



# Town of Paradise

## Town Council Meeting Agenda

### 6:00 PM – March 08, 2022

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

Mayor, Steve Crowder  
Vice Mayor, Greg Bolin  
Council Member, Steve “Woody” Culleton  
Council Member, Jody Jones  
Council Member, Rose Tryon

Town Manager, Kevin Phillips  
Town Attorney, Scott E. Huber  
Town Clerk, Dina Volenski  
CDD, Planning & Onsite, Susan Hartman  
CDD, Building & Code Enforcement, Tony Lindsey  
Finance Director/Town Treasurer – Ross Gilb  
Public Works Director/Town Engineer, Marc Mattox  
Division Chief, CAL FIRE/Paradise Fire, Garrett Sjolund  
Chief of Police, Eric Reinbold  
Recovery & Economic Development Director, Colette Curtis  
Human Resources & Risk Management Director, Crystal Peters  
Information Systems Director, Luis Marquez

#### Meeting Procedures

- 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. Town Council recognition of Employee Service to the Town of Paradise for 2021. Presented by Mayor Steve Crowder.

### **20 Years**

Robert Grignon - Public Works  
Candace Mays-Keillor - Public Works

### **5 Years**

Anthony Borgman - Police Department  
Jeanette Huggins - Police Department  
Chris Rainey - Community Development Department  
Sandra Miller - Finance Department  
Anne Vierra - Community Development Department  
Chris Nicoletti - Fleet Services

- [1f.](#) p6 Proclamation recognizing March as Red Cross Month.
- 1g. Presentation - Paradise Unified School District Update - Tom Taylor, Superintendent and David McCready, Assistant Superintendent.
- 1h. Financial Update - Jim McCourt from Meeder Investments.
- [1i.](#) Camp Fire Recovery Updates - Written reports are included in the agenda packet.
  - p7 Colette Curtis, Recovery and Economic Development Director - Recovery projects, Advocacy, Economic Recovery and Development, Communications and Emergency Operations.
  - p10 Marc Mattox, Public Works Director/Town Engineer - Infrastructure and Sewer Update.
  - p13 Tony Lindsey, CDD-Building and Code Enforcement Update.

## 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.](#) p18 Approve minutes of the February 8, 2022 Special and Regular Town Council meetings.
- [2b.](#) p24 Approve February 2022 Cash Disbursements in the amount of \$2,605,255.44.
- [2c.](#) p31 Award 2022 Town of Paradise HVAC Maintenance Services, to RB Spencer, Inc. of Yuba City, CA in the amount of their bid \$11,000 per year and \$165.00 per hour.

- 2d. p33 Acknowledge receipt of and file the Planning Commission's annual report concerning implementation status of the 1994 Paradise General Plan and Housing Element for the 2021 calendar year.
- 2e. p57 Approve the amended Professional Services Agreement with Mark Thomas and Company and authorize the Town Manager to execute an amendment.
- 2f. p60 Authorize the Town Manager to execute an agreement, as approved by the Town Attorney, with Willdan for the Town of Paradise BRC LED Conversion Project in an amount not to exceed \$36,192.53 utilizing PG&E's On-Bill Financing Program.

### **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. p73 Conduct a required scheduled public hearing and consider approving Resolution No. 2022-\_\_ A Resolution of the Town Council of the Town of Paradise adopting a new Defensible Space Certificate of Compliance fee to the Master Schedule of Fees for Town Services; or, Refer the matter back to staff for further development and consideration. (ROLL CALL VOTE)
- 5b. p78 1. Conduct the first of two public hearings to solicit comments and/or suggestions regarding the 2022-2023 Annual Plan funding priorities; and,  
2. Approve the formation of a public services sub-committee to consider input and requests for public services funding; and,  
3. Appoint two Council members to the public services sub-committee.

### **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. p82 Consider adopting Resolution No.2022-\_\_, A Resolution of the Town Council of the Town of Paradise approving the plans and specifications for the On-System Road Rehabilitation Project and authorizing advertisement for bids on the project. (ROLL CALL VOTE)

- 6b. Hear verbal update for the Paradise Sewer Project and concur with staff recommendation to proceed with developing a Connection Payment to be paid from the Town of Paradise to the City of Chico for a potential future connection to the City's Water Pollution Control Plant for wastewater treatment services for a defined Sewer Service Area. The potential Connection Payment will be integrated into the ongoing draft Principles of Agreement being developed by the Sewer Regionalization Project Advisory Committee. (there is no agenda summary with this item, verbal update and request for concurrence)
- [6c.](#) p89 1. Consider discussing the process and priorities for the Category 4 Tree Removal Program; and, 2. Concurring with Staff recommendation regarding priorities and eligibility for the Program; or, 3. Give alternate direction to staff. (ROLL CALL VOTE)
- [6d.](#) p92 1. Consider accepting the Non Residential Market Study prepared by Economic and Planning Systems Inc.; or, 2. Give alternate direction to staff. (ROLL CALL VOTE)
- [6e.](#) p162 1. Consider directing staff to make changes to the Fuel Reduction and Land Clearing Burn Permits; or 2. Make no change to current burn permit(s). (ROLL CALL VOTE)
- [6f.](#) p167 Consider adopting Resolution No. 2022-\_\_\_\_ "A Resolution of the Town Council of the Town of Paradise Approving the Agreement Amendment of California Department of Forestry and Fire Protection (CAL FIRE) for services from July 1, 2021 through June 30, 2025 for a maximum amount not to exceed \$18,620,847 OR direct staff to negotiate an alternative agreement with CAL FIRE with a reduced level of service and reduced costs. (ROLL CALL VOTE)
- [6g.](#) p170 Upon conclusion of public discussion of the proposed ordinance regarding the use of military equipment, consider adopting either the recommended action or an alternative action:
1. Consider waiving the first reading of the Town of Paradise Ordinance No. \_\_\_\_ and read by title only; and, 2. Introduce Town of Paradise Ordinance No. \_\_\_\_ "An Ordinance Adding Section 9.70 to the Paradise Municipal Code Relating to Military Equipment Use"; or, 3. Provide alternative action. (ROLL CALL VOTE)
- [6h.](#) p190 1. Consider accepting the Paradise Police Department Report on the options for Dispatch services; and, 2. Provide direction to the Police Department for the future provision of dispatch services. (ROLL CALL VOTE)
- [6i.](#) p234 Discuss and consider providing direction and feedback regarding goals for the FY 2022-23 Operating and Capital Budgets.

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

- 7a. Council initiated agenda items
- 7b. Council reports on committee representation
- 7c. Future Agenda Items



## 8. STAFF COMMUNICATION

8a. Town Manager Report

## 9. CLOSED SESSION - None

## 10. ADJOURNMENT

STATE OF CALIFORNIA ) COUNTY OF BUTTE )	SS.
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:	
<hr/>	
TOWN/ASSISTANT TOWN CLERK SIGNATURE	

# *Town of Paradise, California*

## *PROCLAMATION*

### **MARCH IS AMERICAN RED CROSS MONTH, 2022**

**WHEREAS**, in times of crisis, people in Town of Paradise come together to care for one another. This humanitarian spirit is part of the foundation of our community and is exemplified by American Red Cross volunteers and donors; and,

**WHEREAS**, in 1881, Clara Barton founded the American Red Cross, turning her steadfast dedication for helping others into a bold mission of preventing and alleviating people's suffering. Today, more than 140 years later, we honor the kindness and generosity of Red Cross volunteers here in the Town of Paradise, who continue to carry out Clara's lifesaving legacy. They join the millions of people across the United States who volunteer, give blood, donate financially or learn vital life-preserving skills through the Red Cross; and,

**WHEREAS**, during the Camp Fire in 2018; in Butte County the contributions of local Red Cross volunteers gave hope to the most vulnerable in their darkest hours — whether it's providing emergency shelter, food and comfort for families devastated by wildfires, local disasters like single-family home fires, donating essential blood for accident and burn victims, heart surgery and organ transplant patients, and those receiving treatment for leukemia, cancer or sickle cell disease; supporting service members and veterans, along with their families and caregivers, through the unique challenges of military life; helping to save the lives of others with first aid, CPR and other skills; or delivering international humanitarian aid; and,

**WHEREAS**, their work to prevent and alleviate human suffering is vital to strengthening our community's resilience. We dedicate this month of March to all those who continue to advance the noble legacy of American Red Cross founder Clara Barton, who lived by her words, "You must never think of anything except the need, and how to meet it." We ask others to join in this commitment to give back in our community.

**NOW, THEREFORE**, I, Steve Crowder, Mayor of the Town of Paradise, by virtue of the authority vested in me by the laws of Paradise and California, do hereby proclaim March 2022 as Red Cross Month. I encourage all citizens of the Town of Paradise to reach out and support its humanitarian mission.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of the Town of Paradise to be affixed hereto this 8<sup>th</sup> day of March, 2022.

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Steve Crowder, Mayor



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 8, 2022**

**Agenda Item: 1(i)**

**ORIGINATED BY:** Colette Curtis, Recovery and Economic Development Director  
**REVIEWED BY:** Kevin Phillips, Town Manager  
**SUBJECT:** Monthly Recovery Update  
**LONG TERM RECOVERY PLAN:** Yes

**COUNCIL ACTION REQUESTED:** None

**Background:**

This report continues the Monthly Updates provided to keep the Town Council apprised of important developments related to the recovery of the Town of Paradise from the Camp Fire. Included in this update are items related to recovery projects, advocacy economic recovery and development, communications and emergency operations.

**Analysis:**

**ECONOMIC DEVELOPMENT**

**Business Retention and Attraction – Big Lots**

Big Lots has signed a lease to occupy the old Rite Aid building on Clark Rd. No permits have been received to date. The Town is working with the property owner of the complex to continue filling available spaces.

**New Make it Paradise Website**

The Make it Paradise website is being updated to function as the Town's economic development center. The website will be a hub for business information, with demographic data, infrastructure project information and resources for businesses looking to open or reopen in Paradise. The new website is expected to go live in March 2022.

**Non-residential market study through the Transportation Master Plan**

- The final draft of the report has been delivered to the Town. Discussion on this report is on tonight's agenda as item 6e.
- EPS is also working on a development opportunity site map to be delivered by summer 2022.

**Design Standards through the Transportation Master Plan**

- Part of the scope of the transportation master plan includes an update of design standards for the downtown and Clark commercial corridor. While we have design standards currently in place, the re-building of many of these areas provides an opportunity to update those standards to meet the vision of our community now, as well as look for resources available to make design standards more affordable to those rebuilding.
- A draft of updated design standards will be presented to Council in April.

