	1,179	1,179	589	1,179	-
		48,866	57,221	57,221	31,117	55,992	(1,229)
Public Works - Engineering							
5101	Salaries - Permanent	19,019	20,510	20,510	12,909	20,510	-
5102	Salaries - Temporary	741	2,100	2,100	1,362	2,100	-
5105	Salaries - Overtime/FLSA	397	-	-	2,118	-	-
5106.100	Incentives & Admin Leave Administrative Leave	855	932	932	-	932	-
5106.200	Incentives & Admin Leave Gym Reimbursement	8	14	14	16	14	-
5107	Car Allowance/Mileage	360	360	360	240	360	-
5109.101	Allowances Boot Allowance	45	45	45	45	45	-
5111	Medicare	316	347	347	255	347	-
5112.101	Retirement Contribution PERS	2,843	2,820	2,820	2,079	2,820	-
5112.102	Retirement Contribution Social Security	46	-	-	84	-	-
5113	Worker's Compensation	1,951	2,308	2,308	2,333	2,333	25
5114.101	Health Insurance Medical	1,770	1,600	1,600	833	1,600	-
5114.102	Health Insurance Dental	303	-	-	202	-	-



# 1010 General Fund Mid-Year Budget

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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5114.103	Health Insurance Vision	27	-	-	18	-	-
5115	Unemployment Compensation	-	-	-	116	-	-
5116.101	Life and Disability Insurance Life & Disab.	77	231	231	54	231	-
5116.102	Life and Disability Insurance Long Term/Short	183	-	-	134	-	-
5119.100	Retiree Costs Medical Insurance	7,899	8,104	8,104	4,515	8,104	-
5201.100	Office Supplies General	51	25	25	62	75	50
5209.101	Auto Fuel Expense Town Vehicles	1,614	1,400	1,400	1,569	2,000	600
5210.100	Postage General	206	105	105	94	150	45
5213.100	Professional/Contract Services General	7,064	6,000	6,000	4,425	6,000	-
5214.100	Repair and Maint Service General	2,634	2,612	2,612	2,792	2,792	180
5216.100	Communications General Services	81	81	81	54	100	19
5218.100	Advertising General	174	100	100	-	100	-
5219.100	Printing General	27	-	-	-	-	-
5223.101	Meals and Refreshments Employee Meals-MOU	22	-	-	34	34	34
5304	Furniture & Equipment	2,825	-	-	-	-	-
		51,538	49,694	49,694	36,342	50,647	953
Public Works - Community Park							
5202.100	Operating Supplies General	879	900	900	1,835	2,000	1,100
5203.100	Repairs and Maint Supplies General	3,432	3,000	3,000	211	1,000	(2,000)
5211.135	Utilities Water and Sewer	7,376	7,200	7,200	4,033	7,200	-
5211.137	Utilities Electric and Gas	3,435	3,600	3,600	1,376	3,600	-
5214.100	Repair and Maint Service General	415	-	-	244	244	244
5216.100	Communications General Services	240	240	240	166	240	-
5304	Furniture & Equipment	3,878	-	-	-	-	-
		19,654	14,940	14,940	7,864	14,284	(656)
Public Works - Public Facilities							
5203.100	Repairs and Maint Supplies General	214	500	500	-	500	-
5211.135	Utilities Water and Sewer	7,983	8,300	8,300	4,308	8,300	-
5214.100	Repair and Maint Service General	855	500	500	200	500	-
		9,052	9,300	9,300	4,508	9,300	-
Total Expenses		12,766,225	12,873,114	12,935,482	6,690,493	11,519,448	(1,416,034)
Measure C Revenue		1,368,621	1,382,307	1,382,307	547,175	551,675	(830,632)
Measure C Expense		1,140,659	952,905	1,001,939	530,892	857,486	(144,453)
Measure C Net Change		227,962	429,402	380,368	16,283	(305,811)	(686,179)
Measure C Designated Reserves							
Assigned - Police Vehicle Payments		174,637	177,454	177,454		20,637	



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Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
Assigned - Fixed Reserve		203,711	407,422	407,422		407,422	
Unassigned - Contingencies		522,412	745,286	696,252		166,890	
General Fund Revenue (without Measure C)		11,771,578	11,920,209	11,916,811	5,488,209	9,841,306	(2,075,506)
General Fund Expense (without Measure C)		11,625,566	11,920,209	11,933,543	6,159,601	10,661,962	(1,271,581)
General Fund Net Change (without Measure C)		146,012	-	(16,732)	(671,393)	(820,657)	(803,925)
General Fund Designated Reserves (without Measure C)							
Nonspendable (RDA & Other Loans)		1,351,510	1,311,643	1,311,643		1,311,643	
Assigned for Property Abatements		20,000	20,000	20,000		20,000	
Unassigned - Cash Flow		1,492,726	1,532,593	1,515,861		695,205	



# 2030 Building Safety and Wastewater Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
Fund 2030 - Building Safety & Waste Wtr Svcs							
REVENUE							
Department 40 - Community Development							
Program 4730 - Building and Onsite							
3320.100	Federal Revenue - Other Refunds and	502	-	-	-	-	-
3380.102	Local Government Revenue Fines and	12,228	10,500	10,500	10,100	10,500	-
3401.301	CDD Building Plan Check Fees	110,602	90,000	90,000	83,615	104,000	14,000
3401.302	CDD Building Construction Review-Bldg	299,048	260,000	260,000	224,921	270,000	10,000
3401.306	CDD Building Development Permit/DIF	307	307	307	102	307	-
3401.308	CDD Building Solar System Plan	2,146	-	-	-	-	-
3401.320	CDD Building Permit Valuation	47	75	75	50	75	-
3404.116	Onsite Land Use Review	14,860	10,000	10,000	6,085	10,000	-
3404.117	Onsite Repairs to Maintain Existing Use	71,464	65,000	65,000	37,618	43,000	(22,000)
3404.118	Onsite New Installation Standard	11,940	8,000	8,000	4,751	5,000	(3,000)
3404.119	Onsite Permit: Alteration/Expanded Use	3,722	2,000	2,000	1,431	1,500	(500)
3404.120	Onsite Review for Land Division	1,061	540	540	541	541	1
3404.123	Onsite Hourly Service Fee	1,337	400	400	-	-	(400)
3404.125	Onsite Escrow Clearance	54,134	50,000	50,000	22,141	26,000	(24,000)
3404.126	Onsite Building Permit Clearance	5,603	5,000	5,000	1,932	2,500	(2,500)
3404.127	Onsite Operating Permit/Annual	396,513	395,000	395,000	141,854	395,000	-
3404.128	Onsite Construct Install Permit Renewal	-	150	150	272	272	122
3404.129	Onsite Innovative System	-	-	-	1,882	1,882	1,882
3404.130	Onsite Water Well Clearance	-	-	-	94	94	94
3404.137	Onsite Alternative Systems Review	8,395	5,250	5,250	2,382	3,000	(2,250)
3404.138	Onsite Abandonment of Septic System	495	560	560	859	859	299
3404.150	Onsite Annual Evaluator License Fee	1,705	1,500	1,500	311	1,500	-
3404.151	Onsite Extension Req for Eval or Repair	996	1,000	1,000	368	500	(500)
3404.160	Onsite Graywater System (Construction)	107	-	-	-	-	-
3410.150	Administrative Services Late Fees	7	5	5	-	-	(5)
3422.337	Fire Code Enforcement Inspection	33,219	30,000	30,000	15,746	18,000	(12,000)
3422.368	Fire Permit Fees	5,215	5,000	5,000	6,689	7,200	2,200
3610.100	Interest Revenue Investments	2,380	2,000	2,000	-	2,000	-
3901.100	Refunds and Reimbursements	24,317	25,566	25,566	5,543	15,000	(10,566)
3902.100	Miscellaneous Revenue General	0	1,000	1,000	-	-	(1,000)
3902.110	Miscellaneous Revenue Cash Over and	1	-	-	-	-	-
REVENUE TOTALS		1,062,352	968,853	968,853	569,288	918,730	(50,123)
EXPENSE							
Department 40 - Community Development							
Program 4730 - Building and Onsite							
5101	Salaries - Permanent	388,024	480,131	440,039	240,856	386,970	(53,069)
5102	Salaries - Temporary	23,198	-	33,313	27,620	22,500	(10,813)
5103.101	Differential Pay On Call	246	-	-	-	-	-



# 2030 Building Safety and Wastewater Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5105	Salaries - Overtime/FLSA	1,571	-	-	19,176	-	-
5106.100	Incentives & Admin Leave	9,013	12,586	10,889	-	9,193	(1,696)
5106.200	Incentives & Admin Leave Gym	754	497	497	60	120	(377)
5107	Car Allowance/Mileage	1,632	1,680	1,680	1,118	1,680	-
5109.100	Allowances Uniform Allowance	455	455	455	303	455	-
5109.101	Allowances Boot Allowance	1,485	1,487	1,487	1,183	1,187	(300)
5111	Medicare	6,079	6,490	6,670	4,124	6,024	(646)
5112.101	Retirement Contribution PERS	77,992	93,357	90,296	76,240	88,516	(1,780)
5113	Worker's Compensation	22,592	26,718	26,718	27,011	27,011	293
5114.101	Health Insurance Medical	58,095	78,363	72,402	36,362	65,463	(6,939)
5114.102	Health Insurance Dental	9,637	-	-	6,385	-	-
5114.103	Health Insurance Vision	693	-	-	456	-	-
5115	Unemployment Compensation	-	-	-	1,898	-	-
5116.101	Life and Disability Insurance Life &	1,841	6,583	6,024	1,202	5,431	(593)
5116.102	Life and Disability Insurance Long	3,690	-	-	2,484	-	-
5119.100	Retiree Costs Medical Insurance	32,357	32,525	32,525	21,622	32,525	-
5122	Accrual Bank Payoff	13,306	-	-	237	237	237
5201.100	Office Supplies General	243	300	300	305	400	100
5202.100	Operating Supplies General	1,004	3,000	3,000	650	2,500	(500)
5204	Subscriptions and Code Books	994	2,500	2,500	-	2,500	-
5209.101	Auto Fuel Expense Town Vehicles	3,208	3,500	3,500	565	3,000	(500)
5210.100	Postage General	1,462	1,800	1,800	465	1,500	(300)
5213.100	Professional/Contract Services General	4,737	6,000	6,000	1,631	300,000	294,000
5214.100	Repair and Maint Service General	41,091	39,185	39,185	39,269	39,269	84
5216.100	Communications General Services	2,840	3,700	3,700	1,797	3,700	-
5218.100	Advertising General	739	-	-	1,262	1,500	1,500
5219.100	Printing General	81	200	200	-	200	-
5220.100	Employee Development General	3,476	3,000	3,000	1,097	2,000	(1,000)
5223.101	Meals and Refreshments Employee	2	-	-	25	25	25
5225	Bank Fees and Charges	457	400	400	211	421	21
5304	Furniture & Equipment	3,760	-	-	-	-	-
5501	Debt Service Payment - Principal	8,742	12,661	12,661	11,024	12,661	-
5910.010	Transfers Out To General Fund	208,513	213,678	213,678	56,986	213,678	-
5910.611	Transfers Out GASB 45 Retiree Medical	5,000	5,000	5,000	-	-	(5,000)
EXPENSE TOTALS		939,009	1,035,796	1,017,919	583,625	1,230,666	212,747
REVENUE TOTALS		1,062,352	968,853	968,853	569,288	918,730	(50,123)
EXPENSE TOTALS		939,009	1,035,796	1,017,919	583,625	1,230,666	212,747
NET CHANGE		123,343	(66,943)	(49,066)	(14,336)	(311,936)	(262,870)
ENDING FUND BALANCE		606,583	539,640	557,517		294,647	



# 2090 Camp Fire 2018 Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
Fund 2090 - Camp Fire 2018							
REVENUE							
Department 35 - Fire							
Program 4615 - Fire - EOC							
3345.100	State Revenues - Other Refunds & Reimbursements	-	-	-	5,000,000	5,000,000	5,000,000
3901.145	Refunds and Reimbursements Insurance Proceeds	-	-	-	1,500,000	1,500,000	1,500,000
REVENUE TOTALS		-	-	-	6,500,000	6,500,000	6,500,000
EXPENSE							
Department 00 - Non Department Activity							
Program 0000 - Non Program Activity							
Cost Center Activity 500 - FEMA Emergency Tree Removal - B1							
5202.100	Operating Supplies General	-	-	-	513	513	513
5213.100	Professional/Contract Services General	-	-	-	307,677	307,677	307,677
Cost Center Activity 500 - FEMA Emergency Tree Removal - B1		-	-	-	308,190	308,190	308,190
Cost Center Activity 501 - FEMA - TOP Emergency Response B2							
5202.100	Operating Supplies General	-	-	-	19,049	19,049	19,049
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	3,443	3,443	3,443
5210.100	Postage General	-	-	-	20	20	20
5213.100	Professional/Contract Services General	-	-	-	1,760	1,760	1,760
5216.100	Communications General Services	-	-	-	223	223	223
5223.105	Meals and Refreshments Emergencies and Meetings	-	-	-	13,203	15,000	15,000
Cost Center Activity 501 - FEMA - TOP Emergency Response B2		-	-	-	37,698	39,495	39,495
Cost Center Activity 502 - FEMA EMMA Mutual Aid EOC - B3&4							
5213.100	Professional/Contract Services General	-	-	-	-	155,000	155,000
5224	Travel Expenses - Lodging, Airfare, Incidentals	-	-	-	487	1,500	1,500
Cost Center Activity 502 - FEMA EMMA Mutual Aid EOC - B3&4		-	-	-	487	156,500	156,500
Cost Center Activity 504 - FEMA Safety Assessment (SAP) B10							
5202.100	Operating Supplies General	-	-	-	1,953	2,000	2,000
5224	Travel Expenses - Lodging, Airfare, Incidentals	-	-	-	8,275	10,000	10,000
Cost Center Activity 504 - FEMA Safety Assessment (SAP) B10		-	-	-	10,229	12,000	12,000
Cost Center Activity 508 - FEMA - Culverts - C1-10							
5213.100	Professional/Contract Services General	-	-	-	319,284	400,000	400,000
Cost Center Activity 508 - FEMA - Culverts - C1-10 Totals		-	-	-	319,284	400,000	400,000
Cost Center Activity 510 - FEMA Town/Public Facilities E1							
5203.100	Repairs and Maint Supplies General	-	-	-	36	36	36
5213.100	Professional/Contract Services General	-	-	-	1,729	1,729	1,729
Cost Center Activity 510 - FEMA Town/Public Facilities E1 Totals		-	-	-	1,764	1,765	1,765
Cost Center Activity 512 - FEMA Barricades, Signs, Poles E							
5304	Furniture & Equipment	-	-	-	9,635	9,635	9,635
Cost Center Activity 512 - FEMA Barricades, Signs, Poles E Totals		-	-	-	9,635	9,635	9,635



# 2090 Camp Fire 2018 Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
Cost Center Activity 551 - Insurance - Facilities Lost Use							
5202.100	Operating Supplies General	-	-	-	664	664	664
5213.100	Professional/Contract Services General	-	-	-	6,591	6,591	6,591
5215.100	Rents and Leases Miscellaneous	-	-	-	7,775	7,775	7,775
Cost Center Activity 551 - Insurance - Facilities Lost Use Totals		-	-	-	15,031	15,030	15,030
Cost Center Activity 552 - Insurance Facility Rest & Repair							
5202.100	Operating Supplies General	-	-	-	215	215	215
5203.100	Repairs and Maint Supplies General	-	-	-	10	10	10
5214.100	Repair and Maint Service General	-	-	-	29,689	350,000	350,000
5304	Furniture & Equipment	-	-	-	791	1,500	1,500
Cost Center Activity 552 - Insurance Facility Rest & Repair Totals		-	-	-	30,705	351,725	351,725
Cost Center Activity 558 - Insurance Extra Expense							
5213.100	Professional/Contract Services General	-	-	-	2,138	25,000	25,000
Cost Center Activity 558 - Insurance Extra Expense Totals		-	-	-	2,138	25,000	25,000
Department 20 - Administrative Services							
Program 4200 - Town Manager							
Cost Center Activity 501 - FEMA - TOP Emergency Response B2							
5102	Salaries - Temporary	-	-	-	5,148	5,148	5,148
5105	Salaries - Overtime/FLSA	-	-	-	3,312	55,000	55,000
5111	Medicare	-	-	-	123	10,000	10,000
5115	Unemployment Compensation	-	-	-	54	-	-
Cost Center Activity 501 - FEMA - TOP Emergency Response B2		-	-	-	8,637	70,148	70,148
Program 4202 - Information Technology							
Cost Center Activity 501 - FEMA - TOP Emergency Response B2							
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	589	1,000	1,000
5223.105	Meals and Refreshments Emergencies and Meetings	-	-	-	22	22	22
Cost Center Activity 501 - FEMA - TOP Emergency Response B2		-	-	-	611	1,022	1,022
Cost Center Activity 551 - Insurance - Facilities Lost Use							
5202.100	Operating Supplies General	-	-	-	64	64	64
5213.100	Professional/Contract Services General	-	-	-	584	584	584
5216.100	Communications General Services	-	-	-	3,076	3,076	3,076
5304	Furniture & Equipment	-	-	-	4,728	4,728	4,728
Cost Center Activity 551 - Insurance - Facilities Lost Use Totals		-	-	-	8,451	8,452	8,452
Cost Center Activity 553 - Insurance Facility Contents Repl							
5304	Furniture & Equipment	-	-	-	2,069	2,069	2,069
Cost Center Activity 553 - Insurance Facility Contents Repl Totals		-	-	-	2,069	2,069	2,069
Department 25 - Finance							
Program 4400 - Finance							
Cost Center Activity 501 - FEMA - TOP Emergency Response B2							
5218.100	Advertising General	-	-	-	68	68	68



# 2090 Camp Fire 2018 Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2	-	-	-	68	68	68
	Department 30 - Police						
	Program 4510 - Police Administration						
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2						
5203.100	Repairs and Maint Supplies General	-	-	-	67	67	67
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2	-	-	-	67	67	67
	Program 4520 - Police Operations						
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2						
5105	Salaries - Overtime/FLSA	-	-	-	-	250,000	250,000
5202.100	Operating Supplies General	-	-	-	937	937	937
5203.100	Repairs and Maint Supplies General	-	-	-	658	658	658
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	7,023	7,023	7,023
5304	Furniture & Equipment	-	-	-	4,006	6,000	6,000
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2	-	-	-	12,624	264,618	264,618
	Program 4530 - Public Safety Communications						
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2						
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	24	24	24
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2	-	-	-	24	24	24
	Cost Center Activity 551 - Insurance - Facilities Lost Use						
5202.100	Operating Supplies General	-	-	-	1,222	1,222	1,222
	Cost Center Activity 551 - Insurance - Facilities Lost Use Totals	-	-	-	1,222	1,222	1,222
	Cost Center Activity 556 - Insurance Veh & Equip Repair/Rep						
5203.116	Repairs and Maint Supplies Communications	-	-	-	19,895	19,895	19,895
	Cost Center Activity 556 - Insurance Veh & Equip Repair/Rep	-	-	-	19,895	19,895	19,895
	Program 4540 - Police - Animal Control						
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2						
5105	Salaries - Overtime/FLSA	-	-	-	-	7,500	7,500
5202.100	Operating Supplies General	-	-	-	17	17	17
5203.100	Repairs and Maint Supplies General	-	-	-	29	29	29
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	889	1,500	1,500
5214.100	Repair and Maint Service General	-	-	-	137	137	137
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2	-	-	-	1,071	9,183	9,183
	Program 4550 - Fleet Management						
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2						
5202.100	Operating Supplies General	-	-	-	130	130	130
5203.100	Repairs and Maint Supplies General	-	-	-	1,533	2,000	2,000
5223.105	Meals and Refreshments Emergencies and Meetings	-	-	-	309	309	309
	Cost Center Activity 501 - FEMA - TOP Emergency Response B2	-	-	-	1,973	2,439	2,439
	Department 35 - Fire						
	Program 4610 - Fire - Administrative						





# 2090 Camp Fire 2018 Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
Cost Center Activity 501 - FEMA - TOP Emergency Response B2							
5105	Salaries - Overtime/FLSA	-	-	-	-	4,300	4,300
5203.100	Repairs and Maint Supplies General	-	-	-	61	61	61
5211.137	Utilities Electric and Gas	-	-	-	9,578	9,578	9,578
5214.100	Repair and Maint Service General	-	-	-	533	533	533
Cost Center Activity 501 - FEMA - TOP Emergency Response B2		-	-	-	10,172	14,472	14,472
Program 4615 - Fire - EOC							
5109.100	Allowances Uniform Allowance	-	-	-	244	244	244
5202.100	Operating Supplies General	-	-	-	227	227	227
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	159	159	159
5210.100	Postage General	-	-	-	100	100	100
5213.100	Professional/Contract Services General	-	-	-	185	185	185
5269.135	Emergency Incident Costs Fire Related	-	-	-	176	176	176
Program 4615 - Fire - EOC Totals		-	-	-	1,090	1,090	1,090
Program 4616 - Fire - Debris Removal							
Cost Center Activity 500 - FEMA Emergency Tree Removal - B1							
5213.100	Professional/Contract Services General	-	-	-	187,765	187,765	187,765
Cost Center Activity 500 - FEMA Emergency Tree Removal - B1		-	-	-	187,765	187,765	187,765
Program 4630 - Fire - Suppression							
Cost Center Activity 501 - FEMA - TOP Emergency Response B2							
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	639	1,000	1,000
Cost Center Activity 501 - FEMA - TOP Emergency Response B2		-	-	-	639	1,000	1,000
Department 40 - Community Development							
Program 4730 - Building and Onsite Inspections							
Cost Center Activity 501 - FEMA - TOP Emergency Response B2							
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	438	438	438
Cost Center Activity 501 - FEMA - TOP Emergency Response B2		-	-	-	438	438	438
Cost Center Activity 556 - Insurance Veh & Equip Repair/Rep							
5202.100	Operating Supplies General	-	-	-	17	17	17
Cost Center Activity 556 - Insurance Veh & Equip Repair/Rep		-	-	-	17	17	17
Department 45 - Public Works							
Program 4550 - Fleet Management							
Cost Center Activity 501 - FEMA - TOP Emergency Response B2							
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	119	150	150
Cost Center Activity 501 - FEMA - TOP Emergency Response B2		-	-	-	119	150	150
Program 4740 - Public Works - Engineering							
Cost Center Activity 501 - FEMA - TOP Emergency Response B2							
5202.100	Operating Supplies General	-	-	-	599	599	599
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	235	235	235
Cost Center Activity 501 - FEMA - TOP Emergency Response B2		-	-	-	835	835	85



# 2090 Camp Fire 2018 Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
Cost Center Activity 513 - FEMA Town Trails & Bikepaths - E							
5213.100	Professional/Contract Services General	-	-	-	12,327	12,327	12,327
Cost Center Activity 513 - FEMA Town Trails & Bikepaths - E		-	-	-	12,327	12,327	12,327
Program 4743 - Streets and Roads							
Cost Center Activity 556 - Insurance Veh & Equip Repair/Rep							
5203.100	Repairs and Maint Supplies General	-	-	-	174	174	174
Cost Center Activity 556 - Insurance Veh & Equip Repair/Rep		-	-	-	174	174	174
Program 4750 - Public Works - Streets Maint.							
Cost Center Activity 500 - FEMA Emergency Tree Removal - B1							
5202.100	Operating Supplies General	-	-	-	1	1	1
5215.131	Rents and Leases Street Maintenance Equipment	-	-	-	391	391	391
Cost Center Activity 500 - FEMA Emergency Tree Removal - B1		-	-	-	392	392	392
Cost Center Activity 501 - FEMA - TOP Emergency Response B2							
5105	Salaries - Overtime/FLSA	-	-	-	-	72,000	72,000
5202.100	Operating Supplies General	-	-	-	3,259	3,300	3,300
5209.101	Auto Fuel Expense Town Vehicles	-	-	-	1,871	1,871	1,871
5215.131	Rents and Leases Street Maintenance Equipment	-	-	-	7,829	9,500	9,500
5216.100	Communications General Services	-	-	-	167	167	167
5304	Furniture & Equipment	-	-	-	1,294	1,294	1,294
Cost Center Activity 501 - FEMA - TOP Emergency Response B2		-	-	-	14,419	88,132	88,132
Cost Center Activity 505 - FEMA Toxic Debris Removal A2&3							
5220.100	Employee Development General	-	-	-	4,207	4,207	4,207
Cost Center Activity 505 - FEMA Toxic Debris Removal A2&3		-	-	-	4,207	4,207	4,207
Cost Center Activity 512 - FEMA Barricades, Signs, Poles E							
5203.100	Repairs and Maint Supplies General	-	-	-	363	363	363
5213.100	Professional/Contract Services General	-	-	-	9,873	9,873	9,873
Cost Center Activity 512 - FEMA Barricades, Signs, Poles E Totals		-	-	-	10,236	10,236	10,236
Cost Center Activity 514 - FEMA Irrigation & Entry ways G2							
5213.100	Professional/Contract Services General	-	-	-	150	150	150
Cost Center Activity 514 - FEMA Irrigation & Entry ways G2		-	-	-	150	150	150
Cost Center Activity 551 - Insurance - Facilities Lost Use							
5203.100	Repairs and Maint Supplies General	-	-	-	714	714	714
5215.100	Rents and Leases Miscellaneous	-	-	-	1,023	1,023	1,023
Cost Center Activity 551 - Insurance - Facilities Lost Use Totals		-	-	-	1,736	1,736	1,736
Cost Center Activity 553 - Insurance Facility Contents Repl							
5202.100	Operating Supplies General	-	-	-	1,981	1,981	1,981
Cost Center Activity 553 - Insurance Facility Contents Repl Totals		-	-	-	1,981	1,981	1,981
Cost Center Activity 554 - Insurance Facility Yard Equip							
5203.100	Repairs and Maint Supplies General	-	-	-	622	15,000	15,000
5304	Furniture & Equipment	-	-	-	708	50,000	50,000



# 2090 Camp Fire 2018 Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
	Cost Center Activity 554 - Insurance Facility Yard Equip Totals	-	-	-	1,329	65,000	65,000
	Cost Center Activity 556 - Insurance Veh & Equip Repair/Rep						
5202.100	Operating Supplies General	-	-	-	5,590	10,000	10,000
5203.100	Repairs and Maint Supplies General	-	-	-	16	16	16
5214.100	Repair and Maint Service General	-	-	-	12,529	30,000	30,000
5304	Furniture & Equipment	-	-	-	5,371	10,000	10,000
	Cost Center Activity 556 - Insurance Veh & Equip Repair/Rep	-	-	-	23,506	50,016	50,016
EXPENSE TOTALS		-	-	-	1,063,406	2,138,664	2,138,664
REVENUE TOTALS		-	-	-	6,500,000	6,500,000	6,500,000
EXPENSE TOTALS		-	-	-	1,063,406	2,138,664	2,138,664
NET CHANGE		-	-	-	5,436,594	4,361,336	4,361,336



# 2070 Animal Control Mid-Year Budget

Fiscal Year to Date 03/12/19

Account Account Description

		2017/18	2018/19	2018/19	2018/19	2018/19	2018/19
		Prior Year Total	Adopted Budget	Amended Budget	YTD Transactions	Mid-Year Proposed Budget	Proposed Mid-Year Adjustment
Fund 2070 - Animal Control							
REVENUE							
Department 30 - Police							
Program 4540 - Police - Animal Control							
3120.330	Other Taxes Voter Appointed Parcel Tax	132,152	132,362	132,362	48,282	132,362	-
3380.105	Local Government Revenue Fines and Citations Animal Cntrl	8,610	9,000	9,000	2,500	3,000	(6,000)
3410.113	Administrative Services Document Copying	1	10	10	21	25	15
3410.150	Administrative Services Late Fees	1,057	800	800	469	550	(250)
3455.200	Animal Control Adoption Fees	4,851	8,000	8,000	4,679	7,000	(1,000)
3455.205	Animal Control Surrender/Euth/Disp Fees	2,546	1,900	1,900	980	1,000	(900)
3455.210	Animal Control Dog Licenses	19,043	25,000	25,000	7,557	8,000	(17,000)
3455.215	Animal Control Dangerous/Wild Animal Permit	-	142	142	219	219	77
3455.225	Animal Control Impound/Quarantine Fees	6,124	5,000	5,000	5,210	5,500	500
3455.226	Animal Control Impound Unaltered State Fee	925	800	800	720	800	-
3901.100	Refunds and Reimbursements Miscellaneous	6,351	6,000	6,000	-	6,000	-
3902.100	Miscellaneous Revenue General	181	150	150	400	400	250
3910.010	Transfers In From General Fund	-	168,806	168,806	84,403	158,599	(10,207)
3910.811	Transfers In From Animal Control Donations	16,058	4,500	4,500	2,250	19,809	15,309
REVENUE TOTALS		197,900	362,470	362,470	157,690	343,264	(19,206)
EXPENSE							
Department 30 - Police							
Program 4540 - Police - Animal Control							
5101	Salaries - Permanent	86,663	143,776	143,776	87,858	140,158	(3,618)
5102	Salaries - Temporary	8,298	11,686	11,686	2,658	3,067	(8,619)
5104	Wages - PS Holiday Pay	3,341	6,055	6,055	4,374	5,837	(218)
5105	Salaries - Overtime/FLSA	8,164	2,000	2,000	10,870	2,000	-
5106.200	Incentives & Admin Leave Gym Reimbursement	-	90	90	-	90	-
5109.100	Allowances Uniform Allowance	2,413	2,558	2,558	2,995	2,558	-
5111	Medicare	1,580	2,395	2,395	1,582	2,214	(181)
5112.101	Retirement Contribution PERS	12,927	19,024	19,024	13,598	18,227	(797)
5112.102	Retirement Contribution Social Security	514	-	-	204	-	-
5113	Worker's Compensation	9,928	17,423	17,423	17,616	17,616	193
5114.101	Health Insurance Medical	11,711	22,463	22,463	14,747	21,485	(978)
5114.102	Health Insurance Dental	2,240	-	-	2,033	-	-
5114.103	Health Insurance Vision	69	-	-	105	-	-
5115	Unemployment Compensation	3,403	500	500	715	-	(500)
5116.101	Life and Disability Insurance Life & Disab.	549	2,391	2,391	621	2,323	(68)
5116.102	Life and Disability Insurance Long Term/Short Term Disability	822	-	-	882	-	-
5119.100	Retiree Costs Medical Insurance	9,436	9,460	9,460	6,299	9,460	-
5122	Accrual Bank Payoff	299	-	-	-	-	-
5199.130	Other Payroll Expenses Interfund Payroll Transfers	(63,075)	-	-	-	-	-



# 2070 Animal Control Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5201.100	Office Supplies General	141	200	200	-	200	-
5202.100	Operating Supplies General	9,611	12,000	12,000	5,637	12,000	-
5203.100	Repairs and Maint Supplies General	144	300	300	-	300	-
5204	Subscriptions and Code Books	180	200	200	-	200	-
5209.101	Auto Fuel Expense Town Vehicles	3,140	2,750	2,750	784	2,000	(750)
5210.100	Postage General	-	-	-	3	3	3
5211.135	Utilities Water and Sewer	1,161	1,317	1,317	571	1,317	-
5211.137	Utilities Electric and Gas	3,428	3,750	3,750	1,792	3,750	-
5211.139	Utilities Propane	928	1,200	1,200	1,006	1,300	100
5213.100	Professional/Contract Services General	18,331	20,532	20,532	8,935	20,532	-
5214.100	Repair and Maint Service General	1,511	8,746	8,746	6,433	8,746	-
5215.100	Rents and Leases Miscellaneous	1	1	1	1	1	-
5216.100	Communications General Services	1,665	2,300	2,300	1,044	2,300	-
5218.100	Advertising General	283	-	-	112	112	112
5219.100	Printing General	117	1,150	1,150	43	1,150	-
5220.100	Employee Development General	12	8,160	8,160	235	4,000	(4,160)
5223.101	Meals and Refreshments Employee Meals-MOU Overtime	15	30	30	15	30	-
5225	Bank Fees and Charges	525	550	550	228	550	-
5260	Miscellaneous	5	-	-	-	-	-
5280.100	Bad Debt Write Off Expense	5,917	-	-	-	-	-
5304	Furniture & Equipment	-	3,025	3,025	3,094	3,094	69
5501	Debt Service Payment - Principal	-	1	1	-	-	(1)
5910.010	Transfers Out To General Fund	51,711	56,437	56,437	30,522	56,437	-
EXPENSE TOTALS		198,107	362,470	362,470	227,612	343,057	(19,413)
REVENUE TOTALS		197,900	362,470	362,470	157,690	343,264	(19,206)
EXPENSE TOTALS		198,107	362,470	362,470	227,612	343,057	(19,413)
NET CHANGE		(207)	-	-	(69,922)	207	207
ENDING FUND BALANCE		(207)	(207)	(207)		-	



# 2120 Gas Tax (Street Maint) Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
Fund 2120 - State Gas Tax							
REVENUE							
Department 45 - Public Works							
Program 4750 - Public Works - Streets Maint.							
3320.100	Federal Revenue - Other Refunds and Reimbursements	323	-	-	-	-	-
3355.001	State gas Tax Section 2106	105,032	105,000	105,000	61,081	105,000	-
3355.002	State gas Tax Section 2107	185,164	195,000	195,000	101,623	187,000	(8,000)
3355.003	State gas Tax Section 2107.5	6,000	6,000	6,000	6,000	6,000	-
3355.005	State gas Tax Section 2105	142,276	151,000	151,000	83,350	142,000	(9,000)
3355.006	State gas Tax RSTP Regional Surface Trans Prog	324,202	300,000	300,000	-	300,000	-
3355.007	State gas Tax Section 2103	102,099	100,000	100,000	62,069	95,000	(5,000)
3355.008	State gas Tax Section 2032	153,626	438,680	438,680	245,912	422,000	(16,680)
3355.009	State gas Tax SB1 Loan Repayment - Like 2103	29,805	29,805	29,805	29,965	29,965	160
3410.150	Administrative Services Late Fees	161	150	150	38	50	(100)
3610.100	Interest Revenue Investments	-	400	400	-	400	-
3901.100	Refunds and Reimbursements Miscellaneous	1,930	1,500	1,500	15,391	15,391	13,891
3901.140	Refunds and Reimbursements Negligence Cost Recovery Fees	599	3,500	3,500	-	-	(3,500)
3902.100	Miscellaneous Revenue General	2,612	500	500	-	-	(500)
3910.110	Transfers In From Local Transportation Fund	1,111	7,095	7,095	-	3,500	(3,595)
3910.112	Transfers In From Federal CMAQ Fund	29,524	3,000	3,000	-	12,499	9,499
3910.132	Transfers In From HSIP Grant	-	61,000	61,000	-	10,204	(50,796)
3910.133	Transfers In From ATP Grant	67,517	77,689	77,689	-	20,000	(57,689)
3910.299	Transfers In From Grants Misc One Time Fund	997	-	-	-	-	-
REVENUE TOTALS		1,152,979	1,480,319	1,480,319	605,429	1,349,009	(131,310)
EXPENSE							
Department 45 - Public Works							
Program 4750 - Public Works - Streets Maint.							
5101	Salaries - Permanent	392,481	463,464	463,464	261,948	443,231	(20,233)
5102	Salaries - Temporary	741	2,100	2,100	1,362	2,100	-
5103.101	Differential Pay On Call	20,807	-	-	16,845	-	-
5103.102	Differential Pay Out of Class	249	-	-	305	-	-
5105	Salaries - Overtime/FLSA	26,356	12,000	12,000	60,698	12,000	-
5106.100	Incentives & Admin Leave Administrative Leave	8,715	9,323	9,323	-	9,323	-
5106.200	Incentives & Admin Leave Gym Reimbursement	89	86	86	160	240	154
5107	Car Allowance/Mileage	2,208	2,208	2,208	1,472	2,208	-
5109.101	Allowances Boot Allowance	3,730	3,230	3,230	3,230	3,230	-
5111	Medicare	6,355	6,942	6,942	4,942	6,648	(294)
5112.101	Retirement Contribution PERS	65,142	73,393	73,393	58,645	72,009	(1,384)
5112.102	Retirement Contribution Social Security	46	-	-	84	-	-
5113	Worker's Compensation	95,087	103,888	103,888	105,033	105,033	1,145
5114.101	Health Insurance Medical	48,810	53,614	53,614	28,502	50,253	(3,361)
5114.102	Health Insurance Dental	5,952	-	-	3,653	-	-



# 2120 Gas Tax (Street Maint) Mid-Year Budget

Fiscal Year to Date 03/12/19

Account	Account Description	2017/18 Prior Year Total	2018/19 Adopted Budget	2018/19 Amended Budget	2018/19 YTD Transactions	2018/19 Mid-Year Proposed Budget	2018/19 Proposed Mid-Year Adjustment
5114.103	Health Insurance Vision	584	-	-	367	-	-
5115	Unemployment Compensation	-	-	-	2,289	-	-
5116.101	Life and Disability Insurance Life & Disab.	1,962	6,189	6,189	1,288	5,832	(357)
5116.102	Life and Disability Insurance Long Term/Short Term Disability	3,677	-	-	2,435	-	-
5119.100	Retiree Costs Medical Insurance	24,751	33,717	33,717	17,315	33,717	-
5122	Accrual Bank Payoff	234	-	-	874	874	874
5201.100	Office Supplies General	200	200	200	216	250	50
5202.100	Operating Supplies General	6,899	4,500	4,500	1,668	4,000	(500)
5203.100	Repairs and Maint Supplies General	56,885	75,000	75,000	21,390	40,000	(35,000)
5204	Subscriptions and Code Books	-	250	250	-	250	-
5209.101	Auto Fuel Expense Town Vehicles	14,571	14,000	14,000	3,354	12,000	(2,000)
5210.100	Postage General	69	100	100	-	100	-
5211.135	Utilities Water and Sewer	261	-	-	559	1,000	1,000
5211.137	Utilities Electric and Gas	29,052	29,000	29,000	10,545	29,000	-
5211.139	Utilities Propane	819	900	900	-	500	(400)
5213.100	Professional/Contract Services General	2,130	2,300	2,300	549	2,000	(300)
5214.100	Repair and Maint Service General	81,730	95,300	95,300	48,805	75,000	(20,300)
5215.131	Rents and Leases Street Maintenance Equipment	21	10,000	10,000	-	10,000	-
5216.100	Communications General Services	5,861	5,916	5,916	4,765	5,916	-
5218.100	Advertising General	77	500	500	107	500	-
5219.100	Printing General	-	250	250	-	250	-
5220.100	Employee Development General	4,872	5,250	5,250	2,803	5,250	-
5223.101	Meals and Refreshments Employee Meals-MOU Overtime	1,309	300	300	709	800	500
5260	Miscellaneous	312	-	-	-	-	-
5280.100	Bad Debt Write Off Expense	3,673	-	-	-	-	-
5304	Furniture & Equipment	-	4,925	4,925	10,061	10,061	5,136
5501	Debt Service Payment - Principal	13,356	20,168	20,168	14,977	17,574	(2,594)
5910.010	Transfers Out To General Fund	192,359	196,090	196,090	68,388	196,090	-
5910.100	Transfers Out To Capital Projects	3,544	-	-	-	-	-
<b>EXPENSE TOTALS</b>		<b>1,125,971</b>	<b>1,235,103</b>	<b>1,235,103</b>	<b>760,342</b>	<b>1,157,239</b>	<b>(77,864)</b>
<b>REVENUE TOTALS</b>		<b>1,152,979</b>	<b>1,480,319</b>	<b>1,480,319</b>	<b>605,429</b>	<b>1,349,009</b>	<b>(131,310)</b>
<b>EXPENSE TOTALS</b>		<b>1,125,971</b>	<b>1,235,103</b>	<b>1,235,103</b>	<b>760,342</b>	<b>1,157,239</b>	<b>(77,864)</b>
<b>NET CHANGE</b>		<b>27,008</b>	<b>245,216</b>	<b>245,216</b>	<b>(154,912)</b>	<b>191,770</b>	<b>(53,446)</b>
<b>ENDING FUND BALANCE</b>		<b>117,997</b>	<b>363,213</b>	<b>363,213</b>		<b>309,767</b>	

**Town of Paradise**  
**Measure C (0.50% Transaction and Use Tax) - Post Camp Fire**  
**Financial Plan as of March 12, 2019 - (Proposed)**

Description	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Totals
<b>Revenues</b>	<b>1,236,212</b>	<b>1,355,070</b>	<b>1,368,621</b>	<b>551,675</b>	<b>157,673</b>	<b>403,799</b>	<b>5,073,050</b>
2nd Investigation Position	110,238	164,899	112,644	85,609			
Police Cadets (3) (2) (1)	55,241	46,410	47,806	27,924			
Lieutenant Transition & Training		22,050					
12 Police Cars	13,597	36,404	75,512	218,215	64,215	37,851	
Body Cameras	14,786	5,917	5,917	5,917	5,917		
K9 Program	9,514	10,516	9,284	10,005	10,005	10,005	
Enhanced PD Training	16,101	14,101	13,454	15,000			
Roof Replacement		1,712	46,670				
LiveScan Machine	11,670						
PD Siding & Repairs	97,251	54,863					
Patrol Cameras & Cases		3,240					
Men's Locker Room Floor		4,102					
Emergency Electrical/Generator		85,718					
<b>Police Totals</b>	<b>328,398</b>	<b>449,932</b>	<b>311,287</b>	<b>362,670</b>	<b>80,137</b>	<b>47,856</b>	<b>1,580,280</b>
Maintain CAL FIRE Contract	144,401	141,120	243,687	120,000	65,000	65,000	
Fire Engine 81 & 82	98,226	125,793	167,183	167,183	167,183	127,033	
Future Apparatus Funding		50,000					
Electrical Panel & Transfer Switch			102	8,250			
Apparatus Equipment		1,788					
SCBA's	24,931	3,048					
Exhaust Extraction	21,674						
Station 81 Storage Wall		1,411					
<b>Fire Totals</b>	<b>289,232</b>	<b>323,160</b>	<b>410,972</b>	<b>295,433</b>	<b>232,183</b>	<b>192,033</b>	<b>1,743,013</b>



**Town of Paradise**  
**Measure C (0.50% Transaction and Use Tax) - Post Camp Fire**  
**Financial Plan as of March 12, 2019 - (Proposed)**

Description	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Totals
Support for 2 AC Officers & Rabies Vaccine	25,079	32,230	29,437				
Rendering Setup and Maintenance			251	13,227			
Officer and Supervisor Training		991	-				
Sanitation Unit/Isolation Units	5,405	6,442					
Raised beds, metal bowls, air conditioner, computer		2,497	889				
Online dog licensing program & setup		10,000	3,840				
Washing Machine Cover & Concrete Repairs		2,200	5,990	6,200			
Support to Maintain Operations			63,075	158,599	150,000	150,000	
<b>Animal Control Totals</b>	<b>30,484</b>	<b>54,360</b>	<b>103,482</b>	<b>178,026</b>	<b>150,000</b>	<b>150,000</b>	<b>666,352</b>
Maxwell Drive SR2S			100,014				
Bille Overlay (Fern to Oliver)			110,402				
Fleet Repair Facility Construction & Lift			104,801	21,357			
Pedestrian Safety Crossing	24,779						
Pearson Road Improvements	200,502						
Almond Street Multi-Modal							
Ponderosa SR2S							
2016 Overlay & Markings		500,913					
<b>Public Works Totals</b>	<b>225,281</b>	<b>500,913</b>	<b>315,217</b>	<b>21,357</b>	<b>-</b>	<b>-</b>	<b>1,062,768</b>
<b>Total Expenses</b>	<b>873,395</b>	<b>1,328,365</b>	<b>1,140,958</b>	<b>857,486</b>	<b>462,320</b>	<b>389,889</b>	<b>5,052,413</b>
<b>Net Total</b>	<b>362,817</b>	<b>26,705</b>	<b>227,662</b>	<b>(305,811)</b>	<b>(304,647)</b>	<b>13,910</b>	<b>20,637</b>
<b>Designated Reserves</b>							
10% Fixed Reserve							-
Police Car Payments							20,637
Contingency Reserve							
<b>Unassigned</b>							<b>(0)</b>



**February 28, 2019 -REVISED**

# Proposal for a Classification and Total Compensation Study and Optional Organizational Structure Review

**Town of Paradise**

Submitted by:

**Koff & Associates**

**GEORG S. KRAMMER**

Chief Executive Officer

2835 Seventh Street

Berkeley, CA 94710

[www.KoffAssociates.com](http://www.KoffAssociates.com)

[gkrammer@koffassociates.com](mailto:gkrammer@koffassociates.com)

Tel: 510.658.5633

Fax: 510.652.5633

## A. COVER LETTER/LETTER OF INTENT

February 28, 2019

Ms. Crystal Peters  
Human Resources & Risk Manager  
Town of Paradise  
5555 Skyway  
Paradise, CA 95969

Dear Ms. Peters:

Thank you for the opportunity to respond to your Request for Proposals for a **Classification and Total Compensation Study** as well as an option for an **Organizational Structure Review** for the **Town of Paradise** ("Town"). We are most interested in assisting the Town with both of these important projects and feel that we are uniquely qualified to provide value to your organization based on our experience working with other cities, counties, JPAs, and non-profit agencies throughout California.

Koff & Associates is an experienced Human Resources and Recruitment Services firm that has been providing human resources services to cities, counties, special districts, courts, educational institutions, and other public agencies for thirty-five (35) years. The firm has achieved a reputation for working successfully with management, employees, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. That extra effort has resulted in close to *100% implementation* of all of our classification and compensation studies.

Koff & Associates ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As President of the firm, Catherine "Katie" Kaneko would assume the role of Project Director and be responsible for the successful completion of both projects. She can be reached at our Berkeley address and the phone number listed on the cover page and below. Katie's email is [kkaneko@koffassociates.com](mailto:kkaneko@koffassociates.com).

If you wish to reach me, my email is [gkrammer@koffassociates.com](mailto:gkrammer@koffassociates.com) and I am available at the same phone number.

This proposal will remain valid for at least ninety (90) days from the date of submittal. Please call if you have any questions or wish additional information.

We look forward to the opportunity to provide professional services to the **Town of Paradise**.

Sincerely,



Georg S. Krammer  
Chief Executive Officer



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## B.EXECUTIVE SUMMARY

The **Town of Paradise** (“Town”) desires human resources assistance to conduct an objective analysis of the current classification and compensation practices of the Town so as to have an equitable, competitive and legally defensible classification and compensation structure that will enrich the attraction and retention of qualified individuals as well as enhance opportunities for growth and professional development; this has particular significance at this time, following the historic and catastrophic November 2018 wildfire that heavily destroyed the Town. At this time a major recovery and rebuilding effort is underway; having a current classification system and a competitive salary structure in place will allow the Town to build a quality labor force as it goes forward.

The Town has no idea as to when the last study of this kind was conducted but in the last ten (10) years, Town staffing has been dramatically reduced while levels of service have increased in many areas and duties and responsibilities that were once shared with multiple positions have been combined and reallocated. As stated in the RFP, the November fire has also had a major impact on employees’ workloads.

The Town currently employs approximately seventy-two (72) authorized positions in approximately forty-five (45) active classifications. There are five (5) bargaining groups, and there is one group of unrepresented part-time, non-benefited employees.



As an option, the Town wishes to gain a better understanding of how its various departments, divisions, and work units correlate. It is seeking a review of span of control and area of responsibility for each position. It wishes to have its organizational structure compared to other similar agencies.

Further it is seeking comparisons and consideration for the unique circumstance of disaster recovery and rebuilding, pursuant to last autumn’s catastrophic fire.



## C. PROJECT UNDERSTANDING

Our professional experience is that classification and total compensation studies of this scope and for this size organization take approximately four (4) months to complete, allowing for adequate position description questionnaire completion, interview time, classification description review and/or development, compensation data collection and analysis, review steps by the Town, the development of final reports, any appeals, and presentations.

The following is a suggested timeline (which can be modified based on the Town's needs) for the Classification and Total Compensation Study:

Deliverable	PHASE I: Classification Study	Week #
A.	Meetings with Study Project Team and Management Staff for Initial Documentation Review	Week 1
B.	Orientation Meetings with Employees and Distribution of Position Description Questionnaire	Week 1
C.	Collection and Review of Position Description Questionnaires	Week 5
D.	Interviews with Employees, Supervisors, and Management	Week 7
E.	Classification Concept & Preliminary Allocation	Week 8
F.	Draft Class Description Development	Week 16
G.	Facilitation of Draft Class Description Review and Informal Appeals Support	As Needed
H.	Classification Plan and Draft of Interim Report and Final Report	Week 16
Deliverable	PHASE II: Total Compensation Study	Week #
A.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	Week 1
B.	Data from Comparators	Week 6
C.	Analysis and Preliminary Review of Data	Week 14
D.	Draft Compensation Findings/Additional Analysis/Study Project Team Meetings	Week 15
E.	Analysis of Internal Relationships and Alignment	Week 16
F.	Compensation Structure and Implementation Plan	Week 16
G.	Final Report and Guidelines for Implementation	Week 16
H.	Formal Appeals Support *	As Needed
I.	Final Presentation	As Scheduled

Koff & Associates will be able to meet the above timeline as we have the skilled staff available to complete the project, as shown in our Staff Qualifications (Section E).

***Please note: we can save additional time if we can conduct interviews via telephone.***



**Note: as the Organizational Structure Review is considered optional, a separate timeline is shown below.**

Our professional experience is that organizational studies of this scope and for this size organization take approximately four (4) months to complete, allowing for adequate position assessment questionnaire completion, orientation meetings, data collection, review steps by the Town, the development of final reports, any appeals, and presentations. We estimate a four-month timeline.

Following is a suggested timeline (which can be modified based on the Town's needs):

Deliverables	PHASE III: Organizational Structure Review	Completion by:
A.	Initial Documentation Review/Meeting with Project Team	Week 1
B.	Determination of Comparator Agencies	Week 1
C.	Development of Survey Questionnaires	Week 2
D.	Orientation Meetings with Employees and Distribution of Survey Questionnaires	Week 3
E.	PDQ Verification and Employee/Supervisory/Management Focus Groups/Interviews	Week 8
F.	Industry/Market Data Collection	Week 12
G.	Data and Trend Analysis	Week 13
H.	Development of Recommendations and Implementation Strategy	Week 13
I.	Management Review/Reanalysis and Feedback	Week 15
J.	Preparation of Draft Final and Final Report and Deliverables	Week 16
K.	Presentation to the Project Team and/or Town Council	As Scheduled

### Classification and Compensation Study Scope of Work

The study's first level of effort (Classification Study) is to initially develop an updated and well-structured classification system and classification descriptions for all study positions that are legally compliant (including Fair Labor Standards Act ("FLSA") and Americans with Disabilities Act ("ADA") requirements), internally aligned, reflective of contemporary standards, and accurately descriptive of current roles, responsibilities, duties, and qualifications. The classification analysis process includes orientation and briefing sessions with employees, management, Human Resources, and other stakeholders, as appropriate; the completion of a position description questionnaire by employees; interviews with at least a representative sample of employees in each study classification; and interviews with supervisors and management to address any classification issues. All participating employees will be allocated to an appropriate classification; draft classification descriptions will be developed, and sent back to the Town and incumbents for additional feedback and concurrence.





A second level of effort (Total Compensation Study) will be to review the Town's compensation structure for the studied classifications and to conduct a total compensation market survey (salaries plus benefits) using a set of appropriate comparator agencies. The identification of comparator agencies, benchmark classifications, and benefits to be collected is an iterative process that includes all stakeholders. We have found this open discussion philosophy to be critical to our success for organizational buy-in. Once the external data development is completed, we will make specific recommendations for internal equity for non-benchmarked classifications and classifications without a large enough market sampling. The compensation study will contain specific recommendations regarding the integration of all study classifications into the Town's compensation structure, with the goal of developing a clearly designed, internally equitable format that is flexible for career opportunity and future growth. Our study will make recommendations regarding a salary structure that takes the Town's compensation preferences into consideration as well as the appropriate placement of each classification on the Town's salary schedule.

The study includes a significant number of meetings with the Study Project Team, Human Resources, employees, employee representation, and the Town Council, as desired. We have expertise in labor/management relations and understand the importance of active participation by all stakeholders to ensure a successful outcome. The meetings and "stakeholder touch-points" that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and create a collaborative and interactive approach that will result in greater buy-in for study recommendations. This interactive approach, although time-consuming, has resulted in almost 100% implementation success of K&A's studies.