## RECOVERY

### Trees

- Abatement
  - 12 property owners enrolled in the private program who have not removed their trees. (-1 from February Council Report)
  - 176 property owners who have not removed their trees. (-13 from February Council Report)
  - There are currently 188 properties at risk for abatement. This is down from 1500 in July 2020 and 850 in January of 2021.

### Category 4 Tree Removal

- Town required environmental process (CEQA) was completed in January 2022.
- Undergoing Federal Environmental Review. Hopeful that process will be complete spring of 2022. Sections 1-3 of EA report nearing completion.
- Public Scoping notice was posted on February 2, 2022 for a 30 day comment period.
- Council discussion concerning program priorities is on tonight's agenda as item 6c.
- We are hopeful that we will be able to begin accepting applicants by summer of 2022.

### Long Term Recovery Plan Update

Urban Design Associates has begun the Long Term Recovery Plan Update, at the direction of Town Council and Town staff. Stakeholder meetings are being conducted currently, with a survey and virtual and in person meetings beginning in March 2022. The Update will be presented to Council in June 2022.

### Early Warning System

- Town required environmental process CEQA was completed in January 2022.
- Last "request for information" was submitted in October of 2021. CalOES/FEMA has stated that they do not need any additional information to complete their portion of the review process.
- Working with CalOES on final details of tribal monitoring requirements before approval.
- We are hopeful that this project approval is imminent.
- All other Town required action items are complete.

### Hazardous Fuels Reduction Program

- Town required environmental process (CEQA) was completed in January 2022.
- Undergoing Federal Environmental Review. Anticipate that process will be complete by Summer 2022.
- Public Scoping notice will be posted in early February to move forward with project.
- All other Town required action items are complete.

### Defensible Space Code Enforcement Program

- Town required environmental process was completed in December 2021.
- Public Scoping notice was posted on February 2, 2022 for a 30 day comment period.
- Undergoing Federal Environmental Review. Anticipate that process will be complete by Summer 2022.
- All other Town required action items are complete.

### Residential Ignition Resistant Improvement Program

- Town required environmental process (CEQA) was completed in January 2022.
- Undergoing Federal Environmental Review. Anticipate that process will be complete by Summer 2022.
- Public Scoping notice was posted on February 2, 2022 for a 30 day comment period.
- All other Town required action items are complete.

### Reseeding Program

Phase 1 of this project was completed in November with the acceptance of the reseeding plan. Our next step will be to determine how to move forward with the direction for implementation provided by council in November.

### COMMUNICATIONS

#### Request for Proposals for Communications Consultant

- Town Staff is issuing an RFP for consultants to assist with communication and marketing efforts.
- A recommendation will be made to Council at the April meeting.

### EMERGENCY MANAGEMENT

- Town staff led a regional evacuation exercise as part of the Transportation Master Plan.
- Concurrent to that exercise, the Town held an EOC table top with Section Chiefs.
- A full EOC exercise, with all staff and cooperators will be held in the near future.
- Emergency Operation Plan Update: Constant Associates is now working on the update and we will have more information to report in the coming months. We anticipate a final report this spring.

### **Financial Impact:**

None.



**TOWN OF PARADISE  
Council Agenda Summary  
Date: March 8, 2022**

**Agenda No. 1(i)**

**ORIGINATED BY:** Marc Mattox, Public Works Director / Town Engineer

**REVIEWED BY:** Kevin Phillips, Town Manager

**SUBJECT:** Camp Fire Recovery Updates - Infrastructure

**COUNCIL ACTION REQUESTED:**

1. None, written monthly update only.

**Background:**

This report continues the Monthly Disaster Recovery Updates provided to keep the Town Council apprised of important developments related to the recovery of the Town of Paradise from the Camp Fire.

**Analysis:**

**Road Rehabilitation**

As previously covered in related Agenda Summaries and Updates, the Town of Paradise has secured funding from both FEMA and Federal Highways Administration for the purposes of road rehabilitation associated with Camp Fire damages from the fire itself, debris removal and tree removal operations. These projects cover all Town of Paradise publicly owned and maintained roadways.

Public Works Engineering staff is making efforts to formulate the first post-Camp Fire road rehabilitation for delivery in late 2022. With many segments of Lower Skyway already undergrounded and remaining segments actively under construction, staff has identified Skyway between Crossroads and south of Bille Road as the preferred project.

Staff will continue to provide the Council regular updates on this project moving forward.

**Transportation Master Plan**

Preparation of the Transportation Master Plan (TMP) is well underway. The TMP will evaluate daily and evacuation transportation needs, policy documents, construction standards, and opportunities to support economic development. The Transportation Master Plan will provide a prioritized list of improvements for near-term and long-term construction. All TMP related information can be found here: <https://www.townofparadise.com/pwe/page/transportation-recovery-efforts>

A series of four workshops has been announced for public input and participation in the development of the TMP, listed below:

- Thursday, June 3, 2021: Infrastructure Recovery Update (Completed)
  - Watch recorded workshop [here](#).
- Tuesday, June 22, 2021: Roadway and Traffic Evacuation Planning (Completed)
  - Watch recorded workshop [here](#).



- 800+ survey responses received, data to be presented under Item 6b of this Council agenda.
- Thursday, July 15, 2021: Downtown and Clark Road Design Standards (Completed)
  - Watch recorded workshop [here](#).
- Thursday, August 12, 2021: Bicycling and Walking Network Review (Completed)
  - Watch recorder workshop [here](#).

All workshops have allowed flexible attendance either [virtually](#) or in-person at Town Hall Council Chambers (5555 Skyway, Paradise).

Currently there are four primary focuses of the Transportation Master Plan:

1. Efforts are currently underway to increase public participation for feedback on the Transportation Master Plan through staffing of tables at various community events and locations. These efforts are mostly focused on Active Transportation Program-type projects such as sidewalks and multi-use bike-pedestrian pathways. Additional outreach and participation with the public to shape project priorities significantly improves our project applications' competitiveness.
2. Multi-agency Emergency Evacuation Planning Task Force has resumed meetings and made significant progress towards addressing major objective's in the Town's Corrective Action Plan. This includes revisions to the Town's Emergency Evacuation and Traffic Control Plan as well as initiating processes to improve regional communication and implementation strategies.
  - a. On Wednesday February 23rd, twenty-five representatives from five local agencies participated in a regional evacuation planning exercise to prepare for future emergencies. Planned and led by the Town of Paradise, representatives from the City of Chico, Butte County, California Highway Patrol (CHP) and Caltrans walked through an evacuation scenario in Paradise. The exercise utilized law enforcement and Public Works professionals in virtual and in-person environments.
3. Relating to utilities, work is underway for the development of policies, procedures and coordination. This involves the creation of a master map of undergrounding to be used in planning future road rehabilitation projects.
  - a. Town and consultant staff are in the process of rolling out the master coordination mapping tool.
4. Grant application work has been completed for the Community Development Block Grant – Disaster Recovery relating to transportation projects identified through technical analysis and public feedback.
  - a. Staff is actively preparing Notices of Intent submittals for this program and is utilizing the project listing and prioritization adopted last month by Town Council.

## **Paradise Sewer Project**

### **Efforts for Past Month:**

- The Central Valley Regional Water Quality Control Board (Regional Board) hosts meetings of the Sewer Regionalization Project Advisory Committee (SRPAC). The SRPAC met on January 31<sup>st</sup> at the Town of Paradise council chambers. Information about SRPAC

meetings, including agendas and meeting minutes, can be found at [www.paradiseseWER.com](http://www.paradiseseWER.com).

- Continued analysis and writing efforts for the Draft EIR.
- Continued to update the project's public website ([www.paradiseseWER.com](http://www.paradiseseWER.com)).
- The City of Chico, through its consultant Carollo Engineers, continued its analysis of the potential to treat Paradise wastewater at the Chico Water Pollution Control Plant.
- Continued funding application efforts.

#### **Efforts for Next Month:**

- Updates to Paradise Town Council and Chico City Council on the progress of the SRPAC.
- The next SRPAC meeting is currently scheduled for March 14, 2022, however is likely to be rescheduled to either March 21 or March 28. Confirmation of the next SRPAC date will be posted to the project's public website.
- Continue writing efforts on the Draft Environmental Impact Report (EIR).
- The City of Chico, through its consultant Carollo Engineers, will finalize its analysis of the potential to treat Paradise wastewater at the Chico Water Pollution Control Plant.
- Continue funding application efforts.



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 8<sup>th</sup>, 2022**

**Agenda Item: 1(i)**

**ORIGINATED BY:** Tony Lindsey, CDD, Building & Code Enforcement  
**REVIEWED BY:** Kevin Philips, Town Manager  
**SUBJECT:** Camp Fire Recovery Updates – Code Enforcement  
**LONG TERM RECOVERY PLAN:** No  
**COUNCIL ACTION REQUESTED:** None

**Background:**

The mission of the Code Enforcement Division is to promote and maintain a safe and desirable living and working environment. We help maintain and improve the quality of our community by administering a fair and unbiased enforcement program to correct violations of municipal codes and land use requirements. We work with residents, neighborhood associations, public service agencies, and other Town departments to:

- Facilitate voluntary compliance with Town codes.
- Empower community self-help programs.
- Develop public outreach programs.
- Establish community priorities for enforcement programs.

**Analysis:**

Code Enforcement receives complaints of violations from staff and general community members. Each complaint is investigated and verified by our Officers. During February (January 28<sup>th</sup> – February 24<sup>th</sup>), Code Enforcement worked a total of 79 RV violations spread throughout Town. Nine locations had a Temporary Use Permit (TUP), and 70 unpermitted sites did not. RV cases were reduced to 76, 68 without a TUP and 8 with a TUP by the end of the reporting period. (Exhibit A)

TUPs issued under ORD 612 as of 2/24/2022 = 298 (Exhibit B)

- Storage only – 34 (33)
- Occupied & issued – 259 (265)
- 233 (79%) are owner applied/occupied.

Below are the statistics of our current RV Code Enforcement activity for the reporting period, and included for reference are the last reporting period numbers in parenthesis.

- Sites without TUP's – 68 (62)

- Sites with TUP Violations – 8 (8)
- Sites with Administrative Warnings – 79 (80)
- Sites with 1<sup>st</sup> Administrative citation issued – 57 (55)
- Sites with 2<sup>nd</sup> Administrative citation issued – 41 (38)
- Sites with 3<sup>rd</sup> Administrative citation issued – 23 (23)
- Compliance Gained RV cases closed – 3 (10)
  - 2 RVs removed
  - 1 Violation resolved (weed & debris removed, building permit issued)

The Community Enhancement Outreach Team, consisting of Fire Prevention, Police, Housing, Code Enforcement, and since February 3, 2022, Disaster Case Managers (DCMs), who work through “Camp Fire Collaborative,” have attended inspections Tuesdays and Thursdays each week. During this period, five different DCMs attended, and they interacted with 37 individuals impacted by the Camp Fire.