## Objectives

### Classification Objectives:

- To analyze and update the Town's classification system and each study position's classification description and structure through a comprehensive process of job analysis and evaluation, including review of existing documentation, position description questionnaire completion, employee interviews, management interviews, analysis of existing positions and working situations, analysis of levels of duties and responsibilities, and other professional methods, as appropriate;
- To recommend each study position for title change or reclassification (as appropriate), create new classifications (if applicable), eliminate outdated classifications (if applicable), and consolidate classifications assigned to similar functional areas (as appropriate);
- To provide for growth and flexibility of assignment within the new classification structure, where feasible, in recognition that some job duties and responsibilities may evolve over time, as well as to provide adequate career paths and class series/job families that will foster career service within the Town;



- To clearly state definitions of job classifications, the typical job functions, and minimum required and preferred qualifications such as education, prior work experience, knowledge, skills, abilities, licenses, certifications, and physical demands;
- To provide a classification structure that ensures regulatory compliance, including allocation of each study position to the correct classification with appropriate FLSA designation as well as meeting ADA and EEO regulations;
- To provide for adequate educational, review, and appeal processes that will result in a product that is understood by all levels of personnel and is internally equitable; and
- To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate classification and level, methods for logical progression of movement between classifications, classification concepts and distinguishing characteristics, as well as the delivery of final reports and recommendations to guide the organization in implementing, managing, and maintaining the classification system.

**Compensation Objectives:**

- To make recommendations regarding a list of appropriate, logical and defensible comparator agencies, benchmark classifications, and benefits to be collected prior to beginning the compensation portion of the study;
- To collect accurate salary and benefit data from the approved group of comparator agencies and to ensure that the information is analyzed in a manner that is clear and comprehensible to the Study Project Team, Human Resources, management, the Town Council, and employees;
- To carefully analyze the scope and level of duties and responsibilities, requirements for successful work performance, and other factors for survey classes according to generally accepted compensation practices;
- To review the Town's compensation structure and practices and develop compensation recommendations that will assist the Town in recruiting, motivating, and retaining competent staff;
- To develop solutions that address pay equity issues, analyze the financial impact of addressing pay equity issues, and create a market adjustment implementation strategy supporting the Town's goals, objectives, and budget considerations;
- To evaluate benefit offerings in the labor market and make recommendations for better alignment and/or different benefit offerings as indicated by the analysis and best practices;
- To create a comprehensive final report summarizing the compensation study approach and methodology, analytical tools, findings, and recommended compensation structure;
- To recommend appropriate internal salary relationships and allocate classes to salary ranges in a comprehensive salary range plan; and
- To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate salary ranges, methods for logical progression of movement



within the salary scale for each classification, and other practices, so that our recommendations can be implemented and maintained in a competent and fair manner.

**Overall Objectives:**

- To review and understand all current documentation, rules, regulations, policies, procedures, budgets, class descriptions, organizational charts, memoranda of understanding, personnel policies, wage and salary schedules, and related information so that our recommendations can be operationally incorporated with a minimum of disruption;
- To conduct start-up Study Project Team meetings with management, study project staff, and other stakeholders to discuss any specific concerns with respect to the development of classification and compensation (and organizational if that option is included) recommendations; finalize study plans and timetables; conduct employee orientation sessions with management and staff in order to educate and explain the scope of the study and describe what are and are not reasonable study expectations and goals;
- To work collaboratively and effectively with the Town and its stakeholders while at the same time maintaining control and objectivity in the conduct of the study;
- To develop a classification and compensation structure, and organizational structure if the option for Organizational Review is included, that meets all legal requirements, is totally non-discriminatory, and easily accommodates organizational change, growth, and operational needs;
- To document all steps in the process and provide documentation and training for Human Resources and other staff, as appropriate, in classification and compensation analysis methodologies so that the Town can integrate, maintain, administer, and defend any recommended changes after the initial implementation; and
- To provide effective ongoing communications throughout the duration of the project and continued support after implementation.

**Organizational/Operational Objectives if the Organizational Structure Review Option is Selected:**

- To carefully analyze the scope and level of duties and responsibilities, processes and assignments, requirements for successful work performance (including required competencies), and other factors of the Town's assignments/positions/classifications;
- To identify organizational and workload issues during interviews with employees/focus groups including consideration of technology and automation potential and improvements as well as the addition of other operational tools; and
- To analyze organizational charts, budgets, operational functions and other Town reports to determine if services are being delivered efficiently and effectively both to internal as well as external customers



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**Best Management Practices Objectives if the Organizational Structure Review Option is Selected:**

- To make recommendations regarding a pool of comparator agencies that are not only similar in size, resources, and service provision to the Town, but also reflect the high level of forward thinking and ingenuity, diversity, customer service, and community engagement upon which the Town is looking to model itself (which could include some of the agencies used for the compensation study and/or alternative ones);
- To collect accurate organizational and operational data from the approved group of comparator agencies and to ensure that this information is analyzed in a manner that is clear and comprehensible to the Town Council, management, and employees;
- To apply the information and data collected to aid the Town in its disaster recovery and rebuilding process;
- To collect information from each of the comparator agencies regarding organizational structure, position allocations, work assignments, resources used (including human, financial, and technological), operational and customer service data;
- To identify best management practices that are reflective of industry knowledge and the approved group of comparator agencies;
- To recommend strategies to incorporate industry and market best practices into day-to-day operations that will enhance organizational effectiveness and improve customer service; and
- To identify opportunities to leverage departmental efforts to improve overall synergy throughout the Town.

## Deliverables

This section of the proposal identifies the actual work plan for the Class and Comp Study. We believe that our detailed explanation of methodology and work tasks clearly distinguishes our approach and comprehensiveness. Our approach is to complete the classification and job evaluation before completing the compensation review. The reasons for this include:

- The description of the work performed and the requirements for that work are, in the minds of the employees and their supervisors, inextricably associated with the “worth of that work” or compensation, which is often a highly emotional issue. Separating the two phases of the study, even though elements of phases may be conducted concurrently, tends to produce more objective classification results.
- The compensation review will be completed when there is a full understanding of the work of the Town, thereby ensuring that the data developed from the labor market and the Town’s classifications is accurate.

Given these parameters, our approach is as follows:



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## PHASE I: CLASSIFICATION STUDY

### **Deliverable A: Meetings with Study Project Team and Management Staff for Initial Documentation Review**

This phase includes identifying the Town’s Study Project Team, contract administrator, and reporting relationships. Our skilled team of Project Managers and Associates will conduct an orientation and briefing session with the Study Project Team to explain process and methodology; create the specific work plan and work schedule; identify subsequent tasks to be accomplished; reaffirm the primary objectives and specific end products; determine deadline dates for satisfactory completion of the overall assignment; determine who will be responsible for coordinating/scheduling communications with employees, management, and the Town Council; and develop a timetable for conducting the same.

Included in this task will be the gathering of written documentation, identifying current incumbents, and assembling current class descriptions, organizational charts, salary schedules, budgets, memoranda of understanding (“MOU”), personnel policies, previous classification and compensation studies if the Town can locate them, and any other relevant documentation to gain a general understanding of Town operations.

Town terminology and methods of current classification and compensation procedures, as well as the written questionnaire instrument for the classification study that will be used in the job analysis phase will be reviewed and agreed to. We will discuss methodology, agree to formats for class descriptions and compensation results, identify appropriate comparator agencies, benchmark classifications, and benefits to be surveyed for compensation survey purposes.

We will respond to any questions that may arise from the various stakeholders.

### **Deliverable B. Orientation Meetings with Employees and Distribution of PDQ**

The Position Description Questionnaire (“PDQ”) will be discussed with the Study Project Team and customized as needed to meet the study objectives prior to distributing copies to employees.

We will facilitate orientation meetings with employees (within the same time frame as the initial project kick-off meeting) and distribute the PDQ to start the classification portion of the study. While these meetings are not mandatory, they form the beginning of the educational process that continues throughout the study. We will discuss the importance of the employees’ involvement in the study and their participation in PDQ completion and job analysis interviews. Project processes will be explained, expectations will be clarified, and elements that are not a part of the study will also be covered. Questions will be answered and a detailed explanation and examples for completing the PDQ will be given.



Each PDQ will be handed out with the incumbent's current class description attached to the questionnaire so the employee can use this as a tool for completing the questionnaire.

#### **Deliverable C. Collection and Review of Position Description Questionnaires**

We provide an electronic version of our questionnaire so that employees can more easily complete it. Employees complete the questionnaire and then send it to their supervisor for review, comment, and signature. Upon receipt of the PDQs in our office, K&A staff will review and analyze the PDQs in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.

#### **Deliverable D. Interviews with Employees, Supervisors, and Management**

Interviews will be scheduled with employees. Because this is a critical step in the information-gathering and educational process, we recommend scheduling interviews with at least a representative sample of employees in each classification that will be included in the study. Typically, we employ the following approach and interview:

- All employees in single-position classifications;
- An adequate sampling of employees in multiple-position classifications; and
- Any employee who requests an interview.

We will offer employees the option to be interviewed in a focus group session with incumbents in the same classification or to request an individual interview if they prefer. We recommend individual interviews only if the employee wants to discuss certain issues (e.g., out of class responsibilities, etc.) in privacy with the consultant.

Interviews will then be held with supervisory and management staff (division managers, department heads, etc.), who will clarify their own responsibilities and/or confirm the information we have received in the interviews with their staff (we allow more time for these interviews). The purpose of the interviews is to clarify and supplement the questionnaire data and to respond to potential perception differences regarding roles, tasks, scope, and supervisory responsibilities. The appropriateness of the following will be assessed:

- Work being completed and relationships of positions to each other within a division/department as well as across the organization; and
- Classification structure and reporting structure.

#### **Deliverable E. Classification Concept and Preliminary Allocation**

Prior to developing detailed class descriptions, our job evaluation will result in a classification concept and employee allocation document that will be submitted to the Town for review and



approval. We will compare changes in business need and operations, as well as any reorganizations, with the established classification system and job families as well as review internal relationships between classifications to define the reasons for, and effects of, the proposed changes.

Our job analysis method is the whole position analysis approach. Objective factors in the whole position classification methodology include:

1. Education, Training, and Certifications/Licenses
2. Required Experience
3. Problem Solving/Ingenuity
4. Attention/Stress (Concentration/Time Pressure & Interruptions)
5. Independence of Action/Responsibility
6. Contacts with Others/Internal/External
7. Supervision Received and/or Given to Others
8. Consequences of Action/Decisions Made on the Job
9. Equipment Used
10. Working Conditions
11. Physical/Mental Demands

Our analysis will include written documentation of our assessment methodology and assessment for each position surveyed.

This document will list broad class concepts and highlight where significant changes may be recommended, such as creating or collapsing class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze potential career ladders and promotional opportunities. We will also review and update established titling guidelines for the studied classifications for appropriate and consistent titling. A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification – upgrade or downgrade, title change, or no change).

After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Study Project Team.

#### **Deliverable F. Draft Class Description Development**

After preliminary approval of the class concepts and allocation lists, new and/or updated class descriptions will be developed for each proposed classification, following the format approved by the Town.

From the review of the PDQs and employee interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary. We will develop new class





specifications if duties, responsibilities, and minimum qualifications have changed significantly, and/or if we recommend new classifications/class levels, and/or if operational changes, business needs, or reorganizations, have occurred.

Following EEO Uniform Guidelines, we will review, analyze, and update, as appropriate, knowledge, skills, abilities, education and experience, position definitions, purpose, distinguishing characteristics, supervision received and exercised, position functions and special requirements including licensing and certification requirements. We will address relevance and hierarchical consistency.

We will review, analyze, and update, as appropriate, knowledge, skills, abilities, education and experience, position definitions, purpose, distinguishing characteristics, supervision received and exercised, position functions and special requirements including licensing and certification requirements. We will address relevance and hierarchical consistency. We will also review and update physical demands based on the most typical job functions of each classification in accordance with the ADA.

Finally, we will review each classification's typical job functions and determine exempt vs. non-exempt status in accordance with "white collar" exemptions under the FLSA.

#### **Deliverable G. Facilitation of Draft Class Description Review and Informal Appeals Support**

A draft copy of the revised/new class description with allocation recommendation will be submitted to the Project Team and subsequently to each manager, supervisor, and employee, to give each stakeholder group an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications. Our experience has been that this is one of the most critical phases of the project (as well as one of the most time-consuming). Our proactive and effective communication process at this crossroad has always avoided formal appeals, adversarial meetings, or major conflicts at the conclusion of our studies.

Each employee whose position was studied will receive a memorandum from us outlining what has been accomplished, how to best review the draft classification specification that will be attached, and how to provide feedback to us. Supervisors and managers receive a copy of their employees' draft class descriptions and will be asked to review their employees' comments and feedback to verify and concur with, or recommend changes to, the information provided.

We will ask employees to submit their written concerns (via their supervisor/manager) to our office. While employees may not always agree with our recommendations, they have a "second chance" to ensure that they have been heard and to continue learning the reasons specific recommendations were made.





Significant employee comments will be reviewed with management prior to making any significant changes to the proposed class plan. These discussions will be by email, telephone, or additional direct personal contact with employees, depending upon the extent of the response.

Allocation and/or class description changes will be made as required and the class specifications will be finalized and submitted for approval. All employees who submitted their comments during the review process will be notified in writing regarding the outcome of their concerns.

#### **Deliverable H. Classification Plan and Draft of Interim Report and Final Report**

A Draft Interim Report of the Classification Study will be completed and submitted to the Study Project Team for review and comment. The report will contain:

- Classification recommendations for each studied position, including documentation regarding study goals and objectives, classification methodology, approach, and process as well as all findings, analysis, and resulting recommendations;
- The recommended allocation list, classification title changes, job family and career ladder/career growth issues, reporting relationships, and other factors will all be included; and
- Classification concepts and guidelines as well as methods used to determine appropriate classification and level, methods for logical progression of movement between classifications, distinguishing characteristics and other pertinent information for implementation and continued maintenance of the recommendations will be detailed.

Once we have received the Town's comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed.

## **PHASE II: TOTAL COMPENSATION STUDY**

#### **Deliverable A. List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected**

During the initial meeting with the Study Project Team, we will discuss and agree to the compensation study factors. We will identify appropriate, logical and defensible comparator agencies that will be included in the external market survey, which will be the foundation of ensuring that the agencies' salaries for the studied classifications are competitively aligned with the external labor market. We will also confirm those classifications that will be surveyed in the market (i.e., benchmark classifications), with the intention of internally aligning the remaining classifications with those that were surveyed. Finally, we will determine the list of benefits that the Town wants to include in the total compensation data gathering process.



## 1. Determination of Comparator Agencies

The selection of comparator agencies is a critical step in the study process. We typically use the following factors to identify appropriate comparators and will receive approval before proceeding with the total compensation survey. Our recommended methodology is that we involve the Town Council, management, Human Resources, and employee representation in the decision-making process of selecting which comparable agencies are included, **PRIOR** to beginning the study. Our experience has shown that this is the most successful approach. The factors that we typically review when selecting and recommending appropriate comparator agencies include:

- **Organizational type and structure** – While various organizations may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each organization is somewhat unique, particularly in regard to its relationship to the citizens it serves and level of service expectation. During this iterative process, the Town's current/ previous list of comparators, if any, and the advantages/disadvantages of including them or others will be discussed.
- **Similarity of population served, Town demographics, Town staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
- **Scope of services provided** – While having an organization that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the *majority* of services are provided in a similar manner, sufficient data should be available for analysis.
- **Labor market** – The reality of today's labor market is that many agencies are in competition for the same pool of qualified employees. Individuals often do not live in the community they serve. Therefore, the geographic labor market area (where the Town may be recruiting from or losing employees to) will be taken into consideration when selecting potential comparator organizations.
- **Cost-of-living** – The price of housing and other cost-of-living related issues are some of the biggest factors in determining labor markets. We will review overall cost-of-living of various geographic areas, median house prices, and median household incomes to determine the appropriateness of various potential comparator agencies.

We typically recommend using ten to twelve (10-12) comparator agencies for all survey benchmarks in order to achieve statistical significance but are flexible and can easily use a different approach based on the Town's preferences. We are more than willing to use the Town's historical list of nine (9) comparator agencies.



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## 2. Determination of Benchmark Classifications

In the same collaborative manner as described in Step 1 above, we will work with the District's stakeholders to select those classifications that will be surveyed.

"Benchmark classes" are ordinarily chosen to reflect a broad spectrum of class levels. In addition, those that are selected normally include classes that are most likely to be found in other similar agencies, and therefore provide a sufficient valid data sample for analysis. Internal relationships will be determined between the benchmarked and non-benchmarked classifications and internal equity alignments will be made for salary recommendation purposes. Due to the fact that the labor market typically yields reliable data, we recommend using approximately 60%-65% of all classifications as benchmarks but we are happy to use a different model. Because the Town has a number of unique services, such as Animal Control, Police, Environmental Services, Housing, etc., we may survey a greater number of benchmarks to ensure that all of the Town's services are represented in the market survey.

## 3. Determination of Salary and Benefits Data to Be Collected

In addition to base salaries, benefit data elements for a total compensation study normally include at least the following (which are generally available to all staff in a specific job classification): Employee Retirement, Retiree Healthcare cost, Health, Dental, Vision, Life, Long-Term Disability, Short-Term Disability, and other insurance coverage, Vacation, Holidays, Sick Leave, Administrative Leave, Deferred Compensation, Auto Allowance, Tuition Reimbursement, and other benefits or special pays (such as longevity, standby) that the District wants to add.

### Deliverable B. Data from Comparators

K&A does not collect market compensation data by merely sending out a written questionnaire. We find that such questionnaires are often delegated to the individual in the department with the least experience in the organization and given a low priority. Our experienced compensation analysts conduct all of the data collection and analysis to ensure validity of the data and quality control. This approach also ensures that we compare job description to job description and not just job titles, therefore ensuring true "matches" of at least 70%, which is the percentage we use to determine whether to include a comparator classification or not. As mentioned above in the Classification methodology, our job analysis method is the whole position analysis approach. Our analysis will include written documentation of our assessment methodology and assessment for each position surveyed.

We typically collect classification descriptions, organization charts, salary schedules, personnel policies, MOUs, and other information via website, by telephone, or by an onsite interview. With



the prior knowledge from the data gathered directly from each comparator agency and our experience in the public sector human resources field, our professional staff makes preliminary “matches” and then schedules appointments by telephone, or sometimes in person, with knowledgeable individuals to answer specific questions. We find that the information collected using these methods has a very high validity rate and allows us to substantiate the data for employees, management, and governing bodies.

### **Deliverable C. Analysis and Preliminary Review of Data**

Data will be entered into spreadsheet format designed for ease of interpretation and use. The information will be presented in a format that will identify the comparator positions used for each classification comparison. Information will be calculated based upon both average and median figures allowing the Town to make informed compensation decisions. Other elements of the compensation survey report are agencies surveyed; comparable class titles; salary range maximum/control point; number of observations; and percent of the Town’s salary range is above/below the market values. In addition, we will include any type of statistical representation and analysis that the Town desires such as 60<sup>th</sup>, 70<sup>th</sup>, or any other percentiles.

Benefits data will be displayed in an easy-to-read format. You will receive three sets of spreadsheets per classification, one with base pay, one with the benefits detail, and one with total compensation statistical data. In addition, we are often asked to collect “other” benefits (as listed in the benefits section above), which we typically report on a separate spreadsheet.

### **Deliverable D. Draft Compensation Findings/Additional Analysis/Study Project Team Meetings**

As part of our transparent approach and communication strategy to ensure organizational buy-in to the study, we share the market survey with the organization. We first distribute our draft findings to the Study Project Team. After their preliminary review, K&A will meet with the Study Project Team and other stakeholders (including management, employees, and Human Resources) to clarify data, to receive requests for reanalysis of certain comparators, and to answer questions and address concerns. This provides an opportunity for the Study Project Team and other stakeholders to review and question any of our recommended benchmark comparator matches. If questions arise, we conduct follow-up analysis to reconfirm our original analysis and/or make corrections as appropriate.

### **Deliverable E. Analysis of Internal Relationships and Alignment**

To determine internal equity for all studied positions, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. Again, we utilize the whole position analysis methodology as described earlier. By reviewing those factors, we will make recommendations



regarding vertical salary differentials between classes in a class series, for example, as well as across departments. This analysis will be integrated with the results of the compensation survey and the Town's existing compensation plan.

The ultimate goal of this critical step in the process is to address any potential internal equity issues and concerns with the current compensation system, including compaction issues between certain classifications. We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system, with pay differentials between levels that allow employees to progress on a clear path of career growth and development. Career ladders will be looked at vertically, as well as horizontally, to reflect the Town's classification structure that was developed during the classification phase of the study.

#### **Deliverable F. Compensation Structure and Implementation Plan**

Depending on data developed as a result of the internal analysis, we will review and make recommendations regarding internal alignment and the salary structure (set of salary ranges, salary differentials, steps within ranges, and/or alternative compensation plans) within which the classes are allocated, based upon the Town's preferred compensation model. In addition, we will develop externally competitive benefit comparisons for all classifications. We will also assist the District in developing a compensation philosophy and practices relative to the surveyed public jurisdictions, if desired. Finally, we will develop a proposed implementation plan based on the study results and recommendations.

We will conduct a competitive pay analysis using the market data gathered to assist in the determination of external pay equity and the recommendation of a new base compensation structure. We will conduct a comparative analysis to illustrate the relationships between current pay practices and the newly determined market conditions and develop solutions to address pay equity issues, analyze the financial impact of addressing pay equity issues, and create a market adjustment implementation strategy supporting Town goals, objectives, and budget considerations. We will develop recommendations covering special compensation issues such as pay for performance, skill pay, special assignment pay, certification pay, and acting assignment pay; as well as salaries above the maximum; seniority; promotions; maintenance of the salary schedules; etc.

Draft recommendations will be discussed with the Study Project Team and management for discussions and decisions on overall pay philosophy and the practicality of acceptance and prior to developing an Interim Report.



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### **Deliverable G. Final Report and Guidelines for Implementation**

Volume II (Draft Interim Report of the Compensation Study) will be completed and submitted to the Study Project Team for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include:

- An executive summary of the compensation study and results;
- A set of all market data spreadsheets;
- A proposed Salary Range Placement document;
- A procedure to address employees whose base pay exceeds the maximum of their newly assigned pay range;
- Discussion of how the compensation program affects employee recruitment and retention efforts;
- Implementation issues and cost projections surrounding our recommendations; and
- A guide for rules, policies and procedures for the Town in implementing, managing and maintaining the compensation system, as appropriate.

Once all of the Town's questions/concerns are addressed and discussed, a Final Classification and Compensation Report will be created and submitted in the Town's preferred format. The Final Report will incorporate any appropriate revisions identified and submitted during the review of the draft report.

### **Deliverable H. Formal Appeals Support**

Should the Town have a formal appeal process regarding the allocation of positions to classifications and of classifications to salary ranges, this proposal does not cover time regarding a formal appeal process. Should our on-site participation be desired, our stated composite hourly rate will be honored. As mentioned above, however, our internal process usually addresses any appeal issues.

### **Deliverable I. Final Presentation**

Our proposal includes multiple meetings and weekly oral and written status/progress updates to the Study Project Team. Regarding the involvement of the Town Council, we recommend at least one initial meeting to identify the comparator agencies to be included in the study, one interim study session (to discuss the initial findings of the compensation study), and one final presentation of our Final Report. Of course, we are flexible regarding having more or less interaction with the Town Council, based on the Town's preferences.



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## PHASE III (OPTIONAL): ORGANIZATIONAL STRUCTURE REVIEW

### Deliverable A. Initial Documentation Review/Meeting with Project Team

This phase includes identifying the key client project team, contract administrator, and reporting relationships. Our team will meet with the Town's team to create the specific work plan and work schedule; reaffirm the primary objectives; determine deadline dates; determine who will be responsible for coordinating/scheduling communications with employees and management; and develop a timetable for conducting the same. Also included will be the gathering of written documentation including assembling the current organizational charts, class descriptions, operational budgets, documentation on current operational practices, information regarding in-house and outsourced/contracted services, and any other relevant documentation. This initial step will also include a discussion of our methodology and the components of the survey instrument that will be used when comparing the Town to other, comparable agencies. We will meet with Town Management to discuss the major elements of the study and which structural areas (organizational, operational, etc.) will be studied. We are flexible regarding the inclusion of employees and/or employee representation and have found that their buy-in throughout the process usually avoids conflict at the end of the study. We will respond to any questions.

### Deliverable B. Determination of Comparator Agencies

The selection of comparator agencies will be done during the compensation study phase of the classification and compensation study and will include the following factors:

- **Organizational type and structure** – While various agencies may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each agency is somewhat unique, particularly in regard to its relationship to the citizens it serves and level of service expectation.
- **Similarity of population served, Town demographics, Town staff, and operational and capital improvement budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of agency/departmental services. They also speak to the diversity of the community that they serve and the common issues that the Town might face to best serve that community.
- **Scope of services provided** – While having an agency that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the *majority* of services are provided in a similar manner, sufficient data should be available for analysis.

We usually find that surveying up to eight (8) agencies will provide sufficient market data, which will be selected from the Town's list of compensation comparators.





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### **Deliverable C. Development of Survey Questionnaires**

The organizational study will contain two major surveys: 1) an analysis of current roles, duties, responsibilities, and processes within the Town's departments and divisions and work units (this will be accomplished with the PDQs that were completed for the classification study), and, 2) a study of organizational and operational best practices of agencies that are comparable.

For the external market survey, we will develop a survey instrument/questionnaire to ensure that the right questions are asked that will include questions regarding organizational structure, ratios of staffing, and other resources to assignments and expected work products and best management practices. It is our recommendation to review the survey instruments/questionnaire in a collaborative manner including management and employees (and/or employee representation, if the Town is open to this approach). Again, the more stakeholder buy-in that can be obtained at the front end regarding the structure and process of the study, the more successful the final outcome of the study will be.

### **Deliverable D. Orientation Meetings with Employees and Distribution of Questionnaires**

This will occur during the classification study.

### **Deliverable E. PDQ Verification and Employee/ Supervisory/Management Focus Groups/ Interviews**

PDQs from the classification study will be revisited for this project Deliverable.

Based on trends identified from PDQs, we will design which types of focus groups will be needed to delve into those trends and obtain more information. The assumption is that some individual employee interviews may be needed to clarify certain information that was contained, or perhaps we found to be missing, in the PDQs. Focus group meetings/interviews will also be held with supervisory and management staff, who will clarify their own responsibilities as well as confirm the information we have received in the focus groups/interviews with their staff. Some focus groups may include both employees and management, depending on what the goal for that particular focus group is.

Interviews will also be conducted with each Town Council member, if desired, to ascertain what their perspectives, goals, and objectives are for the Organizational Study. The goal of the focus groups/interviews and the review of additional documentation is to identify/determine the following:

- Assignments, responsibilities, duties, and tasks;
- Process efficiencies, time spent, and frequency of the above;
- Competencies, knowledge, skills, and abilities required to perform the above;
- Reporting relationships and span of control;





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- Staffing ratios;
  - Available resources, including deficiencies and redundancies; and
  - Equipment, computer and automation technologies used.

#### **Deliverable F. Industry/Market Data Collection**

We conduct all of the data collection and analysis ourselves to ensure validity of the data and quality control. This data collection process will be combined with the compensation survey data collection.

Typically, we collect organizational charts, classification descriptions, employee allocation lists, policies and procedures, performance measurement plans, and other information via websites or in person, by telephone, or email. With this prior knowledge and our experience in the public human resources field, our professional staff will then schedule appointments with knowledgeable individuals to answer specific questions. We find that the information collected using these methods has a very high validity rate and is generally substantiated with management, employees, as well as governing bodies.

The goal of the industry/market survey is to obtain information on the following:

- Organizational structure, reporting relationships, span of control, and staffing levels;
- Operational and customer service requirements;
- Outsourcing and in-sourcing practices per functional area of assignment;
- Resources available, including human, financial, technological resources;
- Computer and automation technologies used to improve operating efficiencies and/or customer service, including an evaluation of existing systems (i.e., pros and cons); and
- Best management practices and standards.

#### **Deliverable G. Data and Trend Analysis**

Surveying up to eight (8) comparator agencies should yield sufficient data and information to identify industry/market trends. Including agencies in the study that are known to be on the cutting edge of providing the highest quality services will uncover trends for best management practices that will be invaluable to the Town. We will analyze the data and trends from the market survey and incorporate those into our recommendations for organizational and operational changes for the Town.

#### **Deliverable H. Development of Recommendations and Implementation Strategy**

Depending on the results of the internal and external assessments, we will develop specific recommendations for organizational and operational changes for the Town.



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Recommendations and implementation strategies will include the following (as appropriate):

- Organizational restructuring, including reassigning reporting relationships, streamlining classification series/progressions, and reorganizing functional areas of assignment;
- Staffing levels, including ratios of staff to workloads as well as ratios of “rank-and-file” staff to supervisory and management staff;
- Outsourcing and in-sourcing opportunities, including areas of assignment at the divisional, functional, and specific task levels;
- Process efficiencies, including redundancies and deficiencies as well as assignments of functions and tasks;
- Equipment and computer and automated technologies: while we are not management information systems or information technology experts, we will report the results of the market survey and identify any trends in this area, including feedback regarding the successfulness of current and/or newly implemented systems used by the comparator agencies; and
- Best management practices, including trends observed in the identified survey market as well as a transition road map from current practices to industry best practices, as appropriate.

It should be noted that the development of recommendations, and implementation strategies in particular, will be as collaborative a process with Town management as the Town wishes. We are most receptive to Town input, especially when it comes to the organizational and operational realities of addressing potential Town deficiencies and implementing organizational changes. Our suggested changes will be prioritized based on importance/urgency, will include suggested timelines for implementation, and will also include an analysis of potential cost impacts associated with the proposed changes for any of the departments, or divisions, or work units. Draft recommendations and implementation plans will be discussed with the management team prior to developing an Interim Report.

#### **Deliverable I. Management Review/Reanalysis and Feedback**

We will share our findings and recommendations with departmental stakeholders before our report, recommendations, and implementation plans are finalized. Our experience has been that this can be one of the most critical phases of the project to ensure that deliverables are vetted through the individuals who are most familiar with departmental operations.

#### **Deliverable J. Preparation of Draft Final and Final Report and Deliverables**

A Draft Interim Report of the Organizational Study will be completed and submitted to the Town for review and comments. The report will provide detailed internal and external survey findings, documentation, and recommendations. The report will include a set of all survey instruments and documentation, data and trend analysis results, as well as recommendations and the implementation issues surrounding our recommendations.



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Once all of the Town questions/concerns are addressed and discussed, a Final Organizational Structure Review Report will be created and submitted in bound format.

#### **Deliverable K. Presentation to the Project Team and/or Town Council**

In addition to ongoing periodic meetings and communication with the Project Team, the Town Manager, management, employees, and other stakeholders throughout the various phases of the study, as well as continuous status reports per email and conference calls, our proposal includes one final presentation to the Town Council.

### **D. FIRM QUALIFICATIONS**

**Koff & Associates (“K&A”)** is a full-spectrum, public-sector human resources and recruitment services firm that was founded in 1984 by Gail Koff; K&A has been assisting cities, counties, special districts, other public agencies, and non-profit organizations with their human resources needs for thirty-five (35) years.

We are a **private California corporation, #2785458**, and our legal name is **Kaneko and Krammer Corp. dba Koff & Associates, Inc.** We were incorporated on September 23, 2005. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, the Sacramento Region, and the western region. We are a California State-certified Small Business Enterprise (#58366), and through the County of Alameda, we are also a locally certified Local, Small Local, and Very Small Local Business Enterprise.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments (including service as the management representative in meet & confer and negotiation meetings), working with City or Town Councils, County Commissions, Boards of Directors, Boards of Supervisors, Boards of Trustees, Merit Boards, and Joint Power Authorities.

The firm’s areas of focus are classification, compensation, and organizational development/assessment studies (approximately 70% of our workload); executive search and staff recruitments; performance management and incentive compensation programs; development of strategic management tools; policy/procedure development and employee handbooks; training and development; public agency consolidations and separations; Human Resources audits; and serving as off-site Human Resources Director for smaller public agencies that need the expertise of a Human Resources Director but do not need a full-time, on-site professional.

Without exception, all of our classification, compensation, and organizational studies have successfully met all of our intended commitments; communications were successful with

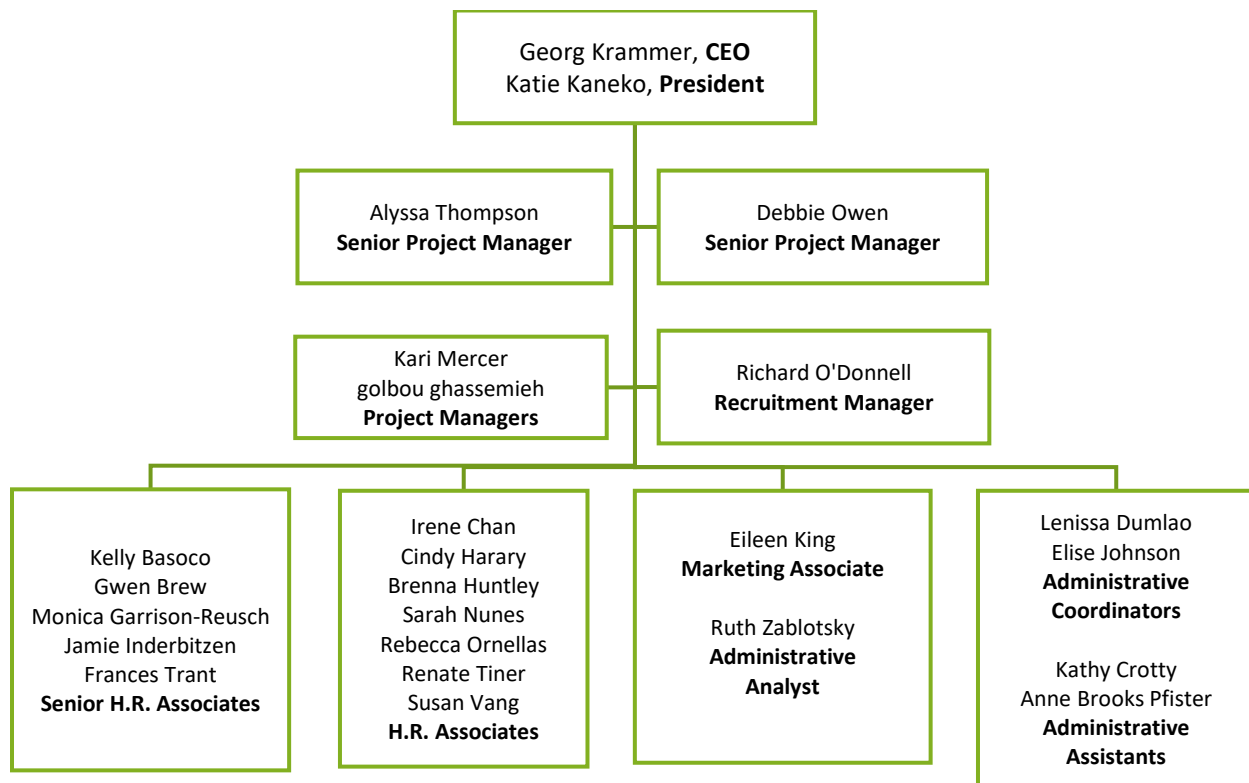


employees, supervisors, management, and union representatives; and we were able to assist each agency in successfully implementing our recommendations. All of our studies were brought to completion within stipulated time limits and proposed budgets.

K&A's long list of clients (<https://koffassociates.com/our-clients/>) is indicative of our firm's reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective recommendations and solutions. K&A has a reputation for being "hands on" with the ability and expertise to implement its ideas and recommendations through completion in both union and non-union environments.

K&A relies on our stellar reputation and the recommendations and referrals of past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that we have not had any formal appeals in our entire history, working with hundreds of public agency clients and completing hundreds of classification and/or compensation, organizational, and other types of studies.

Our entire team consists of twenty-five (25) employees as shown below in our organizational chart.





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## Standing of the Firm

Koff & Associates has been in business in California for 35 years and has always been in good standing, is financially stable, and has no past or pending litigation.

## E. STAFF QUALIFICATIONS

All members of our team have worked on multiple comprehensive classification and total compensation studies and are well acquainted with the wide array of public sector organizational structures, compensation structures, classification plans, as well as the challenges and issues that arise when conducting studies such as this one for the Town.

Following are short biographies of the specific staff who will be assigned to this project (their full résumés may be found in the Appendix):

**Catherine “Katie” Kaneko, C.P.A., P.H.R.**  
**President**

Katie is one of the two principals of Koff & Associates. She brings 25 years of management-level human resources and consulting experience to K&A. She has extensive experience in classification analysis and evaluation techniques, compensation, performance incentive programs, recruitment, and organizational studies.

Armed with her Bachelor of Business Administration degree, and as a CPA (Certified Public Accountant), Katie began her career in an international accounting/consulting firm. She transitioned into Human Resources within the firm to become the Human Resources Director of the San Francisco office. She next moved into the high-tech industry where she served in leadership positions for high-growth companies, startup firms, and organizations in transition. Katie then moved to the public sector, joining K&A in 2003 and has been the firm’s President since 2005; over the last fifteen (15) years, she has overseen hundreds of compensation, classification, organizational and other studies for cities, counties, and special districts throughout California.

Agencies for whom classification and/or compensation studies, or HR Services (such as organizational assessments, executive performance evaluations, etc.) were led by Katie, as Project Director, during the last three (3) years, include, but are not limited to, the following:

- **Cities or Towns:** Albany, Belmont, Benicia, Calistoga, Carmel, Coachella, Crescent City, Cupertino, Danville, Dinuba, Fairfield, Galt, Hayward, Madera, Moraga, Morgan Hill, Newman, Palo Alto, Piedmont, Sacramento, San Pablo, Santa Rosa, Seaside, Sonoma, and Tracy.



- **Counties:** El Dorado, Mendocino, and Merced.
- **State:** California State Compensation Insurance Fund; California State Auditor's Office.
- **Special Districts:** Bay Area Air Quality Management District, California State Auditor's Office, Castro Valley Sanitary District, Central Fire District of Santa Cruz County, Coastsides County Water District, Contra Costa County Employees' Retirement Association, Cosumnes Community Services District, Discovery Bay Community Services District, Dublin San Ramon Services District, East Palo Alto Sanitary District, Encina Waste Water Authority, Fairfield Suisun Sewer District, First 5 Santa Clara, Groveland Community Services District, Hartnell College, Indian Wells Valley Water District, Mendocino Coast Recreation & Park District, Midpeninsula Regional Open Space District, Monterey Regional Water Pollution Control Agency, Mt. View Sanitary District, Municipal Pooling Authority, North Coast County Water District, Northern California Power Agency, Oakland Housing Authority, Public Agency Risk Sharing Authority of California, Rancho Murieta Community Services District, Retirement Office of City of San José, Salinas Union High School District, Salinas Valley Solid Waste Authority, San Francisco County Transportation Authority, Santa Clara Valley Open Space Authority, Santa Clara Valley Water District, Solano Transportation Authority, Sonoma County Open Space District, Southwestern Community College District, Superior Court of San Joaquin County, Travis Unified School District, Vallejo Flood and Wastewater District, West Valley Sanitation District of Santa Clara County, and Zone 7 Water Agency.

Katie will be key personnel and serve as the Co-Project Director for this project; she will coordinate all of K&A's efforts, will attend all meetings with the Town, and will be responsible for all work products and deliverables.

**Debbie Owen, CCP**  
**Senior Project Manager**

Debbie has over twenty (20) years of experience providing classification and compensation consulting services to public sector agencies; she has worked with clients across local government including cities, counties, special districts, and transit agencies. Her project roles include serving in the capacity of either project team member or project manager. Prior to beginning her public sector consulting career, Debbie worked as a Compensation and Benefits Specialist in the private sector for five (5) years.



In 1992, Debbie obtained her certification as a Certified Compensation Professional (“CCP”) from the American Compensation Association (now *WorldatWork*); to ensure current knowledge of compensation and benefits program trends and best practices, she maintains active membership in the *WorldatWork* organization.

Her specialized, diverse experience includes serving as a project team member on classification projects by facilitating employee orientation sessions, conducting employee job evaluation meetings, researching/evaluating classification concepts, analyzing data for employee allocations, developing/revising classification specifications and preparing classification reports. Her compensation experience includes base salary or total compensation survey development, labor market agency research and recommendations, comparable agency job matching, compensation data analysis, salary recommendations and preparing compensation reports. In addition to serving as a team member, Debbie has often served as a project manager, working with clients to evaluate their classification and compensation needs, directing the work of teams to provide high quality deliverables consistent with best practices, presenting study findings to client stakeholders, and addressing feedback from the client.

Since joining K&A, Debbie has worked on the classification and/or compensation studies for the following agencies, either as Co-Project Director or as Sr. Project Manager:

- **Cities:** Campbell; Coachella; El Monte; Murrieta; Redwood City; National City; Newman; Palm Desert; San José; Santa Clara; West Sacramento; and Yreka.
- **Counties:** El Dorado; Fresno; Mendocino; and Trinity.
- **Special Districts:** AC Transit; Beaumont-Cherry Valley Water District; Contra Costa County Employee Retirement System; Eastern Municipal Water District; El Dorado County Transportation Authority; El Dorado Hills Community Services District; Housing Authority of the County of San Bernardino; Housing Authority of Santa Clara County; Leucadia Wastewater District; Livermore Area Recreation and Parks District; Napa Sanitation; Orange County Mosquito and Vector Control District; Port of Oakland; Riverside Community College District; San Francisco Bay Area Water Emergency Transportation Authority; Sonoma County Water Agency; Sweetwater Authority; Trabuco Canyon Water District; Truckee Sanitary District; and Western Municipal Water District.

Debbie will serve as the Co-Project Director for this study; together with Katie, she will coordinate all of K&A’s efforts, and will be responsible for all work products and deliverables. She will provide Senior Project Management support for this project, including classification analysis, interviews with employees and management, compensation analysis, internal job analysis, development of recommendations, and implementation strategies.





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**Alyssa Thompson, Ph. D.**  
**Senior Project Manager**

Alyssa brings with her twelve (12) years of human resources experience in classification and compensation analysis and development, performance management, affirmative action program development, and recruitment. Alyssa also has experience in designing and conducting quantitative and qualitative research studies. Since joining the firm in 2007, Alyssa has led and worked on well over two hundred (200) classification, compensation, organizational assessment/review, and recruitment projects for cities or towns, counties, and special districts, a few of which are:

- **Cities/Towns:** Albany, American Canyon, Anaheim, Bellflower, Claremont, Concord, Danville, Discovery Bay, Fremont, Madera, Monterey, Napa, Oakland, Orange, Palm Desert, Redlands, Sacramento, San Diego, Santa Barbara, Santa Rosa, and Vallejo.
- **Counties:** Bernalillo (New Mexico), Placer, San Joaquin, San Mateo, Tehama, and Tuolumne.
- **Special Districts:** Alameda County Transportation Commission, Berkeley Unified School District, Central Contra Costa Sanitary District, Dublin San Ramon Services District, East Bay Municipal Utility District, Encina Wastewater Authority, Foothill-DeAnza Community College District, Habeas Corpus Resource Center, Hayward Area Recreation and Park District, Housing Authority of the County of Alameda, Housing Authority of the County of San Bernardino, Marin Transit District, Metropolitan Transportation Commission, Midpeninsula Regional Open Space District, Mid-Peninsula Water District, Mount San Antonio College, Northern California Power Agency, Oakland Housing Authority, Orange County Sanitation District, Riverside County Transportation Commission, SACOG (Sacramento Area Council of Governments), Sacramento Metropolitan Fire District, San Diego Housing Commission, Santa Clara County Housing Authority, Santa Clara Valley Water District, South Coast Water District, Superior Court of California-County of Orange, Vallejo Flood and Wastewater District, Western Riverside Council of Governments, and Zone 7 Water District.

She earned a Bachelor's degree in Psychology with a minor in Sociology-Organizational Studies from the University of California, Davis, and a Ph.D. in Organizational Psychology from Alliant International University.

Together with Katie Kaneko, Alyssa will serve as the Co-Project Director for the organizational structure review project if the Town selects this additional option; she will help coordinate all of K&A's efforts, will attend all meetings with the Town, and will be responsible for work products and deliverables.





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**Monica Garrison-Reusch, B.A., M.B.A.**  
**Senior H.R. Associate**

Monica has over thirteen (13) years of human resource program experience, all of which have been spent serving as either a team consultant or project manager on projects working with public sector agencies. Monica's primary professional focus over the last several years has been on classification and compensation practices.

Prior to joining K&A, Monica performed classification and compensation consulting services as either a team member or project manager on varied projects including large scale studies done for the Counties of Madera, Sacramento, Bernalillo (in New Mexico), and the California State Department of Personnel Administration. Monica also developed and served as a Co-Trainer for a two-day course on Classification and Compensation.

Monica's depth of experience allows her to provide a broad range of human resources services to public agencies. She specializes in compensation projects focusing on both base salary and total compensation analysis studies. Monica has also worked on project teams conducting classification studies and organizational analysis, including performing the full range of classification analysis and conducting in-depth survey and analysis of organizational structures and past organizational practices.

Since joining K&A, Monica has worked on studies for the following clients:

- **Cities:** Cotati, Crescent City, Pleasant Hill, Sacramento, and Vallejo.
- **Counties:** El Dorado, Mendocino, and Trinity.
- **State:** California State Auditor's Office.
- **Special Districts:** AC Transit, Cosumnes Community Services District, EBMUD (East Bay Municipal Utility District), Eastern Municipal Water District, El Dorado County Transit Authority, First 5 Contra Costa County, First 5 Santa Clara County, Hayward Area Recreation and Park District, Livermore Amador Valley Transit Authority, Mojave Water Agency, North Tahoe Public Utility District, Orange County Transportation Authority, State Water Contractors, and Trabuco Canyon Water District.

She earned an MBA with an emphasis in Marketing at Golden Gate University and a Bachelor of Science in Business Administration from the University of Southern California.

Monica will provide Senior H.R. Associate support for the Class and Comp Study, including classification analysis, interviews with employees and management, compensation analysis, internal job analysis, development of recommendations, and implementation strategies.



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**Jamie Inderbitzen, HRAC, CCC, PCM**  
**Senior H.R. Associate**

Jamie has over twelve (12) years of human resource program experience, most of which have been spent serving as either a team consultant or project manager working for the State of California Department of Human Resources. Her primary professional focus over the last several years has been on classification and compensation practices.

Prior to joining K&A, she performed classification and compensation consulting services to the California Department of Veterans Affairs, California Department of Transportation, California Department of Consumer Affairs, Department of State Hospitals, and Department of Developmental Services, to name a few. She served as project manager on various projects including the State of California's Classification Abolishment and Consolidation project. During her tenure as a public sector employee, Jamie also gained experience in labor relations, policies and procedures administration, recruitment activities and performance management. Jamie served as a statewide trainer and was charged with the development and delivery of various training courses related to Classification and Compensation, such as Position Allocation and Duty Statement Writing. She has also taught workshops on Business Process Improvement.

Given her professional experience, education and training, Jamie consistently provides accurate, analytical, and professional results that are utilized by her clients in making decisions that provide short and long-term solutions as well as help meet organizational goals.

Since joining K&A, Jamie has worked on studies for the following clients:

- **Cities:** Anaheim, East Palo Alto, and Pleasant Hill
- **Special Districts:** Central Marin Sanitary Agency, Housing Authority of San Luis Obispo, and Sacramento Regional Transit District.

Jamie has a Human Resources Academy Certificate (HRAC) from California State University, Sacramento, and a Classification and Compensation Credential (CCC) from the California Department of Human Resources. In addition, she holds certifications as a Paralegal, Life Coach, and certified Prosci Change Manager (PCM).

Jamie will provide Senior H.R. Associate support for this project, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.



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**Brenna Huntley, M.S.**

**H.R. Associate**

Prior to joining the K&A team in early 2017, Brenna worked in human services and education to connect people with the services and information most important to them. Her transition into human resources consulting allows her to continue this trend, focusing on classification and compensation studies to deliver sound market data and recommendations to clients. In addition to her professional pursuits, Brenna has spent several years conducting research studies in academic laboratories, investigating questions surrounding leadership effectiveness, organizational culture, and employee selection. Since joining K&A, Brenna has worked on classification and/or compensation studies for the following agencies:

- **Cities/Towns:** Belmont, Cupertino, Los Altos Hills, Milpitas, Moraga, Mt. Shasta, Palm Desert, Pleasant Hill, Redlands, Redwood City, San Bruno, Santa Cruz, and Vallejo.
- **Special Districts:** Alameda Housing Authority, Costa Mesa Sanitary District, Dublin San Ramon Services District, Encina Wastewater Authority, Foothill-DeAnza Community College District, Habeas Corpus Resources Center, Las Gallinas Valley Sanitary District, Leucadia Wastewater Authority, Marina Coast Water District, Midpeninsula Regional Open Space District, Mid-Peninsula Water District, Rancho Murieta Community Services District, Riverside County Transportation Commission, SACOG (Sacramento Area Council of Governments), Santa Clara County Housing Authority, and Santa Clarita Valley Water Agency.

Brenna earned her B.A. degree in Psychology from San Diego State University, and her M.S. degree in Industrial/Organizational Psychology from San Francisco State University.

She will provide H.R. Associate support throughout this effort for the County, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies. She will also work under the direction of Katie Kaneko and Alyssa Thompson on the Organizational Structure Review if this option is selected by the town.

**Susan Vang, B.S.**

**H.R. Associate**

Susan has over five (5) years of human resources consulting experience in classification and compensation, recruitment and selection, and employment testing for the public sector.



Susan has experience providing technical support on a variety of classification and compensation projects including City of El Segundo, Counties of Sonoma, Lake, and Madera. In addition, Susan worked on the Merit System Services (MSS) contract with the California Department of Human Resources, providing recruitment and selection support to twenty-seven (27) California County Departments of Social Services and Child Support Services.

Since joining K&A, Susan has worked on studies for the following:

- **Cities:** El Monte, Los Altos (Police Officers Association), Morgan Hill, Mount Shasta, Oakland, Piedmont, Santa Barbara, Santa Cruz, Santa Rosa, and Vallejo.
- **Special Districts:** Calaveras County Water District, California Association of Sanitation Agencies (CASA), College of the Sequoias, Dublin San Ramon Services District, Eastern Municipal Water District, Foothill-DeAnza Community College District, Hartnell Community College, Long Beach Transit, Marin County Transit District, MTC (Metropolitan Transportation Commission), Riverside Community College District, Santa Clara Valley Water District, Southwestern Community College District, Vallejo Flood and Wastewater District, and Zone 7 Water Agency.

A Northern California native, Susan earned her B.S. degree in molecular environmental biology from the University of California, Berkeley.

Susan will provide H.R. Associate support for this project, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

#### **Renate Tiner, B.Sc.**

##### **H.R. Associate**

Renate's professional qualifications include five (5) years of both non-profit and private sector Human Resources experience. Starting in Human Resources administration and rising into Human Resources management, she gained experience in full-cycle recruitment, orientation and on-boarding, Health and Safety, Worker's Compensation, licensing and accreditation, policy development, and general Human Resources administration. Since joining Koff & Associates in 2017, Renate has assisted with some of the firm's proposal development and has worked on Classification and Compensation Studies for the following agencies:

- **Cities/Towns:** Bellflower, Concord, El Monte, Los Altos, and West Sacramento.
- **Special Districts:** Eastern Municipal Water District, Foothill DeAnza Community College District, Groveland Community Services District, Metropolitan Transportation Commission, Riverside Community College District, and San Joaquin County Superior Court.



Renate earned her B.Sc. degree in Psychology from the University of Northern British Columbia, in Prince George BC, Canada. She was a Canadian Human Resource Professional (CHRP) Candidate before moving to the United States.

She will provide H.R. Associate support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

**Rebecca Ornellas, M.S.**

**H.R. Associate**

Rebecca has nearly five (5) years of non-profit and public-sector work experience. She has two (2) years of experience working in Human Resources for the U.S. Office of Personnel Management and the City and County of San Francisco. Her work experience includes job analysis, recruitment and selection, competency modeling, and data analytics. In addition to her professional pursuits, Rebecca has spent several years conducting research studies in academic laboratories, investigating questions surrounding organizational culture and employee selection.

Since joining K&A on November 1, 2018, Rebecca has been working on the following classification and/or compensation project:

- **Cities:** Bellflower, Manteca, and West Sacramento.
- **Counties:** Yuba.
- **Special Districts:** Oakwood Lake Water District, Salinas Union High School District.

Rebecca earned her B.A. degree in Psychology from University of the Pacific, and her M.S. degree in Industrial/Organizational Psychology from San Francisco State University.

She will provide H.R. Associate support throughout this effort for the Town, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.



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## **F.SUBCONTRACTOR QUALIFICATIONS**

No subcontractors will be assigned to any part of this project.