- The team contacted 37 community members:
  - 10 were tenants and did not own property.
  - 27 owner-occupied.
  - 2 purchased the property post-Camp Fire.
  - 31 supplied contact information to DCM staff
- DCMs generated 50 new clients from their integration with the outreach team.

A DCM works with each case to create a realistic recovery plan and utilizes the types of assistance available based on each survivor’s unique situation and needs.

- Some of the services provided:
  - Locating Housing
  - Relocation
  - Rebuilding
  - Identifying long term recovery goals
  - Connecting with resources that will assist with long-term recovery.
  - Addressing unmet needs remaining from the Camp Fire.

\*\* The Camp Fire Collaborative (CFC) is a community collaboration of over 50 nonprofit, private, and public organizations. These organizations work to address the unmet needs of Camp Fire survivors throughout the Butte County region. The CFC works to discover long-term recovery issues and develop strategies and solutions using our combined vision and resources.

Code Enforcement submitted 17 (13) Nuisance Abatement cases to the Town attorney for review. Town attorney staff sent 14 (9) Nuisance properties final 30-day warning letters to abate the nuisance conditions. Work continues on the remainder, and each site is monitored for compliance. 4 (3) have self-abated removing the municipal code violations (refuse, debris, weed abatement, and RV’s removed). Code has prepared 3 additional nuisance abatement property files for Town attorney review.

Other Code Enforcement Items:

- Abandoned Vehicle Authority abatements – 16 (16)
  - 4 vehicles were towed.
  - 12 voluntarily removed.

- Complaints regarding: Waste and refuse, building without permits, camping, cargo containers, grading, erosion control, fire hazards, livestock, substandard housing, etc.

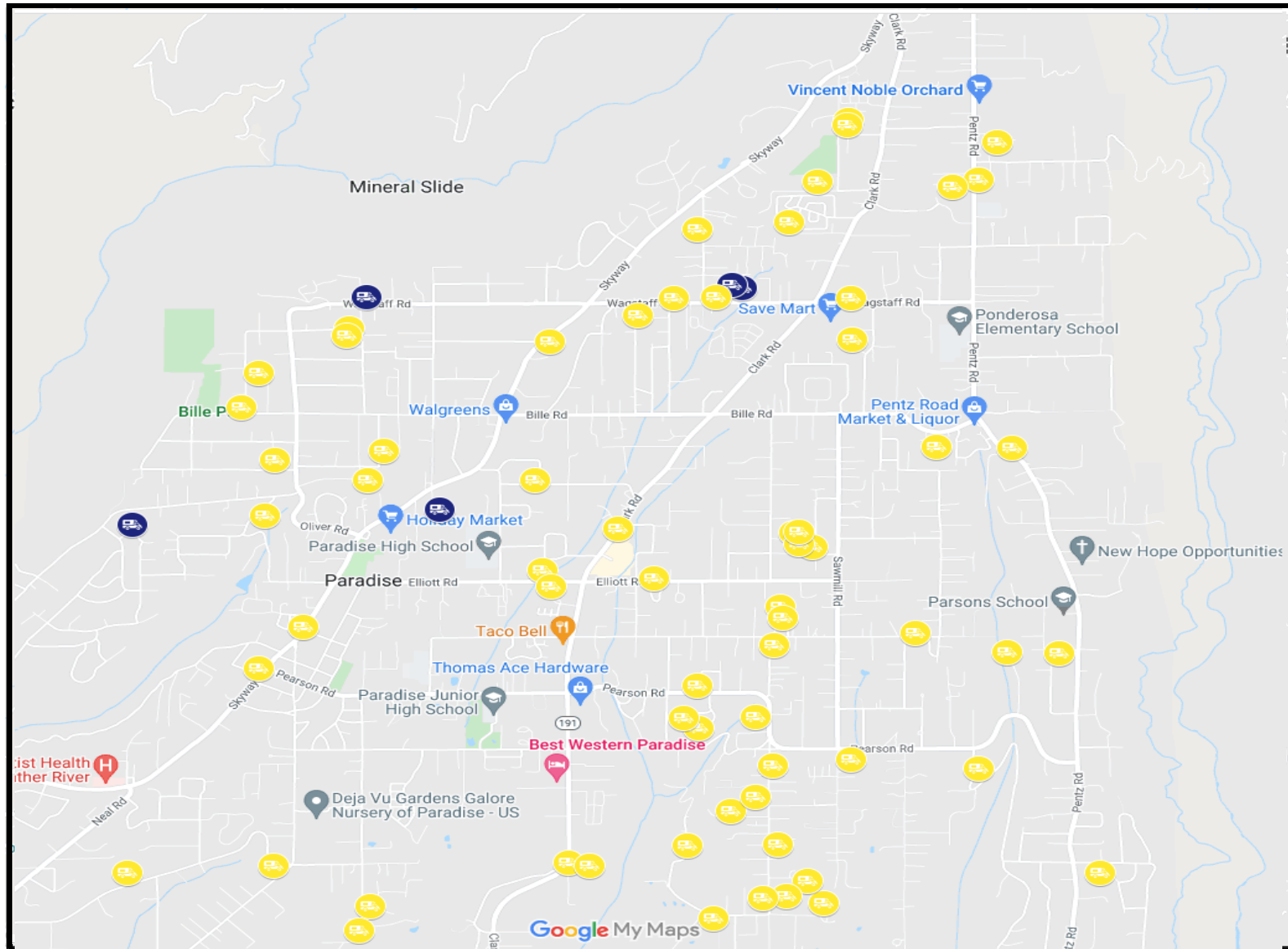
Fire Prevention is built upon the philosophy of three main objectives: Education, Engineering, and Enforcement. Fire Prevention is a vital function in the community and our continued economic development. Our defensible space and hazardous fuel management ordinance requires property owners to keep their parcels fire safe, whether they live in Town or not. Fire Prevention staff is tasked with performing weed abatement inspections on 11,089 parcels within our community.

The following is the number of Defensible Space Program inspections completed as of 2/25/2022:

- Compliant – 8,864 (8,727)
- Non-compliant – 1,686 (1,862)
- Code Enforcement Referrals – 694 (603)
  - 500 Active Code Cases
  - 194 Closed Code Cases, weeds, log decks, and debris removed.

# EXIHIBIT A

## TUP Violations



Violations w/ TUP 8

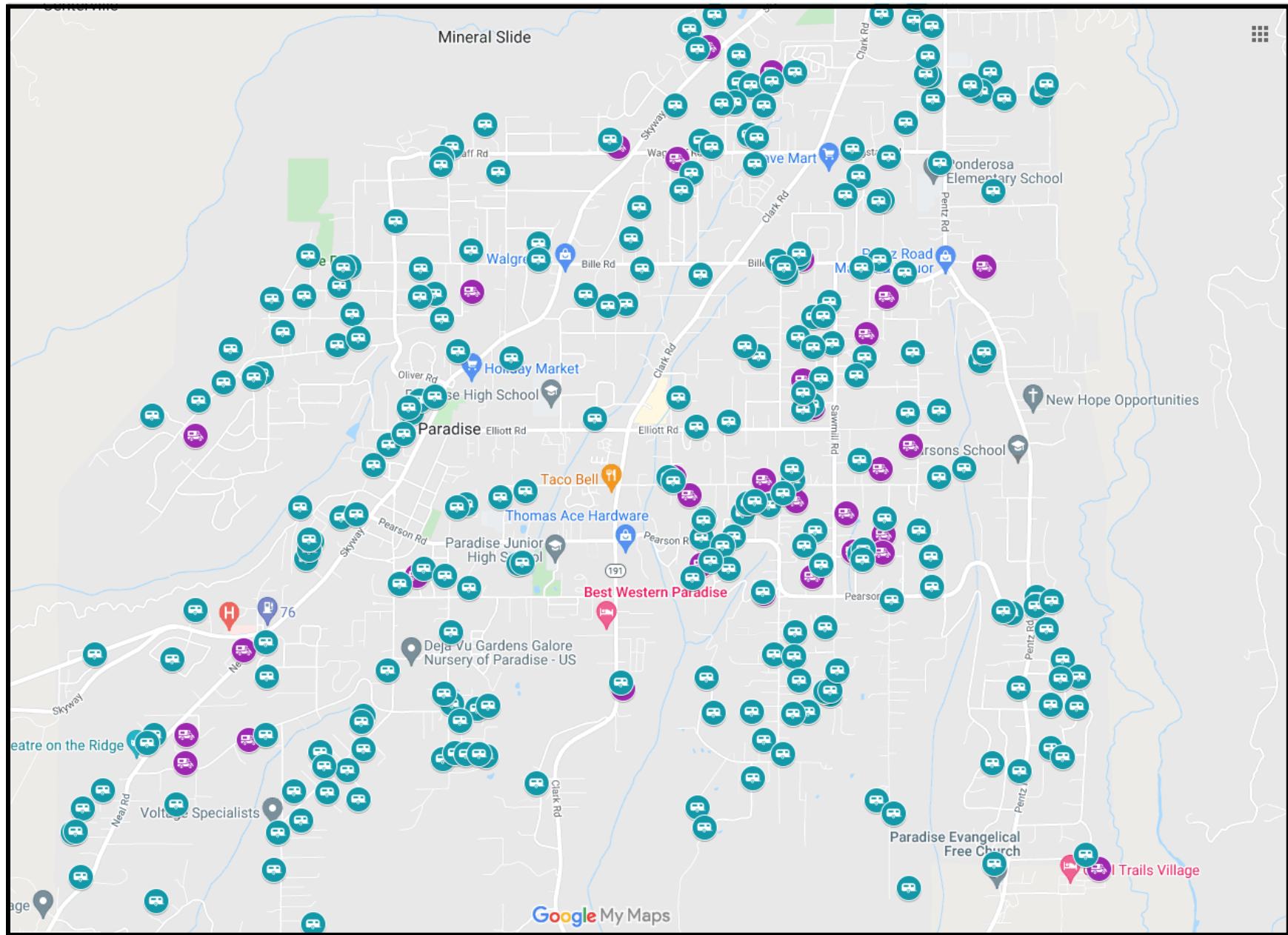


RV no TUP 68



# EXIHIBIT B

## TUPs under ORD 612



RV TUP STORAGE ONLY 34



RV TUP OCCUPIED 259



**MINUTES  
PARADISE TOWN COUNCIL  
SPECIAL MEETING – 5:00 PM – February 08, 2022**

**1. OPENING**

The Special meeting of the Paradise Town Council was called to order by Mayor Crowder at 5:00 p.m. in the Town Council Chamber located at 5555 Skyway, Paradise, California who led the Pledge of Allegiance to the Flag of the United States of America.