## G. REFERENCES

Agency & Project	Contact
<b>City of Citrus Heights</b> (population: 83,301)  Compensation Study, completed 2017.  <b>Cost: \$20,160</b>	<b>Ms. Sharon Neilson</b> Sr. Management Analyst (916) 727-4957 6360 Fountain Sq. Dr. Citrus Heights, CA 95621 <a href="mailto:sneilson@citrusheights.net">sneilson@citrusheights.net</a>
<b>City of Galt</b> (population: 25,633)  Classification and Compensation Study, completed 2017.  <b>Cost: \$76,440</b>	<b>Mr. Eugene Palazzo</b> City Manager (209) 366-7100 380 Civic Drive Galt, CA 95632 <a href="mailto:epalazzo@ci.galt.ca.us">epalazzo@ci.galt.ca.us</a>
<b>City of Piedmont</b> (population: 11,082)  Classification Study, completed 2018.  Citywide Class & Compensation Study, completed 2017.  Classification & Compensation Study, completed 2016.  Reclassification Study (not Citywide), completed 2014. <b>(Cost: \$12,980)</b>  Total Compensation Study, completed 2008.	<b>Ms. Stacy Jennings</b> HR Administrator (510) 420-3047 120 Vista Avenue Piedmont, CA 94611 <a href="mailto:sjennings@piedmont.ca.gov">sjennings@piedmont.ca.gov</a>
<b>City of Pleasant Hill</b> (population: 34,987)  Classification Studies (3 positions), completed 2018.  H.R. <u>Organizational Study</u> , completed 2016.  Police Compensation Study, completed 2016.  Classification Study, completed 2015.  Total Compensation Study, completed 2015.	<b>Ms. Ericka Mitchell</b> Human Resources Manager (925) 671-5277 100 Gregory Lane Pleasant Hill, CA 94523 <a href="mailto:emitchell@pleasanthillca.org">emitchell@pleasanthillca.org</a>
<b>City of Sacramento</b> (population: 501,901)  Multiple Classification and Compensation studies, 2009 – 2017.	<b>Ms. Christen Snyder</b> Administrative Analyst (916) 808-3148 951 “I” St., First Floor



Classification and Total Compensation Study Proposal  
& Optional Organizational Structure Review

Town of Paradise

	Sacramento, CA 95814 <a href="mailto:csnyder@cityofsacramento.org">csnyder@cityofsacramento.org</a>
<b>City of Sonora</b> (population: 4,823)  Classification and Compensation Study, completed 2017.  <b>Cost: \$38,800</b>	<b>Mr. Tim Miller</b> City Manager (209) 532-6331 94 Washington Street Sonora, CA 95370 <a href="mailto:tmiller@sonoraca.com">tmiller@sonoraca.com</a>
<b>County of El Dorado</b> (population: 188,987)  Countywide Classification and Compensation Study, completed 2017.  <b>Cost: \$377,545</b>	<b>Ms. Tameka Usher</b> Director of Human Resources (530) 621-6553 330 Fair Lane Placerville, CA 95667 <a href="mailto:tameka.usher@edcgov.us">tameka.usher@edcgov.us</a>
<b>Alameda County Water District</b>  <u>Organizational Review</u> , Phase I, started and completed in 2015. <b>Cost: \$25,280</b>  Phase II, started and completed in 2016. <b>Cost: \$34,720</b>  <i>Analysis of staffing levels, organizational structure, operational efficiencies, and skills gap, to ensure that the District can meet current and future customer service demands and service delivery expectations.</i>	<b>Mr. Robert Shaver</b> General Manager (510) 668-4211 43885 S. Grimmer Blvd. Fremont, CA 94538 <a href="mailto:Robert.Shaver@acwd.com">Robert.Shaver@acwd.com</a>
<b>City of Redlands</b>  <u>Organizational Review</u> of Utilities Dept., completed 2018.  <i>Evaluation of staffing levels and organization structure to ensure operational effectiveness; review and modify classification specifications; identify best management practices related to utilities services in other comparable organizations and make recommendations.</i>  <b>Cost: \$23,625</b>	<b>Mr. Paul Toor</b> Director, Municipal Utilities & Engineering (909) 798-7698 35 Cajon Street, Suite 15-A Redlands, CA 92373 <a href="mailto:ptoor@cityofredlands.org">ptoor@cityofredlands.org</a>
<b>Sweetwater Authority</b>  <u>Organizational and Staffing Analysis</u> , and Classification & Compensation Study, completed 2016.	<b>Ms. Dina Yorba</b> Administrative Services Director (619) 420-1413 505 Garrett Avenue





Classification and Total Compensation Study Proposal  
& Optional Organizational Structure Rreview

Town of Paradise

<p><i>This project included a comprehensive organizational assessment, including best management practices market survey.</i></p> <p><b>Total Cost for all three combined studies: \$111,780</b></p>	<p>Chula Vista, CA 91910 <a href="mailto:dyorba@sweetwater.org">dyorba@sweetwater.org</a></p>
<p><b>Zone 7 Water Agency</b></p> <p><u>Organizational Assessment</u> with Succession Planning, started in November 2016, completed 2017.</p> <p><i>This effort included a job classification study, staffing and workforce analysis, and succession planning.</i></p> <p><b>Cost: \$97,680</b></p>	<p><b>Mr. Osborn Solitei</b> Assistant General Manager (925) 454-5043 100 North Canyons Parkway Livermore, CA 94551 <a href="mailto:osolitei@zone7water.com">osolitei@zone7water.com</a></p>



## H. COST PROPOSALS

We have often found our process requires a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with management, governing body, and staff. The time we commit to working with the employees (orientations and briefings, meetings with employees via personal interviews, informal appeal process, etc.) results in significantly greater buy-in throughout the process and no formal appeals at the end of the study.

In fact, our firm has never had a formal appeal to any of our studies in our 35 years in business. It has been our experience that the money and time invested in stakeholder communication throughout the study are money and time saved during implementation. Numerous times our firm has been hired after an agency has gone through an unsuccessful study whose results were rejected or appealed and whose implementation was very controversial. The result was a divided organization with hostility and animosity between employees/employee representation and management. Whenever our firm was hired after such an unfortunate experience, study stakeholders were amazed at our open and all-inclusive process, our efforts to elicit equal stakeholder input, and our development of recommendations that were accepted as fair and reasonable and understood by management, employees, and the governing body. Our success rate is also attributable to the fact that we have 35 years of experience working with employees of all types of backgrounds, educational levels, and work experiences, and we are accustomed to successfully communicating with and educating them throughout the process. It is imperative that all employees eventually buy into the study results and recommendations, whether they have been through a process like this before or whether this is the first time for them.

Our clients always provide feedback that our process was professional, comprehensive, understandable, timely, and inclusive. Employees, although not necessarily always happy with our recommendations, have always indicated that we listened to their issues and concerns and were available for discussion, as required. Although time consuming, we also drive the process to ensure that timelines are met and schedules are maintained.

Deliverables	Phase I: Classification Study	Hours
A.	Meetings with Study Project Team and Management Staff for Initial Documentation Review	8
B.	Orientation Meetings with Employees and Distribution of PDQs	8
C.	Collection and Review of PDQs <i>Assumes 1 PDQ per classification, plus 20% of employees submitting individual PDQs (for a total of approximately 60-65 PDQs)</i>	24
D.	Interviews with Employees, Supervisors, and Management <i>Assumes 1 interview per classification plus 20% of employees having individual interviews (for a total of approximately 60-65 interviews)</i>	50



## Classification and Total Compensation Study Proposal & Optional Organizational Structure Review

Town of Paradise

E.	Classification Concept & Preliminary Allocation	24
F.	Draft Class Description Development ( <i>per the City, 3 of the 45 classifications were recently updated and are not expected to require much, if any, changes; therefore, our hours are based on developing/updating up to 42 classifications only and some formatting that may need to occur for the additional 3</i> )	112
G.	Facilitation of Draft Class Description Review and Informal Appeals Support	24
H.	Classification Plan and Draft of Interim Report and Final Report	16
	<b>Total Professional Hours -- Classification</b>	<b>266</b>
	Combined professional and clerical composite rate: <b>\$134/Hour</b>	<b>\$ 35,644</b>
<b>Deliverables</b>	<b>Phase II: Total Compensation Study</b>	<b>Hours</b>
A.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected ( <i>assumes the list of 9 comparators the City provided will be used and no comparator analysis will be necessary</i> )	2
B.	Data from Comparators <i>Up to 32 benchmarks, 9 comparators, total comp (salary + benefits)</i>	65
C.	Analysis and Preliminary Review of Data <i>Up to 32 benchmarks, 9 comparators, total comp (salary + benefits)</i>	30
D.	Draft Compensation Findings/Additional Analysis/Study Project Team Meetings	25
E.	Analysis of Internal Relationships and Alignment	8
F.	Compensation Structure and Implementation Plan	8
G.	Final Report and Guidelines for Implementation	16
H.	Formal Appeals Support *	0
I.	Final Presentation	8
	<i>Anticipated hours for additional unscheduled meetings and phone calls</i>	8
	<b>Total Professional Hours -- Compensation</b>	<b>170</b>
	Combined professional and clerical composite rate: <b>\$134/Hour</b>	<b>\$ 22,780</b>
	Expenses <b>are included</b> in our combined composite rate:	<b>N/A</b>
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, fax, supplies, postage, travel expenses, per diem, etc.</i>	
	<b>TOTAL NOT-TO-EXCEED COST FOR CLASS &amp; COMP STUDY PROJECT:</b>	<b>\$ 58,424</b>
	*Additional consulting will be honored at composite rate ( <b>\$134/Hour</b> )	



## Classification and Total Compensation Study Proposal & Optional Organizational Structure Review

Town of Paradise

Deliverables	Phase III: Organizational Structure Review	Hours
A.	Initial Documentation Review/Meeting with Project Team	5
B.	Determination of Comparator Agencies (8-10)	1
C.	Development of Survey Questionnaires	8
D.	Orientation Meetings with Employees and Distribution of Survey Questionnaires	0
E.	PDQ Verification and Employee/Supervisory/Management Focus Groups/Interviews	25
F.	Industry/Market Data Collection	32
G.	Data and Trend Analysis	12
H.	Development of Recommendations and Implementation Strategies	24
I.	Management Review/Reanalysis and Feedback	12
J.	Preparation of Draft Final and Final Report and Deliverables	16
K.	Presentation to the Project Team and/or Town Council	4
	Additional meetings with the Project Team, and Town Management	5
	<b>Total Professional Hours</b>	<b>144</b>
	Combined composite rate: <b>\$134/Hour</b>	<b>\$19,296</b>
	<b>Expenses (included in our composite hourly rate):</b>	<b>N/A</b>
	<i>Expenses include but are not limited to duplicating and binding documents and reports, phone, supplies, postage, mileage, etc.</i>	
	<b>TOTAL NOT TO EXCEED COST FOR OPTIONAL ORGANIZATIONAL REVIEW PROJECT:</b>	<b>\$19,296</b>
	*Additional consulting will be honored at composite rate of \$134/hour	

**If the Town chooses to do the Class/Comp Study as well as the Optional Organizational Review, the grand total will be \$77,720.**



Classification and Total Compensation Study Proposal  
& Optional Organizational Structure Review

Town of Paradise

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**I.ADDITIONAL REQUIREMENTS (Attachments A & B)**

REQUEST FOR PROPOSALS - Salary & Benefits Survey with optional Organizational Structure Review

**ATTACHMENT A**

**PROPOSAL CERTIFICATION**

Proposers Signature:  Date: 2.27.19

By signing above, I Certify that I have carefully read and fully understand the information contained in this RFQ and any addenda thereto; and that I have the capability to successfully undertake and complete the responsibilities and obligations of the Proposal being submitted and have the authority to sign the proposal on behalf of my firm.

BY (Printed): GEORG S. KRAMER

TITLE: CEO

COMPANY: Koff & Associates

ADDRESS: 2835 Seventh St., Berkeley CA 94710

TELEPHONE: 510-658-5633

EMAIL: gkramer@koffassociates.com



## Classification and Total Compensation Study Proposal & Optional Organizational Structure Review

Town of Paradise

REQUEST FOR PROPOSALS - Salary & Benefits Survey with optional Organizational Structure Review

### ATTACHMENT B COST PROPOSAL FORM

#### FOR CLASSIFICATION AND COMPENSATION STUDY

(Consulting Firm) agrees to provide the Town of Paradise with professional consulting services and we will provide the following:

Maximum Total Project \$ 64,186

#### FOR OPTIONAL ORGANIZATIONAL STRUCTURE STUDY

(Consulting Firm) agrees to provide the Town of Paradise with professional consulting services and we will provide the following:

Maximum Total Project \$ 19,296

Along with this proposal we have included the information listed on page 10 of this Request for Proposal. By submitting a proposal, and if awarded the RFQ, the firm agrees to enter into a Professional Services Agreement which the content shall be agreed upon by both parties. The firm's proposal shall not be revocable for 90 days following the response deadline indicated in the RFQ.

Georg S. Krammer  
Signature

2.27.19  
Date

GEORG S. KRAMMER  
Printed Name

CEO  
Title

#### Individual Authorized to Commit Respondent

Name: GEORG S. KRAMMER

Title: CEO

Telephone Number: 510-658-5633

Email Address: gkrammer@koffassociates.com

Consulting Firm's Mailing Address: 2835 Seventh St., Berkeley, CA 94710

Telephone Number: 510-658-5633

Website: www.koffassociates.com

#### Official Contact(s) Regarding All Matters Concerning Proposal

Name: GEORG S. KRAMMER

Title: CEO

Page 1 of 1

ATTACHMENT B – COST PROPOSAL FORM



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## Contractual Requirements

We will be pleased to sign the Town's Professional Services Agreement for a Classification and Compensation Study (and optional Organizational Review).

**Note:** please add the following language to your professional services agreement should we receive the award for this project.

*Koff & Associates requests that our Clients pay K&A 20% of project cost at commencement of project. Following the initial 20% commencement payment, all billable time shall be billed monthly in arrears (i.e., invoices are submitted by K&A to client in the month following the month in which services were rendered). Upon completion of the scope of work, the balance of the agreed-to amount will be billed.*

*Our regular terms are Net 30.*

*Client shall pay K&A for its fees and reimbursable expenses (if applicable) within thirty (30) days following the date of receipt of each applicable invoice. If Client contests or questions any invoice, it agrees to raise any questions with management of K&A within such 30-day period. Late fees in the amount of 2% of invoice amount will accrue if current invoice is not paid within 30 days of payment due date of that invoice. If late fees are not paid, they will carry forward to next invoice.*

If necessary, we are flexible about negotiating other terms with the Town.

**Please also note:** We respectfully request that the following clause also be incorporated into your contract or agreement with K&A:

*Except with the written consent of Georg Krammer or Katie Kaneko, CEO and President respectively of Koff & Associates, which consent may be given or withheld in their sole discretion, Client agrees that during the term of this Agreement and for a period ending one year thereafter (the "Time Period") Client will not solicit services from or hire any K&A employee or contractor (each, a "Team Member") with whom Client has had contact pursuant to the services provided to Client under this Agreement. Client specifically acknowledges that K&A recruits, trains, and contracts with Team Members and that such efforts are costly and time-consuming. As such, it is understood that should Client hire a Team Member during the Time Period for any reason without the required consent, Client agrees to pay a placement fee (paid at the time of placement) of 30% of Team Member's first year's total compensation which accurately reflects a reasonable estimate of K&A's time and costs attendant to its recruitment, hiring, retention, and management of Team Members.*



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### Insurance Acknowledgement

We will submit and support the levels of coverage and endorse the Town of Paradise with our General Liability coverage upon award of a contract for the project.

Workers' Compensation:	Statutory Limits
Commercial General Liability:	\$2,000,000 per occurrence
Professional Liability (Errors & Omissions):	\$1,000,000 per occurrence
Automobile Insurance:	\$1,000,000 per occurrence

Our insurance broker is Ms. Eileen Hollander, Sr. Account Manager/Commercial Lines, Integro Insurance Brokers, 2300 Contra Costa Blvd., Suite 375, Pleasant Hill, CA 94523.





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## Signature Page

Koff & Associates intends to adhere to all of the provisions described above.

This proposal is valid for ninety (90) days.

Respectfully submitted,

By: KOFF & ASSOCIATES  
State of California

Georg S. Krammer  
Chief Executive Officer

February 28, 2019

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## **APPENDIX**

### **Résumés of Participating Staff**

Katie Kaneko  
Debbie Owen  
Alyssa Thompson  
Monica Garrison Reusch  
Jamie Inderbitzen  
Brenna Huntley  
Susan Vang  
Renate Tiner  
Rebecca Ornellas

## **SUMMARY**

President of Koff & Associates, with experience in managing the planning, development, implementation, and administration of compensation programs, including stock plans, benefits administration, variable pay programs, performance management and employee development, strategic planning, and policy development.

## **KEY ACHIEVEMENTS AND HIGHLIGHTS**

Evaluated, designed, and implemented various compensation structures for public agencies and private companies, which accomplished organization goals of attracting and retaining key talent, controlling costs, and ease of administration. Managed and developed organization-wide classification systems. Designed and implemented incentive and variable pay programs. Designed performance appraisal systems. Integrated career management programs with compensation, reward and recognition, promotion, transfer, and training strategies, processes, and procedures. Conducted organizational assessments for numerous public agencies. Developed strategic business plans. Developed and implemented multiple training programs.

## **PROFESSIONAL EXPERIENCE**

### ***Koff & Associates, Berkeley, CA***

#### **Associate and Senior Project Manager, 2003-2005**

#### **President, 2005-Present**

- Serve as project director in conducting hundreds of classification, compensation, and organizational studies; provide strategic planning services for agencies; provide offsite human resource function; recruit executive level positions for special districts, courts, counties, cities and other statewide and local agencies.
- Develop complex, detailed proposals for cities, counties, courts, and special districts, such as housing, school, healthcare, air quality, vector control, transportation, water, superior courts, and wastewater agencies to provide professional Human Resources consulting services.
- Represent Koff & Associates with clients, write and approve final project reports and lead presentations in front of City Councils, Boards of Commissioners, Boards of Supervisors, Boards of Directors, and other governing bodies.
- Manage and develop staff of project managers, data specialists, firm consultants, marketing and administrative analysts.
- Grew company from serving approximately 100 clients to 600 clients and grew staff from 4 to 26 in period of fifteen years.
- Contributed to and maintained 100% successful implementation rate of studies performed for clients.

### ***Xpedior, San Francisco, CA***

#### **Human Resources Director, 1997-2000**

- Managed acquired companies to the Xpedior culture. Audited human resources practices of acquired companies and provided training and guidance to management. Ensured compliance with organization policies and procedures.
- Oversaw conversion to IPO environment in terms of the impact on human resources functions.
- Managed all human resources programs, including organization development, recruitment and selection, labor law compliance, classification and compensation, benefits administration, employee relations, training and development, and safety programs.

***SEGA of America, Redwood City, CA***

**Human Resources Generalist, 1993-1996**

**Compensation Manager, 1996-1997**

- Managed compensation function for over 1,000 employees. Evaluated, designed, and implemented broadband compensation structure which accomplished corporate goals of controlling costs, attracting and retaining key talent, and ease of administration. Developed and conducted the manager and employee training/communications program for new broadband system.
- Managed the production of over 250 job descriptions for the entire organization.
- Designed new corporate incentive plans for Research and Development and Sales divisions.
- Functioned as project lead for conversion and installation of new HRIS system.
- Obtained and compiled high-tech market data to support the organization's competitive advantage in a cutting edge industry.
- Managed the human resources function for the U.S. satellite software development divisions and companies (over 450+ employees).
- Consulted with managers and employees on organization development, conflict resolution, performance management, discipline, termination, and other employee relations issues.
- Assimilated acquired companies to the SEGA culture. Audited human resources practices of acquired companies and provided training and guidance to management. Ensured compliance with organization policies and procedures.

***TPA Company, San Francisco, CA***

**Human Resources Manager/Financial Controller, 1992-1993**

- Managed human resources function. Evaluated and implemented new policies and procedures to strengthen organization structure. Supervised and maintained financial accounting operations. Position encompassed diverse responsibilities in a high-pressure, fast paced environment.

***BDO Seidman, CPA's and Consultants, San Francisco, CA***

***Laventhol & Horwath, CPA's and Consultants, San Francisco, CA***

**Human Resources Director, 1986-1992**

- Managed human resources, organization development, employment, labor law, compensation, benefits administration, affirmative action, employee relations, and safety programs.

**EDUCATION & CERTIFICATIONS**

**BS** – Business Administration: California State University, Hayward

**CPA** – Certified Professional Accountant

**PHR** – Professional Human Resource Certificate

**PROFESSIONAL AFFILIATIONS**

- California Public Employer Labor Relations Association
- National Public Employer Labor Relations Association
- Public Employer Labor Relations Association of California
- International Public Management Association
- Society of Human Resource Management
- Northern California Human Resource Association
- California Chamber of Commerce

## KEY ACHIEVEMENTS AND HIGHLIGHTS

- Classification and compensation practitioner/team member providing classification and compensation services to public sector agencies; extensive analytical experience in classification, compensation, and technical report writing.
  - Specific areas of expertise include job classification and total compensation (base salary and benefits) program review, analysis, design, development and implementation.
- Experienced project manager serving public sector clients on a wide range of classification and compensation studies by working with client stakeholders, directing the work of project teams to ensure high quality study deliverables, and preparing/delivering study presentations to client stakeholders.
- Certified Compensation Professional (CCP) status attained in 1992 with continued membership in *WorldatWork*.

## PROFESSIONAL EXPERIENCE

### **Koff and Associates, Berkeley, CA**

#### **Senior Project Manager – September 2015**

- Project team member providing classification, compensation analysis and technical report development support for classification and base salary/total compensation studies.
- Compensation related duties include conducting salary surveys; compensation and benefits data analysis and reporting; conducting external market and internal equity analyses; preparing salary recommendations, and writing technical reports.
- Classification related duties include conducting job evaluation meetings, determining classification concepts, preparing allocation recommendations, developing/revising classification specifications and writing technical reports.

### **CPS Human Resource Consulting Services**

#### **May, 2003 - June, 2015**

- Technical Specialist Classification and Compensation
- Practice Leader
- Manager, Retention and Deployment Services
- Principal Consultant
- Project Consultant/Senior Consultant

Multiple roles within the organization, with focus on serving as a team member or project manager responsible for providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Projects included large and complex base salary and total compensation survey data reporting, as well as job evaluation/classification studies involving multiple classifications and employees.

- Project team consultant responsibilities:
  - Compensation - conducting salary surveys for large and small compensation studies; study tasks included labor market selection; survey development; compensation and benefits data analysis and reporting; internal equity alignment; and developing salary recommendations and compensation reports.
  - Classification - conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification purposes; developing classification structures; preparing classification specifications for a broad and diverse range of jobs; and developing classification reports.
- Project management responsibilities include strategic planning in the development of project scope and budget; managing the work of professional consulting staff assigned to projects; preparing for, and conducting, client meetings and presentations for stakeholders including employees, bargaining unit representatives, management and governing boards; ensuring that project staff are properly deployed based upon tasks to be completed and individual skillsets; and confirming that all study analyses, reports and other deliverables are of high quality and aligned with professional standards
- Serving as a technical expert in classification and compensation, acting as a resource to colleagues; and developing modules for classification and compensation related training programs delivered to staff and clients.

**Ralph Andersen & Associates/Johnson & Associates**  
**June, 1995 – March, 2003**

Senior Consultant and Staff Consultant providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Served as a team member or project manager responsible for:

- Conducting salary surveys for large and small compensation studies; study tasks included labor market selection, survey development, compensation and benefits data analysis and reporting; internal equity analyses (including point factor); salary recommendations, and cost implementation.
- Conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification projects; developing classification structures; and preparing classification reports, classification specifications/job descriptions for a broad and diverse range of jobs.

**EDUCATION**

- Pierce College, Athens, Greece
- *WorldatWork* Certification as a Compensation Professional (CCP) - 1992
- University of California Extension Program courses in human resources and labor-management relations

**PROFESSIONAL AFFILIATIONS**

- Member, *WorldatWork*

## PROFESSIONAL EXPERIENCE

### ***Senior Project Manager, Koff & Associates***

February 2007 – present

- Provide project management and support on classification and compensation studies for public sector clients, including cities, counties, school districts, and special districts.
- Classification studies: conduct employee interviews; analyze and develop recommendations for position allocation; develop classification specifications.
- Compensation studies: data collection and analysis; develop compensation recommendations and implementation plans.
- Serve as lead and/or participate in special projects, including recruitment, pay for performance program development and training, audits, and other special projects.

### ***Research Assistant, Alliant International University, Marshall Goldsmith School of Management***

January 2006 – June 2007

- Assist professor in research study focusing on identifying essential organization development competencies.
- Research and synthesize literature on organization development competencies and adult learning theory.
- Work with professor to write research proposal for Institutional Review Board (Human Participants Committee) approval. Received approval to conduct research project.
- Design and conduct research, including both qualitative (structured interviews) and quantitative (survey) methods; analyze data and develop recommendations.

### ***Teaching Assistant, Alliant International University, Marshall Goldsmith School of Management***

August 2005 – May 2006

- Assist professor in teaching of Psychometrics, Statistics, and Research Design class in organizational psychology PhD program.
- Independently teach one hour each week.
- Develop lesson plans focused on developing a research design and using SPSS for statistical analysis, interpretation, and presentation of results.
- Facilitate group discussions.

### ***Human Resources Associate, The J. David Gladstone Institutes***

July 2000 – February 2007

#### Compensation

- Assist in coordination of compensation program, including developing and administering salary surveys, data collection, analysis of survey results, and proposing merit budget and salary increase recommendations.
- Work with senior management on implementation of annual merit increase program.

- Recommend adjustments to salary structure based on market data and cost of living adjustments.
- Research, analyze, and provide recommendations to address salary grade adjustments for internal positions; assess and ensure internal and external equity of salaries for each position.
- Help administer annual performance evaluation program; conduct performance appraisal training sessions to assist managers in completing evaluations.
- Assist in development of new and modifications to existing job descriptions; maintain job description database.
- Evaluate and recommend EEO and FLSA status and salary grades for new and existing positions.
- Assist with creating offer proposals for new hires to ensure internal and external equity in salary.

#### Affirmative Action Program

- Coordinate annual affirmative action program.
- Accurately collect and analyze data; apply and interpret statistical tests to identify key areas of development; provide recommendations to address areas of development.

#### International Visa

- Coordinate processing of international visas for all employees.
- Maintain tracking system of visa status.
- Serve as a liaison between employees and visa representatives and attorneys; resolve visa and immigration issues; understand and apply basic immigration and visa regulations.

#### Other Generalist Responsibilities:

- Maintain HRIS databases and integrity of the data.
- Ensure compliance with monthly Department of Labor reporting regulations.
- Generate all human resources reports; provide analysis of reports, as requested.
- Member of the Diversity Leadership Team and Student Minority Outreach Committee. Assist in coordinating graduate student and student intern programs.
- Assist recruitment function, including updating job postings, sorting and screening resumes and applications, developing tests and assessments, and interviewing.
- Assist in annual audit of personnel files to ensure compliance with applicable regulations.
- Assist in temporary agency placements.

## **EDUCATION**

### **University of California, Davis**

BA in Psychology awarded March 2000

### **Alliant International University**

Ph.D. in Organizational Psychology awarded November 2012



## **MONICA GARRISON REUSCH**

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### **PROFESSIONAL SUMMARY:**

#### **April 2016 – Present**

##### **Senior H.R. Associate, Koff & Associates, Berkeley CA**

- Provide support on classification and compensation studies for public sector clients, including cities, counties and special districts.
- Compensation studies: data collection and analysis; develop compensation recommendations and implementation plans.
- Participate in special projects, including recruitment, pay for performance program development and training, audits, and other special projects.

#### **November 2003 - March 2016, CPS HR Consulting, Sacramento CA**

Held several roles within the organization, with main focus serving as a team member responsible for providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients.

Projects included large and complex base salary and total compensation survey data reporting, as well as job evaluation/classification studies involving multiple classifications and employees.

#### **Project Consultant, July 2006 – March 2016, CPS HR Consulting, Sacramento CA**

- Conducted salary and benefit surveys for large and small compensation studies. Study tasks included labor market selection; survey development; compensation and benefits data analysis and reporting; internal equity alignment; and developing salary recommendations and compensation reports.
- Conducted study briefing and debriefing sessions, and employee interviews for job evaluation/classification purposes.
- Served as project consultant, lead or managed small, medium and large scale compensation projects for public sector agencies including, state agencies, counties, cities and special districts.
- Specialized in compensation projects focusing on both base salary and total compensation analysis studies.
- Participated on project teams for both large and small scale compensation studies, including large studies performed for the following agencies: Madera County, Sacramento County, Sacramento Municipal Utility District.
- Served as lead consultant on studies including work done for the San Diego Association of Government's ("SANDAG"), Bernalillo County, New Mexico, and large statewide total compensation studies performed for the State of California.
- Training and facilitation experience included developing training materials and training public employees at varying levels on classification and compensation topics.

**Technician/ Internal Consultant, November 2003 – June 2006, CPS HR Consulting**

- Developed responses to requests for proposals and assisted in the management of the proposal process.
- Provided technical support on both compensation and classification projects through the data collection process.
- Served as the assigned consultant and internal personnel officer for several California counties social services and child support departments through the Merit System Contract providing full HR generalist support functions.

**EDUCATION:**

**University of Southern California, Los Angeles**

Bachelor's Degree, Business Administration with an emphasis in entrepreneurship.

**Golden Gate University, Sacramento CA**

MBA with an emphasis in marketing.

## JAMIE INDERBITZEN

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### PROFESSIONAL EXPERIENCE

#### January 2019 to Present

##### **Senior H.R. Associate, Koff & Associates, Berkeley CA**

- Provide senior associate support on classification and compensation studies for public sector clients, including cities, counties, and special districts.

#### March 2018 to January 2019

##### **Professional and Organizational Development Mgr., California State University, Sacramento**

- Served as the university's designated change manager for the implementation of divisional, campus, and system-wide initiatives.
- Designated human resources manager to coordinate with project management teams to assess and report progress to various stakeholders.
- Conducted needs assessment activities, establishing and coordinating with appropriate stakeholders to develop training and implementation strategies.
- Delivered or supported the delivery of learning and professional development curricula.
- Analyzed data from evaluations or quality assurance surveys to ensure we are hitting target markets.
- Successfully developed new program from concept to implementation by gaining support from executive leaders and buy-in from all levels of staff and administrators. The Sacramento State 101 program is a six-week professional development activity and onboarding program that introduces new employees to the campus culture of Sacramento State.

#### May 2016 to March 2018

##### **Project Manager, California Department of Human Resources, Sacramento, California**

- Provided oversight of the State of California's Classification Consolidation and Abolishment Project.
- Deployed a phased approach to transform the State of California's job classification system into a more streamlined and agile system, making it easier for job applicants, current employees, and other constituents to navigate by reducing and consolidating like job titles and occupations; Phase 1 encompassed 25 different occupational groups, each their own project.
- Developed and approved innovative new classification concepts, formulated new policies, and recommended new business practices to impacted constituents.
- Communicated with high level executives at the State Personnel Board, Government Operations Agency, CalPERS, State Controller's Office, Department of Finance, and other internal/external stakeholders including, but not limited to, employee organizations/ unions, media, impacted state departments, and the public in order to achieve understanding and concurrence.
- Directly supervised and managed the workload of 10 staff members; provided guidance, leadership, and mentoring to less experienced staff.

- Using the ADKAR model for change management, presented project concepts, status and implementation to stakeholder audiences ranging from less than 10 to over 1000 participants.

#### **July 2009 to April 2016**

**Associate and Staff Specialist Level Analyst, California Department of Human Resources, Personnel Management Division, Sacramento, California**

- Provided consultation to stakeholders from 86 state departments related to timelines and compliance with State of California human resource laws, rules, policies, and best practices related to classification and compensation.
- Served as SME (subject matter expert) on state negotiation teams with employee organizations/unions and reviewed and drafted responses to over 80 classification related employee grievances.
- Provided training to line department HR staff in the area of audits and regulatory practices and created and led presentations and workshops at HR related conferences.
- Testified at various administrative hearings and arbitrations as expert witness.
- Served as the State's representative at administrative hearings defending the State's position.
- Performed audits of state departments to ensure adherence to laws, regulations, rules, and best practices.

#### **CERTIFICATIONS AND CREDENTIALS**

- Human Resources Academy Certification, California State University Sacramento
- Classification & Compensation Credential, California Dept. of Human Resources
- Prosci Change Management Certification
- Legal Secretary Certification
- Paralegal Certification

# Brenna R. Huntley

## Professional Experience

### **H.R. Associate, Koff & Associates**

*Berkeley, CA | June 2017 to Present*

- Provide support on classification and compensation studies for public sector clients including cities, counties, special districts, and other public-sector agencies.
- Collect and analyze market total compensation data for public sector compensation studies; develop compensation recommendations and implementation plans.
- Analyze positions and develop recommendations for position allocation; develop classification specifications.

### **Health Educator, Family Health Centers of San Diego**

*San Diego, CA | June 2015 to August 2016*

- Provided health testing and harm reduction education to clients in underserved populations throughout San Diego County, connecting patients to appropriate referral services.
- Presented health education classes to groups of up to 50 individuals in compliance with social service program and law enforcement standards.
- Counseled individual patients regarding health concerns and harm reduction strategies, maintaining accurate patient files and providing individualized follow up for additional services as necessary.

### **SAT Teacher, The Princeton Review**

*San Diego, CA | January 2009 to July 2016*

- Managed classrooms of 2-30 students, implementing Princeton Review curriculum to provide standardized test prep education.
- Developed individualized study plans and kept records of student progress.
- In 2013, average student score improvement of 321 points exceeded the San Diego regional average, more than doubling the company's guaranteed improvement of 150.

## Academic & Community Experience

### **Graduate Research Assistant, Employee Selection and Retention Lab**

*San Francisco State University, San Francisco, CA | September 2016 to May 2018*

- Assisted in the design, implementation, and analysis of experimental studies assessing factors affecting perceptions of employee selection processes and organizational attractiveness.
- Assisted in writing and editing study manuscripts for publication.

## Education

**M.S. Industrial/Organizational Psychology**, San Francisco State University, San Francisco, CA

**B.A. Psychology**, San Diego State University, San Diego, CA

## **SUSAN S. VANG**

### **PROFESSIONAL EXPERIENCE**

**February 2017 to Present**

**H.R. Associate, Koff & Associates, Berkeley CA**

- Provide support on Classification and Compensation Studies for public sector clients including cities, counties, special districts, and other public sector agencies.
- Interview employees, develop classification specifications, analyze and offer recommendations for classification studies.
- Research, collect data, and analyze for compensation studies; develop compensation recommendations and implementation plans.

**October 2012 to January 2017**

**Human Resources Technician, CPS HR Consulting Services, Sacramento CA**

- Classification and Compensation: Provided technical support on both compensation and classification projects through the data collection process and worked on special projects as assigned.
  - Participated on project teams for both large and small scale classification and compensation studies.
  - Assisted in compiling detailed statistical and narrative classification and compensation reports with recommendations including changes to existing classification structures, new or revised classification specifications, and position allocations.
  - Drafted Request for Proposal responses for small studies regarding project scope, project timeline estimations, etc.
- Recruitment and Selection: Provided technical recruitment and selection support to various California Social Services and Child Support Services county departments on the Merit System Services (MSS) contract; reviewed clerical, technical, and professional employment applications; assisted in managing the testing and flow of recruitments; created eligible lists for counties' use.

### **EDUCATION**

**University of California, Berkeley CA**

Bachelor's Degree, Molecular Environmental Biology

## RENATE TINER

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### *Professional Experience:*

#### **October 2017 – Present**

**H.R. Associate, Koff & Associates, Berkeley CA**

Provide professional support, data collection, and analysis on classification and compensation studies for a variety of public sector clients.

#### **December 2010 – October 2017**

**Stay at Home Mother, Berkeley CA**

#### **February 2010 – September 2010**

**Talent Acquisition Specialist – Management Roles, Mindfield Group, Vancouver B.C. Canada**

Provided clients with three qualified management candidates within thirty days of role being posted. Performed prescreening, telephone interviews and follow up after client interviewed candidate.

- Created candidate profiles in conjunction with client
- Provided support to junior staff in all recruitment techniques
- Entered candidates into applicant tracking database

#### **September 2009 – February 2010**

**Accreditation and Licensing Coordinator/HR Coordinator, Contemporary Security Canada, Vancouver B.C. Canada**

For the 2010 Winter Olympics provided coordination of all licensing and accreditation for 6,000 security staff assigned to the Winter Games.

- Worked with the Attorney General's Office in Victoria B.C. to secure provincial security licenses for both regular security staff and supervisory security staff.
- Worked with the Federal Canadian government to secure accreditation to all security staff.
- During the Winter Games, provided HR support to security and support staff assigned to the Whistler B.C. Camp.

#### **January 2006 – June 2008**

**Manager of Human Resources, Commissionaires B.C., Vancouver B.C. Canada**

Provided a variety of Human Resources support to the operations team in both the lower mainland of B.C. and throughout the province of British Columbia for the jail guard staff.

- Performed high volume recruiting, onboarding, orientation, and scheduling of training for new staff.
- Handled all workers compensation claims and follow-up for the entire lower mainland of British Columbia.
- Co-Chair of the Health and Safety Committee.

- Provided support with supervisor recruitment and selection, as well as succession planning.
- Helped develop policy in conjunction with the rest of the management team.
- Managed new employee HRIS entry and file maintenance.

***Education:***

Bachelor of Science, Psychology - *University of Northern British Columbia 2002*



## Rebecca E. Ornellas

### Professional Experience

#### **H.R. Associate**

*Koff & Associates / Berkeley CA / Nov. 2018 - Present*

- Provide Consultant support on classification and compensation studies for public sector clients including cities, counties, special districts, and other public-sector agencies.
- Collect and analyze market compensation data for public sector compensation studies; develop compensation recommendations and implementation plans.
- Analyze positions and develop recommendations for position allocation; develop classification specifications.

#### **Administrative Analyst**

*SF Public Utilities Commission / San Francisco CA / Dec. 2017 - Oct. 2018*

- Created job training programs for underrepresented San Francisco residents, which included researching the need, crafting the project scope, and identifying program partners to support and implement the programs.
- Analyzed complex construction workforce data and made data-driven recommendations to increase job training program effectiveness as well as present data to multiple audiences.
- Synthesized data and created interactive data dashboards for key stakeholders in the organization.

#### **Workforce Planning Intern**

*SF Public Utilities Commission / San Francisco, CA / Apr. 2016 - Dec. 2017*

- Created a common language for the SFPUC to discuss successful performance (i.e., Competency Modeling) to illuminate career paths, identify areas for training and development, and improve recruitment and selection.
- Developed and validated workgroup-specific competency models (i.e., built surveys, researched and synthesized job-specific information, analyzed data) to assist with identifying learning needs and skill gaps, and highlighting areas for subsequent training.
- Trained multiple audiences on the resources created for their teams, including training employees on using the tools (e.g., skill gap analysis, development resources), and training managers on implementing the competency model in practice (e.g., interview questions, performance appraisal).
- Designed surveys (Survey Monkey) and conducted research to evaluate program effectiveness and presented to managers and leaders about how to address workforce planning needs.

#### **HR Specialist/Intern**

*U.S. Office of Personnel Management / San Francisco, CA / June 2016 - June 2017*

- Consulted with subject matter experts (SMEs), conducted job analyses, and evaluated HR laws and procedures to create job postings and assessments to improve recruiting efforts.
- Performed and drafted job analyses using OPM job analysis operating procedures.
- Worked alongside HR and hiring managers to recruit and hire skilled talent.

## Other Experience

### **Graduate Student**

*San Francisco State University* | **Aug. 2015 - June 2017**

- Developed a survey to measure SFSU's organizational value strength from the perspective of university students, with the intention of encouraging a culture of continuous feedback.
- Assisted with designing structured interview questions and a scoring rubric for an office administrative position at SFSU. The questions were designed based on SME interviews and job analysis.

## Education

**M.S., Industrial/Organizational Psychology**, San Francisco State University, San Francisco, CA

**B.A., Psychology**, University of the Pacific, Stockton, CA

**TOWN OF PARADISE  
ORDINANCE NO. 578  
AN ORDINANCE ADDING CHAPTER 2.45  
TO THE PARADISE MUNICIPAL CODE RELATING  
TO PURCHASING SUPPLIES AND SERVICES**

The Town Council of the Town of Paradise, State of California, does hereby **ORDAIN AS FOLLOWS:**

Section 1. Chapter 2.45 is hereby added to the Paradise Municipal Code to read as follows:

**2.45.010. Purpose and Policy.**

The town council declares that it shall be the public policy of the town to make all purchases of supplies and services in a manner that is fair, efficient, and economical. The town purchasing system is intended to:

- I. Provide for public confidence.
2. Guarantee fair and equitable treatment for all involved.
3. Employ effective broad based free and open competition.
4. Guarantee maximum value for town expenditures.
5. Be performed in a thoroughly professional manner, with honesty and integrity, and in compliance with applicable laws and regulations.
6. Provide safeguards for maintaining a quality procurement system. This chapter shall apply to contracts for the procurement of town supplies and services. it shall apply to every expenditure of public funds irrespective of the source of funds. When the procurement involves the expenditure of federal funds, the procurement shall be conducted in accordance with all applicable federal laws and regulations and with the terms/conditions of any grant, gift or bequest consistent with law.

**2.45.020. Definitions.**

A. The following definitions shall apply to this Chapter:

1. *Activity or Using Agency* shall mean any department, agency or other unit of town government which derives its support wholly or in part from the town.
2. *Brand Name or Equal Specification* shall mean a specification limited to one or more items by manufacturers' names or catalog numbers to describe the standard of quality, Performance, and other salient characteristics needed to meet town requirements, and which provides for the submission of equivalent products.
3. *Brand Name Specification* shall mean a specification limited to one or more items by manufacturers' names or catalog numbers.
4. *Business* shall mean any corporation, partnership, sole proprietorship, joint stock company, joint venture, limited liability company or partnership, Or any Other private legal entity.
5. *Change Order* shall mean a written order signed and issued by the purchasing officer or his/her designee, directing the contractor to make changes to the contract.
6. *Contract Modification* shall mean any written alteration in specifications, delivery point, rate of delivery, period of performance, price, quantity, or other provisions of any contract accomplished by mutual action of the parties to the contract.
7. *Confidential Information* shall. mean any information which is available to an employee because of the employee's status as an employee of the town and is not a matter of public knowledge or available to the public on request under the California Public Records Act.
8. *Contract* shall mean a written agreement for the procurement of supplies or services.
9. *Contractor* shall mean any person having a contract with the town or a using agency thereof.

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**AN ORDINANCE ADDING CHAPTER 2.45 TO THE PARADISE MUNICIPAL CODE RELATING TO PURCHASING SUPPLIES AND SERVICES, AND INCREASING PURCHASING LIMITS**

10. *Cost Analysis* shall mean the evaluation of cost data for the purpose of arriving at costs actually incurred or estimates of costs to be incurred, prices to be paid, and costs to be reimbursed. A cost analysis or a price analysis, as appropriate, shall be conducted prior to award of formal bids not awarded under competitive sealed bidding.

11. *Cost Data* shall mean factual information concerning the cost of labor, material, overhead and other cost components which are expected to be incurred or which have been incurred by the contractor in performing the contract.

12. *Cost-Reimbursement Contract* shall mean a contract under which a contractor is reimbursed for costs which are allowed and allocable in accordance with the contract terms and the provisions of this Chapter, and a set fee or profit, if any.

13. *Department Director* shall mean the positions of Community Development Director, Public Works Director/Town Engineer, Chief of Police, Chief of Fire Department, Town Clerk and others so designated by the Town Council.

14. *Direct or Indirect Participation* shall mean involvement through decision, approval, disapproval, recommendation, preparation of any part of a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity.

15. *Emergency* shall mean any event or combination of circumstances resulting in operational stoppage or causing potentially significant delays in town services, including, but not limited to, natural or man made disasters.

16. *Gratuity* shall mean a payment, loan, subscription, advance, deposit of money, service, or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value is received.

17. *Immediate Family* shall mean a spouse, children, parents, brothers and sisters.

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18. *Invitation for Bids* shall mean all documents, whether attached or incorporated by reference, utilized for soliciting sealed bids.

19. *Person* shall mean any individual, corporation, partnership, limited liability company or partnership, union, committee, club, other organization, or group of individuals.

20. *Price Analysis* shall mean the evaluation of price data, without analysis of the separate cost components and profit as in cost analysis, which may assist in arriving at prices to be paid and costs to be reimbursed.

21. *Pricing Data* shall mean factual information concerning prices of items substantially similar to those being procured. Prices in this definition refer to offered or proposed selling prices, historical selling prices and current selling prices. The definition refers to data relevant to both prime and subcontract prices.

22. *Procurement* shall mean the buying, purchasing, renting, leasing, or otherwise acquiring of any supplies or services. It also includes all functions that pertain to obtaining any supply, service, or construction, including description of requirements, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration

23. *Purchasing Limits* shall mean those amounts established by the town council, for' specific contracts.

24. *Public Agency* shall mean a public entity subject to, or created by the town.

25. *Request for Proposals* shall mean all documents, whether attached or incorporated by reference, utilized for soliciting proposals.

26. *Responsible Bidder or Offer* shall mean a person who has the capability, in all respects, to perform fully the contract requirements, and the tenacity, perseverance,

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experience, integrity, reliability, capacity, facilities, equipment, and credit which assure good faith performance.

27. *Responsive Bidder* shall mean a person who has submitted a bid which conforms in all material respects to the requirements set forth in the invitation for bids.

28. *Services* shall mean the furnishing of labor, time or effort by a contractor, not involving the delivery of a specific and tangible product other than reports or studies.

29. *Specification* shall mean any description of the physical or functional characteristics or of the nature of a supply, service, or construction item drafted so as to promote overall economy and to encourage maximum practical competition. It may include a description of any requirement for inspecting, testing, or preparing a supply or service.

30. *Supplies* shall mean all property, including, but not limited to, equipment, materials, printing, insurance, and leases of real property, excluding land or permanent interest in land.

31. *Using Agency* shall mean any town department, commission, board, or public agency requiring supplies or services pursuant to this Chapter.

**2.45.030. Purchasing Officer-Designated.**

The town manager, or his or her designee, shall be the purchasing officer. The purchasing officer shall direct and supervise the town purchasing program. The purchasing officer shall endeavor to obtain as full and open a competition as possible on all purchases of services and supplies. The purchasing officer shall establish reasonable methods and procedures for the efficient and economical functioning of the purchasing program.

**2.45.040. Purchasing Officer-Powers and Duties.**

A. The purchasing officer shall have the authority to:

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**AN ORDINANCE ADDING CHAPTER 2.45 TO THE PARADISE MUNICIPAL CODE RELATING TO PURCHASING SUPPLIES AND SERVICES, AND INCREASING PURCHASING LIMITS**

1. Purchase supplies, materials, equipment and services required by any using agency in accordance with the purchasing procedures prescribed by this Chapter.
2. Enter into any contract permitted by law, including, but not limited to, equipment service contracts, lease-purchase agreements and rental agreements, subject to town council authorization, any restrictions set forth in this Chapter or specifically provided by law;
3. Maintain, when feasible, full and open competition among bidders on all purchases;
4. Prepare, recommend and implement rules governing the purchase of supplies, equipment and services for the town and recommend revisions and amendments where applicable;
5. Prescribe and maintain such forms as are reasonably necessary to the operation of this chapter and other rules and regulations;
6. Recommend the transfer of surplus or unused supplies and equipment between departments as needed and the sale of all supplies and equipment which cannot be used by any department or which become unsuitable for town use;
7. Delegate purchasing authority to department directors in conformity with Section 2.45.050 and general conformity with this chapter.

**2.45.050. Decentralized Purchasing Procedures.**

A. With town council approval, the town manager may authorize any department director to independently purchase or contract for supplies, equipment, or services. All such purchases shall be made in conformity with the procedures established by this Chapter. Such authorization to purchase independently may be rescinded at anytime. Ultimate authority and responsibility for compliance with this chapter shall rest with the, purchasing officer.

**2.45.060. Requisition, Did, and Alternative Purchasing Forms.**



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All town departments shall submit requests to the purchasing officer by standard requisition, bid forms or by other alternative means as may be established by purchasing officer for acquiring supplies, materials, equipment and services as required for their operations and purposes within the limits of funds appropriated therefor. The purchasing officer, after reviewing a request may require the department to justify the quality requisitioned.

**2.45.070. Bidding-General**

Purchases of supplies and equipment shall be by bid process pursuant to Sections 2.45.080 and 2.45.090 of this Chapter except when one of the following conditions applies:

- A. When an emergency requires that a purchase order be placed immediately with the nearest available source of supply;
- B. When the commodity can be obtained from only one vendor. A commodity shall be considered obtainable only from one vendor when only one vendor offers it for sale, lease or rental, or when only one vendor is able to do so within the time frame and/or under the terms and conditions which reasonably meet the needs of the town, or when there is a sole distributor or manufacturer of a product or service such that there is no acceptable substitute within a specific geographical area;
- C. When the professional services are unique and not appropriate for competitive bidding;
- D. When, through cooperative purchasing with the state, the county, and other public agencies, the advantages of large-scale buying may be obtained;
- E. When purchasing from or selling to another governmental agency is beneficial to the interests of the town;

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F. When there is a breakdown in essential machinery, essential services, or when unforeseen circumstances arise, including delays by contractors, delays in transportation, and unanticipated volume of work, which require the immediate attention of a professional or immediate service/repair in order to protect public health, safety and welfare.

**2.45.080. Formal Contract Procedures.**

Except as otherwise provided in this Chapter, purchases of supplies, equipment or services with a total projected value of ~~\$5,000~~ \$25,000, or more (including tax, shipping, etc.,) shall be by formal written bid for a lowest responsible bidder pursuant to the following procedure:

A. Notices inviting bids shall include a general description of the goods or services to be purchased or sold, shall state where bid packets and specifications may be obtained, and the time and place for opening bids.

B. Notices inviting bids shall be published at least ten (10) days before the date of the opening of the bids. Notices shall be published at least once in a newspaper of general circulation in the town, or if there is none, shall be posted in public places in the town,

C. The purchasing officer, or his or her designee, shall also solicit bids from responsible prospective suppliers whose names are on a bidders' list or who have made a written request that their names be added to the bidders' Est.

D. When deemed necessary by the purchasing officer, or his or her designee, bidder's security may be prescribed in the public notices inviting bids. Bidders shall be entitled to have the bid security returned provided, however, a successful bidder shall forfeit his, her or its bid security upon refusal or failure to execute an awarded contract within ten (10) days after the notice of award of the contract has been mailed by the town. The town council may, on refusal or failure of the successful bidder to execute the contract, award it

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to the next lowest responsible bidder. In such event, if the town council awards the contract to the next lowest bidder, the amount of the lower bidder's security shall be applied by the town to the contract price differential between the lowest bid and the second lowest bidder. If the town council rejects the remaining bid presented and re-advertises, the amount of the lowest bidder's security may be used to offset the cost of receiving new bids and the surplus, if any, shall be returned to the lowest bidder. If the town council rejects the remaining bids presented and re-advertises, the amount of the lowest bidder's security may be used to offset the cost of receiving new bids and the surplus, if any, shall be returned to the lowest bidder.

E. Sealed bids shall be submitted to the purchasing officer, or his or her designee, and shall be identified as "bid" for the specific supplies or services on the envelope. Bids shall be opened in public at the time and place stated in the public notice. A tabulation of all bids received shall be open for public inspection during regular business hours for a period of not less than thirty (30) calendar days after the bid opening. The purchasing officer, or designee, requesting bids shall maintain all formal bid records for a period of three years after the completion of the purchase. These records, while so kept, shall be open to public inspection.

F. The town council shall have the right to waive any non-material irregularities or informalities in the bidding or in the procedures as set forth in this Chapter.

G. In its discretion, the town council may reject any and all bids presented, re-advertise for bids or authorize the purchasing officer to award a contract after negotiating for the most reasonable cost under existing conditions. The right to reject any or all bids is expressly reserved to the town. The decision of the town council shall be final.

H. Except as otherwise provided in this Chapter, contracts shall be awarded to the lowest responsible and responsive bidder. Contracts, which exceed the budgeted amount, or

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which are not budgeted, shall be awarded only by the town council. The town manager shall be authorized to enter into a written agreement after the town council awards the contract.

I. If two or more bids received are for the same total amount or unit price, quality and service being equal, the town council may, in its discretion, accept the one it chooses or accept the lowest bid made by negotiation with the tied bidders.

J. Performance Bonds. The town council shall have the authority to require a low bidder to provide a performance bond before entering into a contract in such amount as it shall find reasonably necessary to protect the best interest of the town.

K. Cost or Pricing Data. The low bidder shall submit cost or pricing data when the contract is expected to exceed \$100,000. The submission of cost or pricing data relating to the award of a contract is not required when:

1. The contract price is based on adequate price competition;
2. The contract price is based on established catalog prices or market prices;
3. The contract price is set by law or regulation; or
4. It is determined in writing by the purchasing officer that the requirements above may be waived. Such determination shall include the reasons for such. waiver.