**COUNCIL MEMBERS PRESENT:** Greg Bolin, Steve “Woody” Culleton, Jody Jones Rose Tryon and Steve Crowder, Mayor.

**COUNCIL MEMBERS ABSENT:** None

**STAFF PRESENT:** Town Manager Kevin Phillips, Town Clerk Dina Volenski, Finance Director/Town Treasurer Ross Gilb, Human Resources and Risk Management Director Crystal Peters, and Deputy Town Clerk Melanie Norris.

Mayor Crowder recessed the meeting into Closed Session at 5:03 p.m.

**2. CLOSED SESSION**

Agenda item 2b was moved to the beginning of the agenda.

- 2a. Pursuant to Government Code Section 54957.6, the Town Council held a closed session to meet with Kevin Phillips, Ross Gilb 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.
- 2b. Pursuant to Government Code Section 54956.9(d)(2), the Council met with the Town Manager and Town Attorney regarding potential exposure to litigation – one case.

**3. ADJOURNMENT**

Mayor Crowder adjourned the Special Council meeting at 5:57 p.m.

At 6:08 p.m. Mayor Crowder announced during the Regular Town Council Meeting the following:

- 2a. Information provided; no action taken.
- 2b. Direction was given to Legal counsel; no action taken.

Date approved:

By:

Attest:

\_\_\_\_\_  
Steve Crowder, Mayor

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



## **TOWN COUNCIL Meeting Minutes 6:00 PM – February 08, 2022**

At 6:08 p.m. Mayor Crowder announced the following actions taken in Closed Session at the 5:00 p.m. Special Town Council Meeting:

2a. Information provided; no action taken.

2b. Direction was given to Legal counsel; no action taken.

### **1. OPENING**

The Regular meeting of the Paradise Town Council was called to order by Mayor Crowder at 6:08 p.m. in the Town Council Chamber located at 5555 Skyway, Paradise, California who led the Pledge of Allegiance to the Flag of the United States of America. An invocation was offered by Council Member Bolin.

**COUNCIL MEMBERS PRESENT:** Greg Bolin, Steve “Woody” Culleton, Jody Jones, Rose Tryon and Steve Crowder, Mayor.

**COUNCIL MEMBERS ABSENT:** None

**STAFF PRESENT:** Town Manager Kevin Phillips, Town Attorney Scott E. Huber, Town Clerk Dina Volenski, Public Works Director/Town Engineer Marc Mattox (via Teams), Finance Director/Town Treasurer Ross Gilb, Community Development Director Susan Hartman, Community Development Director Tony Lindsey, Business and Housing Manager Kate Anderson, Recovery and Economic Development Director Colette Curtis, Police Chief Eric Reinbold, Police Lieutenant Carmon Kovacs, Fire Chief Garrett Sjolund, Battalion Chief Rick Manson and Deputy Town Clerk Melanie Norris.

- 1a. Special recognition was awarded to sworn and non-sworn police personnel and volunteers for their exemplary contributions to the department.

Police Officer of the Year: Tyler Tatom

Civilian Employee of the Year: Mollie St John

VIP of the Year: Doug Runkle

PASH Volunteers of the Year: Elizabeth Dunn and Ray Foulks

Recognition of Volunteer Service: Karen Horne

- 1b. Doug Runkle presented the VIPS 2021 Annual Report (480-60-009)
- 1c. Wolfy Rougle, a Forest Health Watershed Coordinator presented for the Resource Conservation District and Local Private Burn Association.
  1. Jon Remalia spoke in favor of this item.
- 1d. Tanya Dale provided an update for the Paradise Irrigation District.

- 1e. Recovery and Economic Development Director Colette Curtis presented on the Long-Term Recovery Plan.
- 1f. Camp Fire Recovery Updates - Written reports are included in the agenda packet.
  - Colette Curtis, Recovery and Economic Development Director - Recovery projects, Advocacy, Economic Recovery and Development, Communications and Emergency Operations. (110-60-061)
  - Marc Mattox, Public Works Director/Town Engineer - Infrastructure and Sewer Update (110-60-061)
  - Tony Lindsey, CDD-Building and Code Enforcement - Code Enforcement Update (110-60-061)

## **2. CONSENT CALENDAR**

**MOTION by Bolin, seconded by Jones**, approved consent calendar items 2a through 2e with item 2c removed from the Consent Calendar by Council Member Tryon. Roll call vote was unanimous.

- 2a. Approved minutes of the January 11, 2022 Special and Regular Town Council meetings.
- 2b. Approved January 2022 Cash Disbursements in the amount of \$2,371,619.89. (310-10-034)
- 2c. Item was removed from the Consent Calendar by Council Member Tryon.
- 2d. Reviewed and directed staff to file the 2<sup>nd</sup> Quarter Investment Report for the Fiscal Year Ending June 30, 2022. (360-30-006)
- 2e. Declared the Police Department equipment as surplus property; and Adopted Resolution No. 2022-08 “A Resolution of the Town Council of the Town of Paradise declaring certain Town Property in the Police Department to be Surplus and Authorizing Disposal Thereof.” (380-10-003)
- 2f. Declared the Police Department equipment as surplus property; and Adopted Resolution No. 2022-09, “A Resolution of the Town Council of the Town of Paradise Declaring Certain Town Property in the Police Department to be Surplus and Authorizing Disposal Thereof.” (380-10-003)

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

- 2c. Council Member Tryon asked Business and Housing Manager Kate Anderson to present on this item. Ms. Anderson shared that the HOME Investment Partnerships Program was originally intended for inner cities to find vacant lots to build affordable housing. The Business & Housing Department plans to help lower-income households acquire affordable housing by building a home specifically for that household.

**MOTION by Tryon, seconded by Jones**, adopted Resolution No. 2022-07, “A Resolution of the Town Council of the Town of Paradise Authorizing Submittal of an application to the California State Department of Housing and Community Development for funding under the HOME Investment Partnerships Program; and if selected, the execution of a standard agreement, any amendments thereto, and of any related documents necessary to participate in the HOME Investment Partnerships Program.” Roll call vote was unanimous. (710-10-098)

**4. PUBLIC COMMUNICATION**

1. John Remalia spoke in favor of allowing overnight burning to save businesses and residents the expense of hauling green waste to the dump or Old Durham Wood.

**5. PUBLIC HEARINGS - None**

**6. COUNCIL CONSIDERATION**

6a. Finance Director/Town Treasurer Ross Gilb provided an update on the FY 2021-22 operating and capital budgets and recommended budget adjustments.

**MOTION by Bolin, seconded by Culleton**, directed staff to file the financial information provided by staff concerning the FY 2021-22 operating and capital budgets; and approved staff recommended budget adjustments. Roll call vote was unanimous. (340-40-016)

6b. Community Development Director Susan Hartman provided an overview of the new solid waste, recycling and organics collection requirements implemented by the state of California.

**MOTION by Bolin, seconded by Jones**, Authorized Town of Paradise Resolution No. 2022-10, “A Resolution of the Town Council of the Town of Paradise Affirming the Town of Paradise’s Notice of Intent to Comply for the Requirements of Mandatory Solid Waste, Recycling, and Organics Collection Services; and, Authorizing Town of Paradise Resolution No. 2022-11, “A Resolution of the Town Council of the Town of Paradise Authorizing the Submittal to the Department of Resources Recycling and Recovery (CalRecycle) an Application for an SB 1383 Local Assistance Grant in the Amount of \$20,000 and Execute all Necessary Grant Related Documents”. Roll call vote was unanimous, and all ayes were voted “under protest”. (940-10-029)

6c. Public Works Director/Town Engineer Marc Mattox provided an overview of the proposed projects critical to Camp Fire Recovery with unfunded needs for consideration in the CDBG-DR Infrastructure Program.

**MOTION by Culleton, seconded by Jones**, adopted Resolution No. 2022-12, "A Resolution of the Town Council of the Town of Paradise declaring certain projects critical to Camp Fire recovery with unfunded needs for consideration in the CDBG-DR Infrastructure Program (DR-4407)." Roll call vote was unanimous. (710-10-099)

- 6d. Town Manager Phillips informed Council that this item was brought forward because an individual wanted to put green waste services at the Green Waste Facility on American Way and the Town was considering issuing a Request for Information (RFI), but wanted to bring the issue to Council for discussion prior to issuing the RFI.

Council Member Tryon reported that the Solid Waste Committee met with Northern Recycling and Waste Services (NRWS) who has an interest in putting in a green yard waste facility. NRWS is working with Work Force Alliance to potentially staff the facility. The Franchise agreement states that NRWS is still in control of the site. The Solid waste committee requested that this item be tabled to allow NRWS to try and get the green waste facility open by June.

1. Jon Remalia spoke in favor of this item.
2. Amanda Clark from All Things Trees, spoke in favor of this item.

All Council concurred to table the item for one month to allow time for NRWS to work on establishing the green yard waste. (940-10-030)

- 6e. **MOTION by Bolin, seconded by Jones**, provided staff with alternative direction that the applicant must pull permits before the March 8<sup>th</sup> Council meeting, otherwise the item would be brought back before Council to discuss next steps. Roll call vote was unanimous. (540-10-021)

## 7. COUNCIL INITIATED ITEMS AND REPORTS

7a. Council initiated agenda items - None

7b. Council reports on committee representation

Council Member Bolin attended the LAFCO meeting where the Tuscan Water District formation was approved.

Council Member Jones reported that the Consolidated Oversight Board approved the Paradise Successor Agency ROPS; attended the BCAG meeting and the Paradise Sewer Regionalization Advisory Committee.

Council Member Culleton attended a Solid Waste Committee meeting.

Council Member Tryon attended two Solid Waste Committee meetings; the Butte County Air Quality Management Board meeting; the goat grazing festival



committee meeting; the Butte County Fire Safe Council; Town of Paradise check-in meeting and LAFCo meeting.

Mayor Crowder attended an event at the Gold Nugget Museum where District Attorney Ramsey presented the museum with the hook that caused the Camp Fire; Paradise Sewer Regionalization Advisory Committee; a Zoom Conference for the Consortium of Real Estate; participated in a tour of Paradise and Magalia with Dee Dee Myers, Economic Development Director for the Governor's office; and met with representatives from Adventist Health to discuss bringing back additional healthcare services to the Ridge.

#### 7c. Future Agenda Items

1. Vice Mayor Bolin would like to explore which entities such as schools, churches and healthcare facilities can commit to returning to Paradise in a timely manner.
2. Vice Mayor Bolin would like to see a report on affordable insurance options.