After award of a contract, contractor shall submit cost or pricing data prior to the pricing of any change order or contract modification including adjustments to contracts awarded by competitive sealed bidding, if the initial pricing of the contract required it, and the change order or modification involves aggregate increases or aggregate decreases in total costs expected to exceed \$5,000. The submission of cost or pricing data relating to the pricing of a change order or contract modification shall not be required when:

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1. Unrelated and separately priced adjustments for which cost or pricing data would not be required are consolidated for administrative convenience; or
2. It is determined in writing by the purchasing officer that the requirements above may be waived. Such determination shall include the reasons for such waiver.

A contractor, actual or prospective, required to submit cost or pricing data in accordance with this section, shall certify that, to the best of his, her or its knowledge and belief, the cost or pricing data submitted was accurate, complete, and current as of a mutually specified date prior to the award of the contract or the pricing of the change order or contract modification.

Any contract award, change order, or contract modification, under which the submission and certification of cost or pricing data are required, shall, contain a provision stating that the price to the town, including profit or fee, shall. be adjusted to exclude any significant sums by which the town finds that such price was increased because the contractor-furnished costs or pricing data were inaccurate, incomplete, or not current.

**2.45.090. Informal Bidding Procedures.**

Purchases of supplies, equipment, and services with total projected values ~~less than \$5,000~~ **more than \$1,000 but less than \$5,000** may be made by the purchasing officer, or his or her designee, by the informal bid process pursuant to the procedure prescribed in this section and without observing the procedure described in section 2.45.080 of this chapter.

A. Informal bid purchases shall whenever possible, be based on at least three bids. Upon examination of all bids, a contract shall. be awarded to the low bidder.

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B. The purchasing officer, or designee, may solicit informal bids by written requests to prospective vendors, via fax machine, by telephone, computer or by an other means deemed effective.

C. The purchasing officer, or designee, shall maintain all informal bid orders and bids for a period of three (3) years after the completion of the purchase. These records, while so kept, shall be open to public inspection.

D. The purchasing officer, or designee, shall have the right to waive any non-material irregularity or informality in such bids.

E. At the discretion of the purchasing officer, any/all purchases may be required to follow formal contact procedures of section 2.45.080.

**2.45.100. Bidding for Public Works Projects.**

Public works projects as defined by the California Public Contract Code shall be bid, advertised and awarded in accordance with applicable sections of the California Public Works Contract Code.

**2.45.110. Inspection and Testing.**

The purchasing officer or designee may cause an inspection of the supplies and equipment delivered to determine their conformance with the specifications set forth in the order. The purchasing officer, or designee, shall have the authority to require chemical or physical tests of samples submitted with bids and samples of deliveries which are necessary to determine their quality and conformance with the specifications.

**2.45.120. Award to Other Than Lowest Responsible and Responsive Bidder.**

Notwithstanding any provision of this Chapter to the contrary, supplies, equipment and/or services may be purchased from other than the lowest responsible and responsive bidder in any case in which the town council. shall find that, in light of all circumstances

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applicable to the particular purchase, including , but not limited to, location of the vendor and the amount of staff time required for the administration of the contract and/or cost/impact of changing vendors, the town will acquire the supplies, equipment or service at lower net cost by effecting its purchase from a party other than the lowest responsible bidder.

**2.45.130. Disposition of Surplus Supplies and Equipment.**

All town departments shall submit to the purchasing officer, at such times and in such forms as the purchasing officer shall prescribe, reports showing all supplies and equipment which are not longer used or which have become obsolete or worn out. The purchasing officer shall have the authority to exchange for or trade in on new supplies and equipment all supplies and equipment which have become unsuitable for town use.

A. Such items declared to be surplus shall be offered for sale on a competitive bid basis. Bids may be solicited by written request, telephone, fax machine, computer, by public auction, by use of an auction service, by advertisement in any newspaper or magazine or by an combination of such methods.

B. When, after a reasonable effort has been made to obtain competitive bids, no offers are received or any item or town-owned personal property declared to be surplus, the purchasing officer is authorized to dispose of such item for the highest scrap value that can be obtained therefor and if a reasonable effort to do so produces no opportunity to sell the same for scrap, the purchasing officer may cause its destruction or any other disposition thereof

C. The town may sell obsolete or surplus property to any other tax-supported governmental agency at an established "fair market value" without other bids.

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D. The town may provide surplus equipment to a governmental agency as permitted by law.

E. With the approval of the town council, the town may donate surplus personal property to any non-profit agency or entity which is exempt from federal income tax.

**2.45.140. Operational Authority of Purchasing Office .**

A. The purchasing officer shall have the power to settle any protest regarding the solicitation or award of a town contract, or any claim arising out of the performance of a town contract, prior to *an* appeal to the town council or the commencement of an action in a court of competent jurisdiction; provided, however, the settlement of claim shall not exceed \$5,000.

B. It prior to the bid opening or the closing date for receipt of proposals, the purchasing officer, after consultation with the town attorney, determines that a solicitation is in violation of federal, state, or this code, the solicitation shall be canceled or revised to comply with applicable law.

C. If, after bid opening or the closing date for receipt of proposals, the purchasing officer, after consultation with the town attorney, determines that solicitation or a proposed award of a contract is *in* violation of federal, state, or this code, the solicitation or proposed award shall be canceled.

**2.45.150.** Conflicts. All conflict of interest laws of the State of California shall apply to purchases pursuant to this Chapter.

**2.45-160. Penalty for Violation.** Any person who violates this Chapter shall be guilty of a misdemeanor punishable by a fine of not more than \$1,000.00 or by imprisonment for not more than six (6) months in the County jail or both.



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**AN ORDINANCE ADDING CHAPTER 2.45 TO THE PARADISE MUNICIPAL CODE RELATING TO PURCHASING SUPPLIES AND SERVICES, AND INCREASING PURCHASING LIMITS**

Section 2. This ordinance shall take effect thirty (30) days from the date of its passage.

Before the expiration of fifteen (15) days after its passage, this ordinance shall be published in a newspaper of general circulation published and circulated within the Town of Paradise, along with the names of the members of the Town Council of Paradise voting for and against the same.

**PASSED AND ADOPTED** by the Town Council of the Town of Paradise, County of

Butte, State of California, on this \_\_\_\_th day of \_\_\_\_ 2019, by the following

vote:

AYES:

NOES:

ABSENT:.

ABSTAIN:

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Jody Jones, Mayor

**ATTEST:**

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Dina Volenski, Town Clerk

**APPROVED AS TO FORM:**

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Dwight L. Moore, Town Attorney



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 12, 2019**

**Agenda Item: 6(b)**

**ORIGINATED BY:** Susan Hartman, CDD Manager/Assistant Planner  
**REVIEWED BY:** Lauren M. Gill, Town Manager  
**SUBJECT:** Town Council Adoption of an Amendment to Urgency Ordinance 572, allowing for the temporary placement of vehicle and equipment yards, as defined in PMC Section 17.04.500, associated with debris removal through the issuance of a temporary use permit.

**COUNCIL ACTION REQUESTED:**

Consider waiving the reading of entire Town of Paradise Urgency Ordinance No. 577 and adopting Town of Paradise Urgency Ordinance No. 577, "An Amendment to Urgency Ordinance 572 of the Town Council of the Town of Paradise Establishing Requirements for the Removal of Fire Damaged Debris From Private Property Following the Camp Fire, to allow for the temporary placement of vehicle and equipment yards, as defined in PMC Section 17.04.500, associated with debris removal through the issuance of a temporary use permit."

**Background:**

On December 11, 2018, the Town Council adopted Ordinance No. 572 – *An Urgency Ordinance of the Town Council of the Town of Paradise Establishing Requirements for the Removal of Fire Damaged Debris from Private Property Following the Camp Fire*. The Ordinance specifies that fire debris from qualifying structures, as defined by the CalOES program, on private property can only be removed through the California Office of Emergency Services (CalOES) Program or by appropriately licensed contractors approved through the Alternative Fire Debris Removal Program (Alternative Program) administered by the Butte County Environmental Health Department.

**Discussion:**

Work on Phase II debris removal has commenced with both the CalOES Program and the Alternative Program and parcels throughout Town have begun having ash and debris removed. As such, it has been brought to staff's attention that there is a need in both the public and private cleanup Programs for temporary storage yards for equipment and vehicles.

Existing temporary use permit regulations found within Paradise Municipal Code (PMC) Chapter 17.32 state that the issuance of a temporary use permit authorizing a storage

yard and/or equipment parking, outside of the Industrial Service zoning district, can only be on the site of an active construction project. However, the type of work associated with ash and debris removal necessitates a fixed yard location for both security and availability reasons.

To assist in the cleanup efforts staff recommends the addition of a new Section 7 to Urgency Ordinance No. 572, renumbering the subsequent Sections, to allow for the temporary placement of vehicle and equipment yards, as defined in PMC Section 17.04.500, associated with debris removal through the issuance of a temporary use permit. No other changes would be made to Ordinance No. 572.

Staff has developed the attached proposed ordinance that, if adopted by the Town Council, would amend Urgency Ordinance No 572 to allow general vehicle/equipment storage as a temporary land use in certain zones, subject to a temporary use permit, when associated with debris removal for the duration of the urgency ordinance (added text in the attached ordinance is shown as shaded).

**Financial Impact:**

The cost for publication of the ordinance summary within the local newspaper will be borne by the Town of Paradise.

Attachment

**TOWN OF PARADISE  
ORDINANCE NO. \_\_\_\_\_**

**AN AMENDMENT TO URGENCY ORDINANCE NO. 572 OF THE TOWN COUNCIL  
OF THE TOWN OF PARADISE ESTABLISHING REQUIREMENTS  
FOR THE REMOVAL OF FIRE DAMAGED DEBRIS FROM  
PRIVATE PROPERTY FOLLOWING THE CAMP FIRE**

The Town Council of the Town of Paradise, California,  
ordains as follows:

**Section 1. Emergency Findings.** This Urgency Ordinance is adopted pursuant to California Government Code Section 36934 and shall take effect immediately upon its approval by at least a four-fifths vote of the Town Council. The Council finds that this Ordinance is necessary for the immediate preservation of the public peace, health and safety, based upon the following facts:

- A. Conditions of extreme peril to the safety of persons and property within the Town were caused by the Camp Fire, commencing on the 8th day of November, 2018, at which time the Town Council was not in session.
- B. California Government Code Section 8630 et. seq. empowers the Director of Emergency Services to proclaim the existence of a local emergency when the Town is affected or likely to be affected by a public calamity, subject to ratification by the Town Council at the earliest practicable time.
- C. On November 8, 2018, the Director of Emergency Services of the Town proclaimed the existence of a local emergency within the Town due to the Camp Fire.
- D. On November 8, 2018, the Acting Governor of the State of California proclaimed a State of Emergency for Butte County and on November 14, 2018, the Governor issued Executive Order B-57-18 concerning the Camp Fire.
- E. On November 12, 2018, the President of the United States declared the existence of a major disaster in the State of California, providing assistance from many federal agencies, including the Federal Emergency Management Agency (FEMA).
- F. On November 13, 2018, the Town Council adopted Resolution No. 18-42 ratifying the Director of Emergency Services'

- proclamation of the existence of a local emergency in the Town.
- G. The Camp Fire to date has consumed 153,336 acres and has led to the destruction of 13,696 residences, damage to 462 residences, the destruction of 276 multiple family residences, the destruction of 528 commercial buildings, damage to 102 commercial buildings, the destruction of 4,293 other minor structures, and resulted in the evacuation of over 50,000 people. As a result, the Camp Fire has created an enormous amount of debris.
  - H. The potential for widespread toxic exposures and threats to public health and the environment exists in the aftermath of a major wildfire disaster. Debris and ash from residential and commercial structure fires can contain hazardous substances and the health effects of hazardous substances releases after a wildfire are well-documented.
  - I. The combustion of building materials such as siding, roofing tiles, and insulation can result in dangerous ash that contains asbestos, heavy metals and other hazardous materials. Household hazardous waste such as paint, gasoline, cleaning products, pesticides, compressed gas cylinders, and chemicals may have been stored in homes, garages, or sheds that may have also burned in the fire, also producing hazardous materials.
  - J. Exposure to hazardous materials may lead to acute and chronic health effects and may cause long-term public health and environmental impacts. Uncontrolled hazardous materials and debris pose significant threats to public health through inhalation of dust particles and contamination of drinking water supplies. Improper handling can expose residents and workers to toxic materials, and improper transport and disposal of fire debris can spread hazardous substances throughout the community.
  - K. Standards and removal procedures are needed immediately to protect the public health and environment, and to facilitate coordinated and effective mitigation of the risks to the public health and environment from the health hazards generated in the Camp Fire disaster.
  - L. It is essential that this Ordinance become immediately effective to mitigate the harm that could be caused to the public health and safety and to the environment from the improper disturbance, removal and/or disposal of debris containing hazardous materials, and to facilitate the orderly response to the Camp Fire disaster.

**Section 2. Definitions.**

- A. Director. The term Director shall mean the Town Manager.
- B. OES Program. For purposes of this Ordinance, the term "OES Program" shall mean the fire damage debris clearance program operated by the Office of Emergency Services for the Camp Fire in conjunction with other State and Federal agencies.
- C. Alternative Program. For purposes of this Ordinance, the term "Alternative Program" shall mean the requirements for inspections, clean up and disposal for property owners that opt out of or are ineligible for the OES Program.
- D. Private Action. For the purposes of this Ordinance, the term "private action" shall mean the removal of fire debris from private property damaged by the Camp Fire by persons not eligible for or opting out of the OES Program.
- E. Removal of Fire Debris. The term "removal of fire debris" as used in this Ordinance includes all cleanup of fire debris from structures resulting from the Camp Fire, including removal, transport and disposal of fire debris, but it does not include the removal of personal property from residential sites unless such removal of personal property involves cleanup and the removal of ash from the property.
- F. Right of Entry Permit. The term "Right of Entry Permit" means the Debris Removal Right-of-Entry Permit (For Providing Debris Removal on Private Property) approved by the California Office of Emergency Services for use in the cleanup after the Camp Fire.
- G. Council. The term "Council" means the Town Council.

**Section 3. Effective Period.**

This Ordinance shall take effect immediately upon adoption and shall remain in effect until the cleanup of fire debris has been completed on all properties within the Town damaged by the Camp Fire.

**Section 4. Prohibition on Removal of Fire Debris from Private Property.**

No fire debris from structures shall be removed from private property without a hazardous materials inspection conducted either by the U.S. Environmental Protection Agency or California Department of Toxic Substance Control through the Office of Emergency Services' fire debris clearance program, or by an entity

approved through the Alternative Program. This Ordinance shall apply to properties that contained a qualifying structure under the OES Program. This Ordinance shall not apply to properties that only contained non-qualifying structures, including but not limited to sheds, canopies, carports, well houses, greenhouses, chicken coops or fencing. Whether fire debris derived from a qualifying or non-qualifying structure shall be determined by the Director, or her designee, in consultation with CalOES.

**Section 5. Removal of Fire Debris through the OES Program.**

- A. Effect of the Right of Entry Permit: The Right of Entry Permit shall function as the sole permit and authorization for participation in the OES Program.
- B. Notwithstanding any contrary provision in Paradise Municipal Code, no Town approvals or permits for fire debris removal are required for properties participating in the OES Program, other than the Right of Entry Agreement, which will be administered by the Butte County Department Environmental Health.

**Section 6. Removal of Fire Debris through the Alternative Program.**

- A. The Butte County Department of Environment Health shall adopt and administer the Alternative Program on behalf of the Town. The County shall utilize the state and federal standards and cleanup goals of the OES Program as the standards for the Alternative Program.
- B. For those persons who are not eligible for the OES Program, or who opt out of the OES Program, private action to remove fire debris from fire-damaged properties is prohibited unless and until a hazardous materials inspection has been performed and authorization from the Director has been provided pursuant to the Alternative Program.
- C. The Alternative Program shall require an application that identifies the appropriate licensed contractors who will perform the work and the submission of plans that demonstrate that the standards established in the Alternative Program will be met. Work shall not begin until the Butte County Department of Environmental Health approves the application.
- D. Upon completion of the work described in the approved plans, the Alternative Program shall require an application for certification of successful completion of the work required by the Alternative Program. The Alternative Program will require

that: (1) the debris removal and clean-up work on the property meets or exceeds the standards set by the State of California for debris removal; and (2) the owner completely remove and dispose of the foundation or submit a letter from a licensed civil or structural engineer certifying that the foundation is acceptable for rebuild. The letter shall certify structural reasons for the decision and include the process and procedure used to reach the conclusion.

**Section 7. Temporary Uses Associated with Removal of Fire Damaged Debris.**

A. Notwithstanding any other provision of the Paradise Municipal Code, during the duration of this urgency ordinance the Director or his/her designee is empowered to grant a temporary use permit to authorize or conditionally authorize the following temporary land use within all zones except for the agricultural-residential, rural-residential, and town-residential zones when directly associated with fire debris removal programs:

(1) General vehicle/equipment storage as defined in Paradise Municipal Code Section 17.04.500.

B. The Director or his/her designee may authorize such temporary storage use based on substantial evidence that:

(1) The temporary storage use shall not adversely impact the public health, safety, or convenience or create undue traffic hazards or congestion.

(2) The temporary storage use shall not adversely interfere with the permitted use of other land uses and activities on the site or in the general vicinity.

(3) The temporary storage use shall be conducted in a manner compatible with the land uses in the general vicinity.

C. The Director may establish such additional conditions as necessary to ensure land use compatibility and to minimize potential negative impacts, including but not limited to hours and frequency of operation, temporary arrangements for parking and circulation, requirements for screening or enclosure, and guarantees for site restoration and cleanup following the temporary storage use.

**Section 8. Hold on Building Permits.**

Any issued Town building permit to repair or reconstruct a fire damaged structure or private infrastructure shall be held in abeyance and not acted upon until fire debris cleanup is completed



on the affected property and completion is confirmed to the Town Building Official, either through the OES Program or through the Alternative Program.

**Section 9. Deadlines and Enforcement.**

- A. The Town may set deadlines for filing either an acceptable Right of Entry Permit in the OES Program or an acceptable application for the Alternative Program by resolution.
- B. Properties that have fire ash and debris from the Camp Fire and that have neither an approved Right of Entry Permit for the OES Program nor an approved application for the Alternative Program by the deadline set by the Council may be declared a nuisance and health hazard and such property may be abated pursuant to this Ordinance.
- C. The Town may set deadlines for the completion of work in the Alternative Program by resolution. Properties that have fire ash and debris from the Camp Fire after that deadline may be declared a nuisance and health hazard.
- D. The Town's intent is to facilitate orderly remediation of a large-scale disaster. Nothing in these deadlines shall limit the authority of the Town to abate hazards more quickly where required by exigent circumstances. Nothing in this Ordinance or in these deadlines shall limit the authority of the Director to require preventive measures as defined in California Health and Safety Code Section 101040.
- E. Enforcement and Abatement.
  - (1) General Enforcement action. When the Director determines that an activity is being performed in violation of this Ordinance, the Director may initiate an enforcement action using the process set forth in the Paradise Municipal Code and may seek the imposition of costs and civil penalties pursuant to the Paradise Municipal Code. Nothing in this provision is intended to prevent alternate enforcement mechanisms, including but not limited to, health officer orders pursuant to California Health and Safety Code Section 101040.
  - (2) Summary Abatement. Pursuant to the authority of Cal. Const., art. XI, Section 7; California Health and Safety Code Section 101040, California Government Code Section 38773, and the Paradise Municipal Code, if the Director determines that a violation of this Ordinance has created an emergency condition which seriously endangers the public health or safety, the Town may abate the condition within the Town. The costs shall

be charged to the property owners(s) and the Town may, at its option, recover the same in an administrative or civil action. Such charges shall be in addition to any penalty for a violation of this Ordinance.

- i. Pre-Abatement Notice. Unless emergency conditions preclude doing so, the Director shall issue a Summary Abatement Notice and Order with reasonable notice. The Notice and Order shall be mailed to the property owner(s) as listed on the last equalized tax roll. A summary of the Notice and Order shall be posted in a conspicuous location on the property to be abated at least 10 calendar days prior to the summary abatement action.
- ii. Appeal and Waiver. The property owner(s) or any person or entity having a legal interest in the property may submit a written appeal of the Director's Order to the Town Council no later than 10 calendar days from the date of mailing of the Notice and Order. The written appeal shall state the basis for the appeal. The appeal shall be heard by a Town-appointed hearing officer regarding the appeal and shall issue a written decision (the "Decision") no later than 10 calendar days after receipt. The Decision shall uphold, rescind or modify the determination of the Notice and Order. The Decision on the appeal shall be final. Failure to appeal within the time prescribed shall constitute a waiver of the right to contest the summary abatement.
- iii. Post Abatement Notice. After the summary abatement is completed, the Director shall serve the property owner(s) with a post abatement notice that sets forth: (a) the actions taken by the Town; (b) the reasons for the actions; (c) a statement of the costs, expenses and attorney's fees, if any, of the abatement and notice of the Town's intent to collect those costs; and (d) right to appeal the costs determination within ten (10) calendar days of the notice. If the property owner is responsible for any costs, expenses or attorney's fees, such costs shall become a lien against the property and a Notice of Abatement Lien may be recorded with the Butte County Recorder.
- iv. Post Abatement Costs Appeal. If the property owner(s) or anyone with a legal interest in the property submits a timely costs appeal, the Town shall schedule an administrative hearing on the matter and provide the appeal party with reasonable notice of the hearing. The hearing officer shall conduct an administrative hearing

where each party shall have the opportunity to present evidence and the Town shall have the obligation to establish that the costs, including expenses and attorney's fees, if any, incurred for the summary abatement were necessary by a preponderance of the evidence. After the hearing, the hearing officer shall issue a written decision and order that shall be served upon the appealing party within 30 calendar days of the hearing unless extended by agreement of the parties.

**Section 10. Judicial Enforcement Action.** The Town Attorney is authorized to initiate judicial enforcement as to a violation of any provision of this Ordinance without further Town Council approval.

**Section 11. Remedies not exclusive.** The remedies identified are in addition to and do not supersede or limit any and all other remedies, civil or criminal. The remedies provided in this Ordinance shall be cumulative and not exclusive.

**Section 12. CEQA Exemption.** Adoption of this Ordinance is exempt from the provisions of the California Environmental Quality Act (CEQA) pursuant to California Public Resources Code Section 21080(b)(3) regarding projects to maintain, repair, restore, or replace property or facilities damaged or destroyed as a result of a declared disaster and Section 21080(b)(4) regarding actions to mitigate or prevent an emergency, and CEQA Guidelines Section 15269(a) regarding maintaining, repairing, restoring, demolishing, or replacing property or facilities damaged or destroyed as a result of a disaster stricken area in which a state of emergency has been proclaimed by the Governor pursuant to the California Emergency Services Act, commencing with Section 8550 of the California Government Code.

**Section 13. Severability.** If any section, subsection, sentence, clause, or phrase of this Ordinance is for any reason held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this Ordinance. The Town Council hereby declares that it would have passed this Ordinance and every section, subsection, sentence, clause or phrase thereof irrespective of the fact that any one or more sections, subsections, sentences, clauses or phrases be declared unconstitutional or invalid.

**Section 14. Effective Date and Publication.** This Ordinance shall be and the same is hereby declared to be in full force and effect immediately upon its passage by a four-fifths (4/5) or greater vote of the Town Council. A fair and accurate summary of this Ordinance shall be published once before the expiration of

fifteen (15) days after said passage, with the names of the Town Councilmembers voting for or against the same, in a newspaper of general circulation published in the Town of Paradise, State of California. A complete copy of this Ordinance is on file with the Town Clerk and is available for public inspection and copying during regular business hours in the office of the Town Clerk.

**PASSED AND ADOPTED** by the Town Council of the Town of Paradise, County of Butte, State of California, on this \_\_\_\_\_ day of \_\_\_\_\_, 2019 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

\_\_\_\_\_  
Jody Jones, Mayor

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Dina Volenski, CMC, Town Clerk

\_\_\_\_\_  
Dwight L. Moore, Town Attorney



**TOWN OF PARADISE**  
**Council Agenda Summary**  
**Date: March 12, 2019**

**Agenda No. 6(c)**

**ORIGINATED BY:** Marc Mattox, Assistant Town Manager

**REVIEWED BY:** Lauren Gill, Town Manager

**SUBJECT:** Recovery and Rebuild Services RFP Contract Award

**COUNCIL ACTION REQUESTED:**

1. Authorize staff to enter negotiations with recommended consultant for Recovery and Rebuild Services (Development Services staff augmentation) and authorize the Town Manager to enter into an agreement (or multiple agreements, if needed.) The contractual staff augmentation will be on an “as needed” basis to assist with the disaster recovery and rebuild process.

**Background:**

On November 8, 2018, the most destructive wildfire in California history began in Butte County, California and quickly spread to the Town of Paradise. After burning for over three weeks, the fire ultimately destroyed, within the Town limits alone, over 9,000 residential structures, 400 commercial structures and 3,000 accessory structures with an estimated property loss of over \$9 billion.

The Town of Paradise (Town) is Butte County’s second largest incorporated jurisdiction with a population of 26,682. This loss of housing displaced over 10 percent of the entire county’s population. It is critical the Town expeditiously facilitate the rebuilding of destroyed homes and businesses.

With normal staffing conditions for the Town’s Community Development Department would support review and processing of 25-35 single family homes and a handful of commercial permits annually. Currently, the Town’s in-house staffing is currently far less than normal and seeks support from qualified professionals to deliver a successful rebuild in the most resident-focused, expedient, and cost-effective manner.