### 8. **STAFF COMMUNICATION**

8a. Town Manager Phillips shared that there will be more opportunities for citizen involvement and asked Council speak with their constituents about participating when the Town releases surveys. Mr. Phillips also shared that if the federal budget is passed, the Town has been assured that the Police Radios will be funded, as well as open up the insurance funds that were ear-marked for the radios. Through State Advocacy, the Town has asked to move forward with SB1383 as well as a budget request for backfilling the Town's SB1 Funds. Mr. Phillips will travel to the Academy of Science in San Francisco to accept the California Resilience Challenge Grant and shared that the Town is still in the forefront of people's minds and encouraged Council that if there is an opportunity to speak to take advantage of those opportunities.

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

### 10. **ADJOURNMENT**

Mayor Crowder adjourned the Council meeting at 9:27 p.m.

Date approved:

By:

\_\_\_\_\_  
Steve Crowder, Mayor

Attest:

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

# TOWN OF PARADISE

## CASH DISBURSEMENTS REPORT

FOR THE PERIOD OF  
**February 1, 2022 - February 28, 2022**



**CASH DISBURSEMENTS REPORT**  
**February 1, 2022 - February 28, 2022**

Check Date	Pay Period End	Description	Amount	Total
2/4/2022	1/30/2022	Net Payroll - Direct Deposits and Checks	\$ 178,599.85	
2/18/2022	2/13/2022	Net Payroll - Direct Deposits and Checks	<u>180,391.19</u>	\$ 358,991.04
Accounts Payable				
		Payroll Vendors: Taxes, PERS, Dues, Insurance, Etc.	338,185.30	
		Operations Vendors: Supplies, Contracts, Utilities, Etc.	<u>\$ 1,908,079.10</u>	
		TOTAL CASH DISBURSEMENTS ACCOUNTS PAYABLE		<u>2,246,264.40</u>
		GRAND TOTAL CASH DISBURSEMENTS		<u><u>\$ 2,605,255.44</u></u>

APPROVED BY: \_\_\_\_\_  
Kevin Phillips, Town Manager

APPROVED BY: \_\_\_\_\_  
Ross Gilb, Finance Director / Town Treasurer

TOWN OF PARADISE  
**Payment Register**

From Payment Date: 2/1/2022 - To Payment Date: 2/28/2022

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>									
79900	02/01/2022	Open			Accounts Payable	De Lage Landen Public Finance LLC	\$781.25		
79901	02/01/2022	Open			Accounts Payable	ENTERPRISE FM TRUST	\$1,073.32		
79902	02/01/2022	Open			Accounts Payable	SBA Monarch Towers III LLC	\$166.50		
79903	02/08/2022	Open			Accounts Payable	ICMA 457 - VANTAGEPOINT	\$1,450.00		
79904	02/08/2022	Open			Accounts Payable	STATE DISBURSEMENT UNIT	\$194.76		
79905	02/08/2022	Open			Accounts Payable	Aflac	\$57.98		
79906	02/08/2022	Open			Accounts Payable	Met Life	\$10,174.24		
79907	02/08/2022	Open			Accounts Payable	OPERATING ENGINEERS	\$1,062.00		
79908	02/08/2022	Open			Accounts Payable	PARADISE POLICE OFFICERS ASSOCIATION	\$1,713.06		
79909	02/08/2022	Open			Accounts Payable	SUN LIFE INSURANCE	\$6,119.39		
79910	02/08/2022	Open			Accounts Payable	SUPERIOR VISION SVC NGLIC	\$781.50		
79911	02/08/2022	Open			Accounts Payable	TOP CONFIDENTIAL MID MGMT ASSOCIATION	\$80.00		
79912	02/10/2022	Open			Accounts Payable	4LEAF, Inc	\$64,371.25		
79913	02/10/2022	Open			Accounts Payable	ABILITY USA	\$276.00		
79914	02/10/2022	Open			Accounts Payable	ACCESS INFORMATION PROTECTED	\$32.39		
79915	02/10/2022	Open			Accounts Payable	ADVANCED DOCUMENT CONCEPTS	\$216.93		
79916	02/10/2022	Open			Accounts Payable	Alvies, Sheris	\$24.23		
79917	02/10/2022	Open			Accounts Payable	ANIMAL HOSPITAL/VETMOBILE	\$420.00		
79918	02/10/2022	Open			Accounts Payable	AWARDS COMPANY	\$173.10		
79919	02/10/2022	Open			Accounts Payable	Balken Construction	\$31,052.00		
79920	02/10/2022	Open			Accounts Payable	Bear Electric Solutions	\$1,520.00		
79921	02/10/2022	Open			Accounts Payable	BIDWELL TITLE & ESCROW	\$175.00		
79922	02/10/2022	Open			Accounts Payable	BIDWELL TITLE & ESCROW	\$175.00		
79923	02/10/2022	Open			Accounts Payable	BIDWELL TITLE & ESCROW	\$175.00		
79924	02/10/2022	Open			Accounts Payable	Bill G Donovan	\$1,959.78		
79925	02/10/2022	Open			Accounts Payable	Bill G Donovan	\$5,918.60		
79926	02/10/2022	Open			Accounts Payable	Bill G Donovan	\$6,500.00		
79927	02/10/2022	Open			Accounts Payable	Biometrics4ALL, Inc	\$9.75		
79928	02/10/2022	Open			Accounts Payable	Blue Flamingo Marketing Advocates	\$4,166.67		
79929	02/10/2022	Open			Accounts Payable	Borgman, Anthony	\$198.00		
79930	02/10/2022	Open			Accounts Payable	BUTTE CO RECORDER	\$366.50		
79931	02/10/2022	Open			Accounts Payable	BUTTE REGIONAL TRANSIT	\$110.00		
79932	02/10/2022	Open			Accounts Payable	CALIFORNIA STATE DEPARTMENT OF JUSTICE	\$332.00		
79933	02/10/2022	Open			Accounts Payable	Cole Huber LLP	\$46,845.73		
79934	02/10/2022	Open			Accounts Payable	COMCAST CABLE	\$401.40		
79935	02/10/2022	Open			Accounts Payable	Constant Associates	\$3,290.00		
79936	02/10/2022	Open			Accounts Payable	Dokken Engineering, Inc.	\$2,848.41		
79937	02/10/2022	Open			Accounts Payable	ENLOE MEDICAL CENTER, INC.	\$300.00		
79938	02/10/2022	Open			Accounts Payable	ENTENMANN-ROVIN COMPANY	\$121.79		
79939	02/10/2022	Open			Accounts Payable	EVERGREEN JANITORIAL SUPPLY, INC.	\$145.47		
79940	02/10/2022	Open			Accounts Payable	Gilb, Ross	\$213.47		
79941	02/10/2022	Open			Accounts Payable	GREAT AMERICA LEASING CORP.	\$145.47		
79942	02/10/2022	Open			Accounts Payable	GREEN RIDGE LANDSCAPING	\$5,446.00		
79943	02/10/2022	Open			Accounts Payable	HDR Engineering, Inc	\$70,808.88		
79944	02/10/2022	Open			Accounts Payable	Herc Rentals Inc.	\$4,529.36		
79945	02/10/2022	Open			Accounts Payable	I.M.P.A.C. PAYMENTS IMPAC GOV SVCS/US BANCORP	\$10,604.82		
79956	02/10/2022	Open			Accounts Payable	INDUSTRIAL POWER PRODUCTS	\$5,138.71		

TOWN OF PARADISE  
**Payment Register**

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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>									
79957	02/10/2022	Open			Accounts Payable	J.J.R. Enterprises Inc	\$1,351.06		
79958	02/10/2022	Open			Accounts Payable	JC NELSON SUPPLY COMPANY	\$300.45		
79959	02/10/2022	Open			Accounts Payable	Jennifer Arbuckle	\$8,562.50		
79960	02/10/2022	Open			Accounts Payable	JOHNNY ON THE SPOT PORTABLES	\$560.80		
79961	02/10/2022	Open			Accounts Payable	Kenneth & Tammy Vega	\$131.26		
79962	02/10/2022	Open			Accounts Payable	KNIFE RIVER CONSTRUCTION	\$826.22		
79963	02/10/2022	Open			Accounts Payable	L.N. CURTIS & SONS	\$281.14		
79964	02/10/2022	Open			Accounts Payable	Law Office of Gregory P. Einhorn	\$1,080.00		
79965	02/10/2022	Open			Accounts Payable	LEAGUE OF CALIFORNIA CITIES	\$100.00		
79966	02/10/2022	Open			Accounts Payable	LEAGUE OF CALIFORNIA CITIES	\$4,562.00		
79967	02/10/2022	Open			Accounts Payable	Lindsey, Anthony	\$42.86		
79985	02/10/2022	Open			Accounts Payable	MANN, URRUTIA, NELSON, CAS & ASSOC, LLP	\$3,500.00		
79986	02/10/2022	Open			Accounts Payable	Meyers Police K-9 Training, LLC	\$2,085.00		
79987	02/10/2022	Open			Accounts Payable	MORGAN TREE SERVICE	\$800.00		
79988	02/10/2022	Open			Accounts Payable	Mt Shasta Spring Water Co., Inc	\$147.64		
79989	02/10/2022	Open			Accounts Payable	Nor-Cal Integrated Builders	\$40,000.00		
79990	02/10/2022	Open			Accounts Payable	NORTHGATE PETROLEUM CO	\$10.27		
79991	02/10/2022	Open			Accounts Payable	OFFICE DEPOT ACCT#36233169	\$235.31		
79992	02/10/2022	Open			Accounts Payable	Oroville Tow & Salvage	\$840.00		
79993	02/10/2022	Open			Accounts Payable	PACIFIC GAS & ELECTRIC	\$1,125.50		
79994	02/10/2022	Open			Accounts Payable	PARADISE IRRIGATION DIST	\$2,064.34		
79995	02/10/2022	Open			Accounts Payable	PARADISE POST	\$127.42		
79996	02/10/2022	Open			Accounts Payable	PETERSON TRACTOR CO	\$167.47		
79997	02/10/2022	Open			Accounts Payable	PICKERING, ROBERT	\$198.00		
79998	02/10/2022	Open			Accounts Payable	RENTAL GUYS - CHICO	\$103.42		
79999	02/10/2022	Open			Accounts Payable	Sigler Pest Control	\$50.00		
80000	02/10/2022	Open			Accounts Payable	Spherion Staffing	\$8,466.01		
80001	02/10/2022	Open			Accounts Payable	Stratti	\$17,498.42		
80002	02/10/2022	Open			Accounts Payable	SUN RIDGE SYSTEMS, INC.	\$22,310.00		
80003	02/10/2022	Open			Accounts Payable	Tahoe Pure Water Co.	\$58.50		
80004	02/10/2022	Open			Accounts Payable	Tetra Tech - EMI	\$4,303.75		
80005	02/10/2022	Open			Accounts Payable	TextMyGov	\$4,820.00		
80006	02/10/2022	Open			Accounts Payable	THOMAS ACE HARDWARE	\$61.56		
80007	02/10/2022	Open			Accounts Payable	THOMAS ACE HARDWARE - ENG. DEPT.	\$875.51		
80008	02/10/2022	Open			Accounts Payable	THOMAS ACE HARDWARE - FIRE DEPT.	\$46.48		
80009	02/10/2022	Open			Accounts Payable	THOMAS ACE HARDWARE - POLICE DEPT.	\$39.68		
80010	02/10/2022	Open			Accounts Payable	THOMSON-WEST/BARCLAYS	\$1,234.82		
80011	02/10/2022	Open			Accounts Payable	Tri Flame Propane	\$443.19		
80012	02/10/2022	Open			Accounts Payable	Tryon, Rose	\$1,059.43		
80013	02/10/2022	Open			Accounts Payable	Urban Design Associates. LTD	\$3,281.25		
80014	02/10/2022	Open			Accounts Payable	Urban Design Solar	\$2,850.00		
80015	02/10/2022	Open			Accounts Payable	Urban Planning Partners Inc	\$4,576.25		
80016	02/10/2022	Open			Accounts Payable	VALLEY CLINICAL & CONSULTING SERVICES	\$550.00		
80017	02/10/2022	Open			Accounts Payable	White Glove Cleaning Svc Inc, Theresa Contreras	\$6,035.00		
80018	02/22/2022	Open			Accounts Payable	ICMA 457 - VANTAGEPOINT	\$1,450.00		
80019	02/22/2022	Open			Accounts Payable	STATE DISBURSEMENT UNIT	\$194.76		
80020	02/24/2022	Open			Accounts Payable	ACCESS INFORMATION PROTECTED	\$99.26		

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**Payment Register**

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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>									
80021	02/24/2022	Open			Accounts Payable	ANIMAL HOSPITAL/VETMOBILE	\$362.00		
80022	02/24/2022	Open			Accounts Payable	AT&T & CALNET3 - CIRCUIT LINES	\$1,065.21		
80023	02/24/2022	Open			Accounts Payable	AT&T MOBILITY	\$69.55		
80024	02/24/2022	Open			Accounts Payable	AWARDS COMPANY	\$49.63		
80025	02/24/2022	Open			Accounts Payable	Bear Electric Solutions	\$2,060.00		
80026	02/24/2022	Open			Accounts Payable	Big O Tires	\$392.72		
80027	02/24/2022	Open			Accounts Payable	Bill G Donovan	\$6,500.00		
80028	02/24/2022	Open			Accounts Payable	Bug Smart	\$125.00		
80029	02/24/2022	Open			Accounts Payable	BUTTE CO SHERIFF'S OFFICE	\$3,502.00		
80030	02/24/2022	Open			Accounts Payable	CALIFORNIA STATE DEPARTMENT OF JUSTICE	\$767.00		
80031	02/24/2022	Open			Accounts Payable	CHUCK PATERSON TOYOTA	\$179.57		
80032	02/24/2022	Open			Accounts Payable	COMCAST CABLE	\$143.40		
80033	02/24/2022	Open			Accounts Payable	COMCAST CABLE	\$391.40		
80034	02/24/2022	Open			Accounts Payable	COMCAST CABLE	\$416.40		
80035	02/24/2022	Open			Accounts Payable	Creative Composition Inc	\$53.62		
80036	02/24/2022	Open			Accounts Payable	Cundiff & Associates	\$350.00		
80037	02/24/2022	Open			Accounts Payable	DEPARTMENT OF FORESTRY & FIRE PROTECTION	\$1,075,189.97		
80038	02/24/2022	Open			Accounts Payable	Dewberry Engineers Inc.	\$27,835.48		
80039	02/24/2022	Open			Accounts Payable	DURHAM PENTZ TRUCK CENTER	\$1,727.54		
80040	02/24/2022	Open			Accounts Payable	Employment Development Dept	\$2,116.00		
80041	02/24/2022	Open			Accounts Payable	ENLOE MEDICAL CENTER, INC.	\$952.00		
80042	02/24/2022	Open			Accounts Payable	Entersect	\$109.95		
80043	02/24/2022	Open			Accounts Payable	Granicher Appraisals, Inc	\$350.00		
80044	02/24/2022	Open			Accounts Payable	Hope Crisis Response Network, Inc	\$13,315.00		
80045	02/24/2022	Open			Accounts Payable	Hope Crisis Response Network, Inc	\$1,493.05		
80046	02/24/2022	Open			Accounts Payable	Hope Crisis Response Network, Inc	\$20,000.00		
80047	02/24/2022	Open			Accounts Payable	I.M.P.A.C. PAYMENTS IMPAC GOV SVCS/US BANCORP	\$3,031.59		
80048	02/24/2022	Open			Accounts Payable	INTERSTATE OIL COMPANY	\$664.61		
80049	02/24/2022	Open			Accounts Payable	INTERSTATE SALES	\$456.59		
80050	02/24/2022	Open			Accounts Payable	James or Lavenia Riotto	\$500.00		
80051	02/24/2022	Open			Accounts Payable	JOURNYX, INC.	\$1,000.00		
80052	02/24/2022	Open			Accounts Payable	KOEFRAN INDUSTRIES	\$1,200.00		
80053	02/24/2022	Open			Accounts Payable	L.N. CURTIS & SONS	\$1,608.03		
80054	02/24/2022	Open			Accounts Payable	LEFTA Systems	\$5,356.00		
80055	02/24/2022	Open			Accounts Payable	Look Ahead Veterinary Services	\$279.66		
80056	02/24/2022	Open			Accounts Payable	Management Partners, Inc	\$1,785.00		
80057	02/24/2022	Open			Accounts Payable	Mark Thomas & Company Inc	\$83,450.39		
80058	02/24/2022	Open			Accounts Payable	Mark Thomas & Company Inc	\$360.59		
80059	02/24/2022	Open			Accounts Payable	Mark Thomas & Company Inc	\$5,881.68		
80060	02/24/2022	Open			Accounts Payable	Mark Thomas & Company Inc	\$8,691.79		
80061	02/24/2022	Open			Accounts Payable	Meeks Lumber & Hardware	\$11,109.86		
80062	02/24/2022	Open			Accounts Payable	MID VALLEY TITLE & ESCROW	\$47,562.00		
80063	02/24/2022	Open			Accounts Payable	MID VALLEY TITLE & ESCROW	\$535.00		
80064	02/24/2022	Open			Accounts Payable	MID VALLEY TITLE & ESCROW	\$577.50		
80065	02/24/2022	Open			Accounts Payable	MID VALLEY TITLE & ESCROW	\$507.25		
80066	02/24/2022	Open			Accounts Payable	MOBILE MINI INC	\$475.93		
80067	02/24/2022	Open			Accounts Payable	MORGAN TREE SERVICE	\$2,700.00		



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**Payment Register**

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AP - US Bank TOP AP Checking									
<u>Check</u>									
80068	02/24/2022	Open			Accounts Payable	MUNIMETRIX SYSTEMS CORP	\$39.99		
80069	02/24/2022	Open			Accounts Payable	NorCal Construction	\$35,000.00		
80070	02/24/2022	Open			Accounts Payable	North State Tire Co. Inc.	\$758.11		
80071	02/24/2022	Open			Accounts Payable	NORTHGATE PETROLEUM CO	\$26,576.30		
80072	02/24/2022	Open			Accounts Payable	NWN Corporation	\$2,275.31		
80073	02/24/2022	Open			Accounts Payable	O'REILLY AUTO PARTS	\$887.90		
80074	02/24/2022	Open			Accounts Payable	OFFICE DEPOT ACCT#36233169	\$659.56		
80075	02/24/2022	Open			Accounts Payable	PACIFIC GAS & ELECTRIC	\$1,424.05		
80076	02/24/2022	Open			Accounts Payable	PARADISE AUTO BODY	\$4,156.78		
80077	02/24/2022	Open			Accounts Payable	PARADISE POST	\$71.32		
80078	02/24/2022	Open			Accounts Payable	PARADISE SANITATION COMPANY	\$1,170.00		
80079	02/24/2022	Open			Accounts Payable	R B SPENCER INC	\$1,540.11		
80080	02/24/2022	Open			Accounts Payable	Reed Electric	\$7,179.50		
80081	02/24/2022	Open			Accounts Payable	Riebes Auto Parts- Motorpool	\$1,971.70		
80082	02/24/2022	Open			Accounts Payable	Scotts PPE Recon Inc.	\$468.50		
80083	02/24/2022	Open			Accounts Payable	Shelby's Pest Control, Inc.	\$80.00		
80084	02/24/2022	Open			Accounts Payable	Sky Ridge Builders	\$6,871.20		
80085	02/24/2022	Open			Accounts Payable	Spherion Staffing	\$9,079.82		
80086	02/24/2022	Open			Accounts Payable	Stratti	\$1,618.75		
80087	02/24/2022	Open			Accounts Payable	THOMAS ACE HARDWARE	\$5.45		
80088	02/24/2022	Open			Accounts Payable	THOMAS ACE HARDWARE - ENG. DEPT.	\$409.48		
80089	02/24/2022	Open			Accounts Payable	THOMAS ACE HARDWARE - FIRE DEPT.	\$59.20		
80090	02/24/2022	Open			Accounts Payable	THOMAS ACE HARDWARE - MOTORPOOL	\$118.05		
80091	02/24/2022	Open			Accounts Payable	Tri Flame Propane	\$262.10		
80092	02/24/2022	Open			Accounts Payable	TUCKER PEST CONTROL INC	\$90.00		
80093	02/24/2022	Open			Accounts Payable	UNITED RENTALS, INC.	\$2,049.73		
80094	02/24/2022	Open			Accounts Payable	VERIZON WIRELESS	\$1,127.06		
80095	02/24/2022	Open			Accounts Payable	VERIZON WIRELESS	\$694.55		
80096	02/24/2022	Open			Accounts Payable	VERIZON WIRELESS	\$345.38		
80097	02/24/2022	Open			Accounts Payable	VERIZON WIRELESS	\$591.50		
80098	02/24/2022	Open			Accounts Payable	VistaNet Inc.	\$30.00		
80099	02/24/2022	Open			Accounts Payable	White Glove Cleaning Svc Inc, Theresa Contreras	\$100.00		
80100	02/24/2022	Open			Accounts Payable	Wood Rodgers, Inc.	\$44,223.19		
Type Check Totals:					174 Transactions		\$1,931,356.79		
<u>EFT</u>									
1252	02/03/2022	Open			Accounts Payable	EMPLOYMENT DEVELOPMENT DEPARTMENT	\$8,791.73		
1253	02/03/2022	Open			Accounts Payable	INTERNAL REVENUE SERVICE	\$31,817.28		
1254	02/08/2022	Open			Accounts Payable	CALPERS - RETIREMENT	\$45,257.90		
1255	02/08/2022	Open			Accounts Payable	ING LIFE INS & ANNUITY COMPANY	\$7,585.00		
1256	02/08/2022	Open			Accounts Payable	CALPERS	\$126,538.41		
1258	02/17/2022	Open			Accounts Payable	EMPLOYMENT DEVELOPMENT DEPARTMENT	\$447.83		
1259	02/17/2022	Open			Accounts Payable	INTERNAL REVENUE SERVICE	\$1,294.16		
1260	02/17/2022	Open			Accounts Payable	EMPLOYMENT DEVELOPMENT DEPARTMENT	\$8,420.66		
1261	02/17/2022	Open			Accounts Payable	INTERNAL REVENUE SERVICE	\$30,727.71		
1262	02/22/2022	Open			Accounts Payable	CALPERS - RETIREMENT	\$46,341.93		
1263	02/22/2022	Open			Accounts Payable	ING LIFE INS & ANNUITY COMPANY	\$7,685.00		
Type EFT Totals:					11 Transactions		\$314,907.61		