Paradise Town Council authorized staff to issue a Request for Proposals (RFP) on February 12, 2019. On February 13, 2019, a formal Notice to Consultants was issued with the following Scope of Work identified:

1. Project review and processing of development applications consisting primarily of residential development, including permit and plan materials, architectural plans and possibly grading plans;
2. Processing of development permits and exemptions;
3. Meeting with applicants on planning applications onsite or near Town Hall;
4. Developing project conditions and drafting staff reports and approval documents;
5. Analyzing technical planning documents and development plans for consistency with Town’s general plan, and local zoning ordinances;
6. Consultation with regulatory agencies as necessary including, but not limited to Town, County of Butte, CAL Fire, HCD Department, and Caltrans;
7. Consultation and coordination with Town staff and departments;

8. Review of environmental assessments and determine appropriate level of CEQA review;
9. Presentation of staff reports and other documents before the Town Staff and Council, and other permitting agencies;
10. Plan review services performed by professionally licensed engineers and/or by an International Code Council (ICC) certified plans examiner on an as-needed basis which shall include but not be limited to:
  - a. Building Plan Review
  - b. Mechanical Plan Review
  - c. Electrical Plan Review
  - d. Plumbing Plan Review
  - e. Grading and Shoring Plans
  - f. CalGreen Review
  - g. California Energy Compliance
  - h. Wastewater / Onsite Septic Systems Plan Review
11. On-site and electronic plan check engineer(s);
12. Inspection services;
13. CASp services;
14. Public Works Civil Improvements (traffic, grading, storm water) review and inspection;
15. Geotechnical review and inspection
16. Creation and maintenance of an all-inclusive website with pertinent recovery/rebuild documentation, regulations, applications, and a GIS-based mapping system with public information on each parcel's status in the recovery process, as applicable.

The RFP identified the following positions/roles needed to help facilitate the above Scope of Work:

- |                             |   |
|-----------------------------|---|
| • Project Lead/Manager      | • Civil Engineering Technicians               |
| • Building Official         | • Geotechnical Professionals                  |
| • Planners                  | • Environmental Health and Safety Specialists |
| • Long-Range Planning Lead  | • Customer Service                            |
| • Project Planners          | • Marketing and Outreach                      |
| • Plan Check Lead           | • Environmental Review                        |
| • Plan Check Engineers      | • Technology and GIS                          |
| • Building Inspectors       | • Legal Support                               |
| • Code Enforcement Officers |   |
| • Permit Technicians        |   |

### **Analysis:**

Nine proposals were received prior to the submission deadline on Monday, March 4, 2019. A listing of firms and their subconsultants is provided below:

1. 4Leaf, Inc.
  - a. Oracle Public Sector (Software)
  - b. Construction Testing Services
  - c. Sandis
  - d. Land Logistics
2. NV5
  - a. Gallaway Enterprises
  - b. NorthStar
  - c. Rancho Engineering
  - d. Russel Gallaway and Associates
  - e. ECorp Consulting

3. The Core Group, Ltd.
  - a. Vali Cooper & Associates
  - b. Baker Donelson
  - c. Kitchell
4. Bennett Engineering Services
5. Acorn Onsite, Inc.
6. CSG Consultants
7. West Coast Consultants
8. Bureau Veritas North America, Inc.
9. SAFEbuilt

An Evaluation Committee was formed to review proposals and perform optional follow-up interviews. Findings and action recommendations by the Committee will be presented at the Council Meeting, including possible award of a lead contract and support/on-call contract(s).

**Financial Impact:**

An accounting summary of the proposed recommendations will be provided at the Council Meeting. Typically, costs related to this type of work are borne by existing building permit fees (service-based, actual cost structure). In addition, staff is currently working with the Town's insurance carrier relating to options for non-permit related costs associated with this work effort.



**Town of Paradise  
Council Agenda Summary  
March 12, 2019**

**Agenda Item: 6(d)**

**Originated by:** Colette Curtis, Administrative Analyst II

**Reviewed By:** Lauren Gill, Town Manager

**Subject:** Authorize the Town Manager to enter into an agreement with Hero CMO for communication strategy and support services.

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**Council Action Requested:**

1. Consider authorizing the Town Manager to enter into an agreement with Hero CMO for communication strategy and support services with an agreement not to exceed \$102,215, contingent upon grant award from the Butte Strong Fund.

**Background:**

The Camp Fire, which burned through the Town of Paradise on November 8, 2018 caused widespread and unprecedented damage to the Town of Paradise and surrounding areas. Due to this event, the Town of Paradise has many important steps to recovery.

As the Town of Paradise moves through recovery and into rebuilding, staff will need assistance with communication strategy and implementation, especially surrounding the Town's long-term planning process. Part of that process necessitates reaching out to Paradise residents. After the fire, many residents relocated to locations near and far. The Town wants input from all residents, regardless of where they have relocated. As a result, the Town needs a communications strategy to reach those who are physically far away and those who may not have access to the internet or other news sources.

**Discussion:**

In February 2019, Town staff worked with 3Core to issue a Request for Proposals (RFP) for a communication strategy firm to assist with outreach and messaging during the recovery process. Seven proposals were received by the deadline, which were reviewed and scored by staff. Through that process, the local firm Hero CMO received the highest score and was determined to be the best fit for this effort. 3Core applied to the Butte Strong Fund through the North Valley Community foundation for a grant to fund this activity. Staff is confident that the grant will be awarded, however any contract with Hero CMO will be contingent upon funding by the Butte Strong Fund.

**Fiscal Impact Analysis:**

There is no impact to the general fund, as this consultant will be paid through a grant provided by the North Valley Community Foundation Butte Strong Fund.



**AGREEMENT FOR PROFESSIONAL SERVICES FOR  
Paradise Recovery Communications**

**03-05-2019**

THIS AGREEMENT (the “Agreement”) is made and entered into this \_\_\_\_\_ day of March 2019, by and between the TOWN OF PARADISE (herein “Town”), a municipal corporation and Hero CMO (“Consultant”). The parties hereto agree as follows:

**1.0 SERVICES OF CONSULTANT**

**1.1 Scope of Services.** In compliance with all terms and conditions of this Agreement, the Consultant shall provide those services specified in the “Scope of Services” attached hereto as Exhibit “A” and incorporated herein by this reference. As a material inducement to the Town entering into this Agreement, Consultant represents and warrants that Consultant is a provider of first-class work and services and that Consultant is experienced in performing all the professional services set forth in the Scope of Services. Consultant covenants that it shall use its best efforts in performing the work and services required hereunder and that all work product will be of good quality, fit for the purpose intended.

**1.2 Consultant’s Proposal.** The Scope of Services shall include Consultant’s proposal (“Proposal”) which shall be incorporated herein by this reference as though fully set forth herein. In the event of any inconsistency between the terms of the Proposal and this Agreement, the terms of this Agreement shall govern.

**1.3 Compliance with Law.** All Consultant’s services rendered under this Agreement shall be provided in accordance with all ordinances, resolutions, statutes, rules and regulations of the Town and any federal, state, or local governmental agency having jurisdiction in effect at the time service is performed.

**1.4 Licenses, Permits, Fees & Assessment.** Consultant and its subconsultants shall obtain at their sole cost and expense any licenses, permits, and approvals as may be required by law for the performance of the services required by this Agreement. Consultant and its subconsultants shall have the sole obligation to pay for any fees, assessments and taxes, plus applicable penalties and interest, which may be imposed by law and arise from or are necessary for their performance of the services required by this Agreement. Consultant shall indemnify, defend and hold harmless the Town against any such fees, assessments, taxes, penalties, or interest levied, assessed, or imposed against Town.

**1.5 Familiarity with Work.** By executing this Agreement, Consultant warrants that Consultant (a) has thoroughly investigated and considered the Scope of Services, (b) has carefully considered how the services should be performed, and (c) fully understands the scope of the activities necessary to provide the services under this Agreement for the proposed Paradise Recovery Communications (“Project”). Consultant warrants that Consultant will investigate the locations of the proposed Project and is or will be fully acquainted with the existing conditions of such locations as necessary for the services under this Agreement. Should Consultant discover any latent or unknown conditions, which will materially affect the performance of the services under this Agreement, Consultant shall immediately inform the Town of such fact and shall not proceed, except at Consultant’s risk until written instructions are received from the Town Manager.

**1.6 Further Responsibilities of Parties.** Both parties agree to use reasonable care and diligence to perform their respective obligations under this Agreement. Both parties agree to use their best efforts to execute all instruments, prepare all documents, and take all actions as may be reasonably necessary to

carry out the purposes of this Agreement. Unless hereafter specified, neither party shall be responsible for the services of the other.

**1.7 Additional Services.** The Town shall have the right at any time during the Consultant's performance of the services, without invalidating this Agreement, to order extra work or make changes by altering, adding to or deducting from Consultant's services. No such extra work may be undertaken unless a written order is first given by the Town Manager to the Consultant, incorporating therein any adjustment in (i) the Contract Sum, and/or (ii) the time to perform this Agreement, which said adjustments are subject to the written approval of the Consultant. Any change in compensation of the Contract Sum, or in the time to perform, shall be first approved in writing by the Town Manager. It is expressly understood by Consultant that the provisions of this section shall not apply to services specifically set forth in the Scope of Services or reasonably contemplated therein. Consultant hereby acknowledges that it accepts the risk that the services to be provided pursuant to the Scope of Services may be more costly or time consuming than Consultant anticipates and that Consultant shall not be entitled to additional compensation therefor except for additional meetings at Town's request.

## **2.0 COMPENSATION.**

**2.1 Contract Sum.** Total compensation of Consultant shall not exceed \$87,215.00 (the "Contract Sum"), except as provided in Section 1.7.

## **3.0 PERFORMANCE SCHEDULE**

**3.1 Time of Essence.** Time is of the essence in the performance of this Agreement.

**3.2 Force Majeure.** The time period(s) specified in the Schedule of Performance for performance of the services rendered pursuant to this Agreement shall be extended as a result of any delays due to unforeseeable causes beyond the control and without the fault or negligence of the Consultant, including, but not restricted to, acts of God or nature or of the public enemy, fires, earthquakes, floods, epidemics, quarantine restrictions, riots, wars, litigation, and/or acts of any governmental agency, including Town only if Consultant shall within ten (10) days of the commencement of such delay notify Town in writing of the causes of the delay. Town shall ascertain the facts and the extent of delay, and extend the time for performing the services for the period of the enforced delay when and if in the reasonable judgment of Town such delay is justified. Town's determination shall be final and conclusive upon the parties to this Agreement. In no event shall Consultant be entitled to recover damages against Town for any delay in the performance of this Agreement, however caused, Consultant's sole remedy being extension of the Agreement pursuant to this Section 3.3.

**3.3 Term.** Unless earlier terminated in accordance with Section 7.6 of this Agreement, this Agreement shall continue in full force and effect until March 5, 2020.

## **4.0 COORDINATION OF WORK**

**4.1 Representative of Consultant.** Only the persons or entities designated in Exhibit "A" shall perform the services described with their names. The foregoing persons or entities shall not be replaced by Consultant without the prior written approval of Town.

**4.2 Contract Officers.** The Contract Officer shall be the Town Manager. It shall be Consultant's responsibility to assure that the Contract Officers are kept informed of the progress of the

performance of the services, and Consultant shall refer any decisions which must be made by Town to the Contract Officers.

**4.3 Prohibition Against Subcontracting or Assignment.** The experience, knowledge, capability, and reputation of Consultant, its principals, and employees and subconsultants were a substantial inducement for Town to enter into this Agreement. Therefore, Consultant shall not contract with any other person or entity, other than those shown in Exhibit "A", to perform in whole or in part the services required under this Agreement without the prior written approval of Town. In addition, neither this Agreement nor any interest herein may be transferred, assigned, conveyed, hypothecated, or encumbered voluntarily or by operation of law, whether for the benefit of creditors or otherwise, without the prior written approval of Town. Transfers restricted hereunder shall include the transfer to any person or group of persons acting in concert of more than twenty-five percent (25%) of the present ownership and/or control of Consultant, taking all transfers into account on a cumulative basis. In the event of any such unapproved transfer, including any bankruptcy proceeding, this Agreement shall, at Town's sole election, be void. No approved transfer shall release Consultant of any liability hereunder without the prior written approval of Town.

**4.4 Independent Consultant.** Consultant shall perform all services required herein as an independent contractor of Town and shall remain at all times as to Town an independent contractor with only such obligations as are consistent with that role. Consultant shall not at any time or in any manner represent that it or any of its agents, employees or subconsultants are agents or employees of Town. Town shall not in any way or for any purpose become or be deemed to be a partner of Consultant in its business or otherwise or a joint venturer or a member of any joint enterprise with Consultant.

## **5.0 INSURANCE, INDEMNIFICATION AND BONDS**

**5.1 Insurance.** In accordance with Exhibit "B" Insurance Requirements, Consultant shall procure and maintain insurance, at its sole cost and expense, in a form and content satisfactory to Town, during the entire term of this Agreement.

**5.2 Indemnification.** Consultant agrees to indemnify Town, its officers, volunteers, agents, and employees against, and shall hold them and each of them harmless from any and all actions, suits, claims, damages to persons or property, losses, costs, penalties, obligations, errors, omissions, or liabilities (herein "claims or liabilities") that may be asserted or claimed by any person, firm, or entity arising out of or in connection with the negligent performance of the work, services, operations, or activities of Consultant, its agents, employees, subconsultants, or invitees relating to this Agreement, or arising from the misconduct, negligent acts or omissions of Consultant hereunder, or arising from Consultant's negligent performance of or failure to perform any term, provision, covenant, or condition of this Agreement, whether or not there is concurrent passive negligence of Town, its officers, agents or employees, who are directly responsible to Town and in connection with such indemnification:

(a) Consultant shall defend any legal action or actions filed in connection with any of such claims or liabilities and shall pay all costs and expenses, including legal costs and attorneys' fees incurred in connection with such defense.

(b) Consultant shall promptly pay any court judgment against Town, its officers, agents, or employees for any such claims or liabilities arising out of or in connection with the negligent performance of or failure to perform such work, operations, or activities of Consultant hereunder; and Consultant agrees to save and hold Town, its officers, agents, and employees harmless therefrom.

(c) In the event Town, its officers, agents, or employees is made a party to any action or proceeding filed or prosecuted against Consultant for such damages or other claims arising out of or in connection with the negligent performance of or failure to perform the work operation, or activities of Consultant hereunder, Consultant agrees to pay to Town, its officers, agents or employees any and all costs and expenses incurred by Town, its officers or employees in such action or proceeding.

**5.3 Sufficiency of Insurer.** Insurance required by this Agreement shall be satisfactory only if issued by companies qualified to do business in California, rated “A” or better in the most recent edition of Best Rating Guide, the Key Rating Guide or in the Federal Register and only if they are of a financial category Class VII or better.

## **6.0 RECORDS AND REPORTS**

**6.1 Records.** Consultant shall keep, and require subconsultants to keep, such books and records as shall be necessary to perform the services required by this Agreement and enable the Contract Officers to evaluate the performance of such services. The Contract Officer shall have full and free access to such books and records at all times during normal business hours of Town, including the right to inspect, copy, audit, and make records and transcripts from such records. Such records shall be maintained for a period of three (3) years following completion of the services hereunder, and the Town shall have access to such records in the event any audit is required.

**6.2 Ownership of Documents.** All studies, drawings, specifications, reports, records, documents and other materials prepared by Consultant, Consultant’s employees, subconsultants, and agents in the performance of this Agreement shall be the property of Town and shall be delivered to Town upon request of the Consultant Officers or upon the termination of this Agreement, and Consultant shall have no claim for further employment or additional compensation as a result of the exercise by Town of its full rights of ownership of the documents and materials hereunder. Any use of such complete documents for other projects and/or use of uncompleted documents without specific written authorization by the Consultant shall be at Town’s sole risk and without liability to Consultant. Consultant and Consultant’s subconsultants may retain copies of such documents for their own use. Consultant shall have an unrestricted right to use the concepts embodied therein. All subconsultants shall provide for assignment to Town of any documents or materials prepared by them, and in the event Consultant fails to secure such assignment, Consultant shall indemnify Town for all damages resulting therefrom.

**6.3 Release of Documents.** The materials prepared by Consultant in the performance of services under this Agreement shall not be released publicly without the prior written approval of the Contract Officer.

## **7.0 ENFORCEMENT OF AGREEMENT**

**7.1 California Law.** This Agreement shall be construed and interpreted both as to validity and to performance of the parties in accordance with the laws of the State of California. Legal actions concerning any dispute, claim, or matter arising out of or in relation to this Agreement shall be instituted in the Superior Court of the County of Butte, State of California, or another appropriate court in such county, and Consultant covenants and agrees to submit to the personal jurisdiction of such court in the event of such action.

**7.2 Retention of Funds.** Consultant hereby authorizes Town to retain from any amount payable to Consultant (whether or not arising out of this Agreement) (i) any amounts the payment of which may be in dispute hereunder or which are necessary to compensate Town for any losses, costs, liabilities, or damages suffered by Town, and (ii) all amounts for which Town may be liable to third parties, by reason of Consultant's acts or omissions in performing or failing to perform Consultant's obligation under this Agreement. In the event that any claim is made by third party, the amount or validity of which is disputed by Consultant, or any indebtedness shall exist which shall appear to be the basis for a claim of lien, Town may withhold from any payment due, without liability for interest because of such withholding, an amount sufficient to cover such claim. The failure of Town to exercise such right to retain or to withhold shall not, however, affect the obligations of the Consultant to insure, indemnify, and protect Town as elsewhere provided herein.

**7.3 Waiver.** No delay or omission in the exercise of the right or remedy by a non-defaulting party on any default shall impair such right or remedy or be construed as a waiver. Any waiver by either party of any default shall be in writing and shall not be a waiver of any other default concerning the same and any other provision of this Agreement.

**7.4 Rights and Remedies are Cumulative.** Except with respect to rights and remedies expressly declared to be exclusive in this Agreement, the rights and remedies of the parties are cumulative and the exercise by either party of one or more of such rights and remedies shall not preclude the exercise by it, at the same or different times, of any other rights or remedies for the same default or any other default by the other party.

**7.5 Legal Action.** In addition to any other rights or remedies, either party may take legal action, in law or in equity, to cure, correct, or remedy any default, to recover damages for any default, to compel specific performance of this Agreement, to obtain declaratory or injunctive relief, or to obtain any other remedy consistent with the purposes of this Agreement.

**7.6 Termination Prior to Expiration of Term.** This section shall govern any termination of this Agreement except as specifically provided in the following section for termination for cause. Town reserves the right to terminate this Agreement at any time, with or without cause, upon thirty (30) days written notice to Consultant, except that where termination is due to the fault of the Consultant, the period of notice may be such shorter time as may be determined by the Contract Officers. Upon receipt of any notice of termination Consultant shall immediately cease all services hereunder, except such as may be specifically approved by the Contract Officer. Consultant shall be entitled to compensation for all services rendered prior to receipt of the notice of termination and for any services authorized by the Contract Officer thereafter in accordance with the Schedule of Compensation or such as may be approved by the Contract Officers, except as provided in Section 7.2.

**7.7 Termination for Default of Consultant.** If termination of this Agreement is due to the failure of the Consultant to fulfill its obligations under this Agreement, Town may take over the work and perform the same to completion by contract or otherwise, and the Consultant shall be liable to the extent that the total cost for completion of the services required hereunder exceeds the compensation herein stipulated (provided that the Town shall use reasonable efforts to mitigate such damages), and Town may withhold any payments to the Consultant for the purpose of setoff or partial payment of the amounts owed Town.

**7.8 Attorneys' Fees.** If either party to this Agreement is required to initiate or defend or is made a party to any action or proceeding in any way connected with this Agreement, the prevailing party in such action or proceeding, in addition to any other relief which may be granted, whether legal or

equitable, shall be entitled to reasonable attorneys' fees. Attorneys' fees shall include attorneys' fees on any appeal, and in addition a party entitled to attorney's fees shall be entitled to all other reasonable costs for investigating such action, taking depositions and discovery, and all other necessary costs the court allows which are incurred in such litigation. All such fees shall be deemed to have accrued on commencement of such action and shall be enforceable whether or not such action is prosecuted to judgment.

## **8.0 TOWN OFFICERS AND EMPLOYEES: NON-DISCRIMINATION**

**8.1 Non-Liability of Town Officers and Employees.** No officer or employee of the Town shall be personally liable to the Consultant, or any successor in interest, in the event of any default or breach by the Town or for any amount that may become due to the Consultant or to its successor, or for breach of any obligation of the terms of this Agreement.

**8.2 Conflict of Interest.** No officer or employee of the Town shall have any financial interest, direct or indirect, in this Agreement nor shall any such officer or employee participate in any decision relating to the Agreement which effects his or her financial interest or the financial interest of any corporation, partnership or association in which he or she is, directly or indirectly, interested, in violation of any state statute or regulation. The Consultant warrants that it has not paid or given and will not pay or give any third party any money or other consideration for obtaining this Agreement.

## **9.0 MISCELLANEOUS PROVISIONS**

**9.1 Notice.** Any notice, demand, request, document, consent, approval, or communication either party desires or is required to give to the other party or any other person shall be in writing and either served personally or sent by prepaid, first class mail, in the case of Town, to the Town Manager, Town of Paradise, 5555 Skyway, Paradise, CA 95969, phone number (530) 872-6291 and in the case of the Consultant to Valerie Reddemann, HERO CMO, 1222 Esplanade, Chico CA 85826 , phone number (530) 588-0758. Either party shall notify the other party of any change of address in writing. Notice shall be deemed communicated at the time personally delivered or in seventy-two (72) hours from the time of mailing if mailed as provided in this Section.

**9.2 Interpretation.** The terms of this Agreement shall be construed in accordance with the meaning of the language used and shall not be construed for or against either party by reason of the authorship of this Agreement or any other rule of construction which might otherwise apply.

**9.3 Integration: Amendment.** It is understood that there are no oral agreements between the parties hereto affecting this Agreement and this Agreement supersedes and cancels any and all previous negotiations, arrangements, agreements, and understandings, if any, between the parties, and none shall be used to interpret this Agreement. This Agreement may be amended at any time by the mutual consent of the parties by an instrument in writing.

**9.4 Severability.** In the event that any one or more of the phrases, sentences, clauses, paragraphs, or sections contained in this Agreement shall be declared invalid or unenforceable by a valid judgment or decree of a court of competent jurisdiction, such invalidity or unenforceability shall not affect any of the remaining phrases, sentences, clauses, paragraphs or sections of this Agreement which are hereby declared as severable and shall be interpreted to carry out the intent of the parties hereunder unless

the invalid provision is so material that its validity deprives either party of the basic benefit of their bargain or renders this Agreement meaningless.

**9.5 Corporate Authority.** The persons executing this Agreement on behalf of the parties hereto warrant that (i) such party is duly organized and existing, (ii) they are duly authorized to execute and deliver this Agreement on behalf of such party, (iii) by so executing this Agreement, such party is formally bound to the provisions of this Agreement, and (iv) the entering into this Agreement does not violate any provision of any other Agreement to which such party is bound.

IN WITNESS WHEREOF, the parties have executed and entered into this Agreement as the date first written above.

**CONSULTANT**

**TOWN OF PARADISE**

By: \_\_\_\_\_

By: \_\_\_\_\_

Lauren M. Gill, Town Manager

Title: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

**APPROVED AS TO FORM:**

**ATTEST:**

By: \_\_\_\_\_

Dwight L. Moore, Town Attorney

By: \_\_\_\_\_

Dina Volenski, Town Clerk

:

## **EXHIBIT “A” SCOPE OF SERVICES**

The Communication and Public Relations Coordinator will work to coordinate information and messaging through the Town Manager’s office to Paradise citizens, local media, community stakeholders, local public agencies, along with State and Federal organizations, legislators and legislative staff, and other interested parties.

Tasks under the jurisdiction of the Communication and Public Relations Coordinator may include, but not be limited to:

1. Designing strategies and plans for recovery activities being approved by and pursued by the Town of Paradise;
2. Coordinating promotion of community meetings, small focus groups, public agency presentations, communication of actions by the Paradise Town Council, Butte County Board of Supervisors, and other affiliated public bodies, news media briefings, press releases, updating related website information, social media, and other communication paths;
3. Organizing events such as tours, press conferences, media briefings, event announcements, and related press releases and notifications;
4. Undertaking daily conventional and social media monitoring and analysis of news reports related to the Paradise recovery effort;
5. Undertaking and maintaining a Paradise communication archive folder including photos, news articles, promotional and informational material;
6. Updating related websites, Facebook page, and other informational alternatives, as applicable;
7. Reporting on the communication program to the Town Manager on a regular basis.



## EXHIBIT “B” INSURANCE

**Insurance Requirements for Consultant.** The Consultant shall obtain and maintain for the duration of the contract, insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of the work hereunder by the Consultant, her agents, representatives, or employees.

### **Minimum Scope of Insurance**

Coverage shall be at least as broad as:

1. Insurance Services Office Commercial General Liability coverage (occurrence Form CG 0001)
2. Insurance Services Office Form Number CA 0001 covering Automobile Liability, Code 1 (any auto)
3. Workers' Compensation insurance as required by the State of California and Employer's Liability Insurance for Consultant's employees, if any
4. Errors and Omissions liability insurance endorsed to include contractual liability

### **MINIMUM LIMITS OF INSURANCE**

Consultant shall maintain limits no less than:

(1) General Liability:	\$2,000,000 per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
(2) Automobile Liability:	\$1,000,000 per accident for bodily injury and property damage
(3) Employer's Liability:	\$1,000,000 per accident for bodily injury or disease.
(4) Errors and Omission Liability:	\$1,000,000 per claim & \$1,000,000 aggregate

### **Deductibles and Self-Insured Retentions**

Any deductibles or self-insured retentions must be declared to and approved by the Town of Paradise. At the option of the Town, either: the insurer shall reduce or eliminate such deductibles or self insured retentions as respects the Town, its officers, officials, employees and volunteers; or the Consultant shall provide a financial guarantee satisfactory to the Town guaranteeing payment of losses and related investigations, claim administration and defense expenses.

The commercial general liability and automobile liability policies are to contain, or be endorsed to contain, the following provisions:

The Town, its officers, officials, employees and volunteers are to be covered as insureds as respects: liability arising out of work or operations performed by or on behalf of the Consultant; or automobiles owned, leased, hired or borrowed by the Consultant.

For any claim related to this project Consultant insurance coverage shall be primary insurance as respects the Town, its officers, officials, employees and volunteers. Any insurance or self-insurance maintained by the town, its officers, officials, employees or volunteers shall be excess of Consultant's insurance and shall not contribute with it.

Each insurance policy required by this clause shall be endorsed to state that coverage shall not be canceled by either party, except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the Town.

Coverage shall not extend to any indemnity coverage for the active negligence of the additional insured in any case where an agreement to indemnify the additional insured would be invalid under Subdivision (b) of Section 2782 of the Civil Code.

#### **Acceptability of Insurers**

Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A-VII unless otherwise acceptable to the Town.

#### **Verification of Coverage**

Consultant shall furnish the Town with original certificates and amendatory endorsements effecting coverage required by this clause. The endorsements should be on forms provided by the Town or on other than the Town's forms provided those endorsements conform to Town requirements. All certificates and endorsements are to be received and approved by the Town before work commences. The Town reserves the right to require complete, certified copies of all required insurance policies, including endorsements affecting the coverage required by these specifications at any time.