TOWN OF PARADISE  
**Payment Register**

From Payment Date: 2/1/2022 - To Payment Date: 2/28/2022

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>									
AP - US Bank TOP AP Checking Totals									



**TOWN OF PARADISE**  
**Council Agenda Summary**  
**Date: March 8, 2022**

**Agenda No. 2(c)**

**ORIGINATED BY:** Marc Mattox, Public Works Director / Town Engineer

**REVIEWED BY:** Kevin Phillips, Town Manager

**SUBJECT:** HVAC Maintenance Services Contract Award

**COUNCIL ACTION REQUESTED:**

1. Award 2022 Town of Paradise HVAC Maintenance Services, to RB Spencer, Inc. of Yuba City, CA in the amount of their bid \$11,000 per year and \$165.00 per hour.

**Background:**

Since 2016, the Town of Paradise has utilized RB Spencer of Yuba City, CA to provide heating, ventilating, and air conditioning (HVAC) maintenance services. The contract agreement has been extended multiple years and adapted as a result of the Camp Fire and was in need of a re-solicitation.

On January 26, 2022, staff issued an informal request for proposals for HVAC maintenance services including units installed at Town Hall, Police Station, two Fire Stations, Fleet Services, Animal Control, the temporary Corp Yard Public Works Facility, Building Resiliency Center and the Community Park Depot Building. This contract incorporates a total of 59 units. A copy of the scope of work and service schedule is included in this Agenda Summary. The advertised contract is scheduled for a five-year agreement starting April 1, 2022.

**Analysis:**

On February 10, 2022, the Town Clerk's office accepted bids from three interested contractors. Due to COVID absences, sealed bids were opened on February 17, 2022 at 3:00PM. Their annual contract amounts and on-call hourly rates are shown below:

<i>Bob's Air Repair</i>	<i>\$46,582.00 per year</i>	<i>\$125.00 per hour</i>
<i>Jessee Heating &amp; Air</i>	<i>\$13,750.00 per year</i>	<i>\$135.00 per hour</i>
<i>RB Spencer</i>	<i>\$11,000.00 per year</i>	<i>\$165.00 per hour</i>

After review of the bids and checking references, staff is recommending award of the Town of Paradise HVAC Maintenance Services to RB Spencer, Inc. of Yuba City, CA in the amount of their bid \$11,000.00 per year and \$165.00 per hour. RB Spencer's work with the Town of Paradise since 2016 has been outstanding and staff has no concerns about their understanding of the work required during this performance period.

**Financial Impact:**

The cost of the annual contract and service calls will be apportioned to respective department and facility budgets, \$11,000 per year for standard services and \$165.00 per hour for specialty call-out requests.

**TOWN OF PARADISE HVAC MAINTENANCE CONTRACT**  
**EXHIBIT B – WORK SPECIFICATIONS**

**A. Annual Cleaning of HVAC Units**

Each HVAC unit will be cleaned on the exterior and interior of the unit one (1) time each 12 months of the contract.

- a. Each HVAC unit will be cleaned on the exterior cover and exterior grillwork cleaned and sanitized one (1) time each 12 months of the contract period.
- b. Each HVAC unit will be cleaned on the interior of the unit using the access panel to reach and clean. Cleaning to include internal cleaning coils, heat exchangers, blower wheels and sanitizing unit.
- c. Any damage to the HVAC units by the contractor providing the cleaning will be repaired or replaced by the contractor at contractor's expense.

**B. Bi-annual Servicing of HVAC Units**

The selected proposer shall inspect and service each HVAC unit to ensure that the unit is operating efficiently and safely in advance of seasonal changes of use between cooling and heating. This service is to be performed two (2) times each 12 months of the contract period.

- a. Service of the units shall include:
  - 1) Lubricate fan motors
  - 2) Check fan belt
  - 3) Tighten electrical connections
  - 4) Check burners for proper fuel air mixture
  - 5) Check combustion chamber
  - 6) Check pilots
  - 7) Check thermostat
  - 8) Check system operation
  - 9) Carbon monoxide test
- b. The selected proposer shall supply all required equipment and materials for the work under the contract.
- c. Any damage to the HVAC units by the selected proposer shall be repaired or replaced by the contractor at the contractor's expense.

**C. Quarterly Filter Change of HVAC Units**

- a. HVAC filters shall be replaced on all equipment with MERV 8 air filters every three (3) months during each 12 months of the contract period.
- b. Filters requiring cleaning shall be steam cleaned and installed every three-month during the contract period.
- c. The selected proposer shall supply all required material to perform work under contract.
- d. Any damage to the HVAC units by the contractor providing filter change shall be repaired or replaced by the contractor at contractor's expense.

**SAMPLE MAINTENANCE PROGRAM**

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MONTH	SERVICE SCHEDULE
January 2022	C
April 2022	A, B & C
July 2022	C
October 2022	B & C



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 8, 2022**

**Agenda Item: 2(d)**

**ORIGINATED BY:** Susan Hartman, Community Development  
Director – Planning & Wastewater

**REVIEWED BY:** Kevin Phillips, Town Manager

**SUBJECT:** Acceptance of the 2021 Annual Report of the Paradise Planning Commission to the Town Council Regarding the Implementation Status of the 1994 Paradise General Plan & Housing Element

**LONG TERM RECOVERY PLAN:** No

**COUNCIL ACTION REQUESTED:**

1. Acknowledge receipt of and file the Planning Commission's annual report concerning implementation status of the 1994 Paradise General Plan and Housing Element for the 2021 calendar year.; OR
2. Provide alternative direction to town staff.

**Background:**

**General Plan Status**

California Government Code Section 65400 requires a local planning agency (Paradise Planning Commission and staff) to annually review and provide a report to the local legislative body (i.e. the Town Council) concerning progress achieved toward the implementation of its General Plan. The wording of the Government Code Section is as follows:

***Provide an annual report to the Town Council on the status of the "General Plan" and progress in its implementation, including the progress in meeting its share of regional housing needs determined pursuant to section 65584 and local efforts to remove governmental constraints to the maintenance, improvement and development of housing...***

On behalf of the Paradise Planning Commission, town staff is pleased to officially submit to the Town Council its annual "Calendar Year 2021 1994 Paradise General Plan Implementation Status Report" dated March 2022 (NOTE: Refer to attached copy of the report). The content of this report reflects General Plan implementation progress made during the 2021 calendar year. The report is a culmination of a work effort of the staff and Planning Commissioners.

Similar to the contents of prior annual reports, the attached annual report is submitted in a format that is directly linked with the 1994 Paradise General Plan Volume I - Policy Document. The report specifically lists individual General Plan policies and implementation measures, their respective text page number where located within the General Plan Volume I - Policy Document, and their respective implementation status.

In order for the attached report to be meaningful, each Town Council member may wish to refer to their individual copy of the 1994 Paradise General Plan Volume I - Policy Document to read the actual text of each General Plan policy or implementation measure corresponding to the comments within the report. Alternatively, you may access the policy document via the Town's website (townofparadise.com).

During the 2021 calendar year and over the last several years, the Town of Paradise achieved additional progress toward implementation of the 1994 Paradise General Plan. As you read the attached annual report, in regard to the implementation status of our Paradise General Plan, you should note that updated comments regarding the past year's progress toward implementation of individual policy statements and implementation measures are shaded and bolded **thus**. Keep in mind that, as a 27-year-old document, many of the policies and programs to be implemented have been so for many years so current year-to-year changes are relatively minor.

As staff concludes the updates to the Safety and Housing Elements (currently under preliminary review with CalFire and HCD), it is anticipated that an RFP will be released in Spring 2022 for the update of the remaining five (5) elements in the 1994 General Plan. The updating of a General Plan is a multi-year effort, with the Town's comprehensive update anticipated to take around three (3) years. Until then, staff and Planning Commission will continue to provide annual status reports, as few as they may be, of plan implementation to the Town Council regarding the 1994 General Plan.

### **Housing Element Status**

Government Code Section 65400 requires each local jurisdiction to prepare an annual report on the status and progress in implementing its General Plan Housing Element using forms and definitions adopted by the California State Department of Housing and Community Development (HCD). The annual progress report should be submitted to HCD and the Governor's Office of Planning and Research (OPR) each April for the prior calendar year.

Section 65400 further states that the annual Housing Element progress report "shall be at an annual public meeting before the legislative body where members of the public shall be allowed to provide oral testimony and written comments." To provide an opportunity for members of the public to provide this input, the Planning Commission reviewed and forwarded the report to the Town Council during their regularly scheduled meeting on March 8, 2022. Town Council acceptance of the report will facilitate its submittal to HCD and OPR as required.

The attached annual Housing Element progress report reveals that, of a total of seven hundred thirty-eight (738) new dwelling units, the majority of permits issued for were for above-moderate income dwelling units. The remaining units needed for the 2014-2022 planning period are only for very-low income levels at 44 units.

Since the adoption of the Housing Element on June 10, 2014 (Resolution 14-22), staff continues to pursue opportunities to further the implementation of housing program objectives in addition to those programs where implementation involves ongoing directives to promote affordable housing through various means. The report contains a detailed enumeration of each program and its implementation status as of December 31, 2021. This is the final year reporting on the 2014-2022 Housing Element. Next year will be the first-year report for the 2022-2030 Housing Element which is currently under review with HCD.

### **Financial Impact:**

Acceptance and the annual implementation status of the 1994 General Plan and Housing Element for the 2021 calendar year will have no financial impact upon the Town of Paradise.



**CALENDAR YEAR 2021**

**1994 PARADISE GENERAL PLAN**

**IMPLEMENTATION STATUS REPORT**

**Presented to the  
Paradise Town Council**

**March 2022**



## REPORT OF THE PLANNING COMMISSION

### 1994 PARADISE GENERAL PLAN IMPLEMENTATION STATUS REPORT FOR CALENDAR YEAR 2021

#### LAND USE ELEMENT:

#### GROWTH AND LAND USE DEVELOPMENT:

<u>Policy/ Implem. Measure</u>	<u>Text Page</u>	<u>Policy Brief</u>	<u>Implementation Status</u>
LUP-1	(6-3)	Recognize site limitations	Implemented and ongoing.
LUP-2	(6-3)	Factor in constraints analysis	Implemented and ongoing.
LUP-3	(6-3)	Minimize grading	Implementation ongoing as opportunity so afforded.
LUP-4	(6-3)	Specific Plan for south of town	Not yet implemented. Private work effort was initiated in 2006 for a portion of the secondary planning area south of town limits; and has been idle due to funding and staffing shortages. Butte County General Plan 2030 was adopted October 2010 and includes directive to develop a specific plan for a portion of this area, for which the Town will provide input.
LUP-5	(6-3)	Open Space/Ag designation	Implemented.
LUP-6	(6-3)	Annexations south of town	Not implemented due to lack of necessity.
LUP-7	(6-3)	35' maximum building height	Implemented and ongoing.
LUP-8	(6-3)	Evaluate cumulative impacts	Required by law; implemented and ongoing.
LUP-9	(6-3)	Public notice requirements	Implemented and ongoing.
LUP-10	(6-3)	Encourage planned developments	Ongoing directive; implemented as opportunities arise.
LUP-11	(6-3)	Design projects to avoid constraints	Implemented and ongoing.

LUI-1	(6-4)	Track residential growth rate	Implemented and ongoing.
LUI-2	(6-4)	Prepare Specific Plan	Not implemented. See LUP-4.
LUI-3	(6-4)	Amend PMC for grading	Implemented via Town adoption of the 2010 and 2016 California Green Building Standards Code.
LUI-4	(6-4)	Amend zoning for GP consistency	Fully implemented (1997).

#### **PUBLIC SERVICES AND INFRASTRUCTURE:**

LUP-12; 13; 14	(6-4)	Growth not to exceed availability of public services	Implemented via planning process reforms; an ongoing directive.
LUP-15	(6-5)	Improve public service capacity	Implemented and an ongoing directive.
LUP-16	(6-5)	No discretionary residential permit unless adequate public services	Implemented and ongoing.
LUP-17	(6-5)	Encourage service districts to expand or enhance capacity	Partially implemented and ongoing as opportunities arise.
LUP-18	(6-5)	TOP and PID meet bi-annually	<b>The Town/PID Liaison Committee met on January 27<sup>th</sup>, March 1<sup>st</sup>, and June 7, 2021</b> to publicly discuss several issues of import to the Town and PID.
LUP-19	(6-5)	Densities based on constraints	Implemented and ongoing.
LUP-20	(6-5)	Police and Fire service levels	Implemented and ongoing.
LUP-21	(6-5)	Assessment districts	Partially implemented and ongoing as needed.
LUP-22	(6-5)	Fees for service delivery costs	Partially implemented via the Town's development impact fee program.
LUP-23	(6-5)	Feasibility of annexation	Implemented and an ongoing directive.
LUP-24	(6-5)	Feasibility of merging with PID	Feasibility studies are tabled by the Town pending adequate funding and other post Camp Fire factors.
LUP-25	(6-5)	Designate general locations for public and open space uses	Fully implemented.
LUP-26	(6-6)	Findings for public service and infrastructure capacity	Implemented and ongoing.

LUI-5	(6-6)	Capital improvements program	The Town developed & adopted <b>a \$121M 5-year capital improvements program in 2020.</b>
LUI-6	(6-6)	Assure adequate water delivery	Partially implemented and ongoing.
LUI-7	(6-6)	Implement <i>Master Storm Drain Study &amp; Facilities Plan</i>	Partially implemented and ongoing.
LUI-8	(6-6)	Public safety impact fees	Implemented and ongoing.
LUI-9	(6-6)	Service fees for existing uses	Partially implemented and ongoing directive.
LUI-10	(6-6)	Development impact fees	Partially fund implemented and ongoing.
LUI-11	(6-6)	Investigate forms of assessment districts	Partially implemented and ongoing.
LUI-12	(6-6)	LAFCO to study any potential merging with special districts	Not implemented; lack of necessity prior to 2018 Camp Fire.
LUI-13	(6-6)	Monitor population trends for effects on public services	Implemented and ongoing.

#### LAND USE DISTRIBUTION AND LOCATION

LUP-27; LUP-28	(6-7)	Create Central Commercial Area	Implemented via Town Council adoption of Town Resolution No. 01-37 in November, of 2001.
LUP-29	(6-7)	Central Commercial area to focus on visitors	Implemented and ongoing.
LUP-30	(6-7)	CIP for revitalization areas	Ongoing Directive. <b>In 2021, work began on the Almond Street and Gap Closure projects which will install walkable pathways, lighting, landscaping, and road repairs in the Downtown.</b>
LUP-31	(6-7)	Retail sales and infill on Skyway	Implemented and ongoing as opportunities arise.
LUP-32	(6-7)	Discourage strip development on Clark Rd	Ongoing directive.
LUP-33	(6-8)	Encourage existing strip fill in	Ongoing directive.
LUP-34	(6-8)	Larger retail to locate in centers	

		with adequate facilities	Ongoing directive.
LUP-35	(6-8)	Professional office development	Ongoing directive.
LUP-36	(6-8)	Expand industrial park	Town efforts to acquire/develop additional business or industrial park property continue as opportunities arise.
LUP-37; 38	(6-8)	Lt Industrial/Business Park areas	Implemented.
LUP-39	(6-8)	Preserve residential neighborhoods	Ongoing directive and implemented.
LUP-40	(6-8)	Community facilities compatibility	Ongoing directive.
LUP-41	(6-8)	Airport compatibility uses	Ongoing directive.
LUP-42	(6-8)	Locations for cemeteries	Implemented.
LUP-43	(6-8)	Timber production areas	Implemented.
LUP-44	(6-8)	Locations for gateway areas	Implemented.
LUI-14	(6-8)	Provisions for mixed land uses	Implemented.
LUI-15	(6-8)	Zoning consistent with GP	Implemented.
LUI-16	(6-8)	Provide for visitor services	Implemented.
LUI-17	(6-8)	Adopt Capital Improvements Plan	Implemented. See comment for LUI-5.
LUI-18	(6-8)	Develop. guidelines for large retail	Largely implemented via adoption of town-wide design standards in March, of 2010. <b>Utilizing grant funding from the Transportation Master Plan, consultants were hired in 2021 to update the commercial design standards in the Downtown and in the Community Commercial corridor.</b>

## LAND USE DENSITIES

LUP-45	(6-9)	Higher density compatibility	Ongoing directive.
LUP-46	(6-9)	Higher density locations	Partially implemented and ongoing.
LUP-47	(6-9)	½ acre minimum residential lot size	Ongoing implementation.
LUP-48	(6-9)	High density residential locations	Partially implemented and ongoing.
LUP-49	(6-9)	Higher density requirements	Ongoing directive, implemented as opportunities are afforded.
LUP-50	(6-9)	Low density Multi-Family locations	Ongoing directive and partially implemented.

LUI-19	(6-9)	Zoning consistent with GP	Implemented and ongoing directive.
LUI-20	(6-9)	Make findings consistent with GP	Implemented and ongoing.
LUI-21	(6-9)	Safety standards for high density	Implemented.
LUI-22	(6-9)	Identify difficult to develop areas	Implemented and ongoing.

## ECONOMIC DEVELOPMENT/REDEVELOPMENT

LUP-51	(6-10)	Attract needed industries	Partially implemented; target industry study completed. Additional implementation as new opportunities arise.
LUP-52	(6-10)	Promote reuse of empty buildings	Ongoing directive. Dissolution of RDA eliminated a primary funding source for the façade renovation program, which targeted reuse of existing buildings. <b>In 2021 staff worked with commercial developers for the reuse of empty buildings in the Paradise Plaza shopping center and old CVS building.</b>
LUP-53, 54	(6-11)	Town theme for Central Comm.	Implemented. Town-wide Design Standards are adopted. Various PMC sign regulation changes adopted in 2010 have assisted as well. <b>Refer to LUI-18.</b>
LUP-55	(6-11)	35' max commercial height	Implemented and ongoing.
LUP-56	(6-11)	Screen commercial parking areas	Ongoing directive; implemented.
LUP-57	(6-11)	Artisan and tourist center	Chamber of Commerce and the Paradise Art Association continue to sponsor cultural events. The Town has formed a committee that includes local business owners as part of an effort to promote Downtown beautification and commerce.
LUP-58	(6-11)	Create scenic gateway areas	Ongoing directive; partially implemented.
LUP-59	(6-11)	Support retention of open space	Ongoing directive.
LUP-60	(6-11)	Common theme for gateway areas	Implemented via PMC zoning code text amendments and adoption of design standards in 2010.
LUP-61	(6-11)	Eliminate unsightly materials near entrances to town	Ongoing directive.
LUP-62; 63	(6-11)	Promote town as tourist destination	Ongoing and partially implemented.

LUP-64	(6-11)	Bed and breakfast locations	This directive is implemented via Town's zoning regulations.
LUP-65	(6-11)	Develop destination resort	Ongoing directive, but not implemented.
LUP-66	(6-11)	Update <i>Downtown Revitalization Plan</i> as needed	Adopted plan implementation is promoted via 2010 adoption of Design Standards.
LUP-67	(6-12)	Sites for business park	Partially implemented. See LUP-51.
LUI-23	(6-12)	Calif. "Main Street" program	Functionally Implemented. "Main Street" concepts/components were incorporated within the adopted Downtown Revitalization Plan and the 2010 Design Standards.
LUI-24	(6-12)	Promote farmers market	Ongoing implementation. <b>The Chico Certified Farmers' Market at the CMA Church was held from June through September 2021.</b>
LUI-25	(6-12)	Staffing business development Programs and activities	Ongoing implementation.
LUI-26	(6-12)	Design guidelines for commercial	Implemented. <b>Refer to LUI-18.</b>
LUI-27	(6-12)	Enforce comm. zoning ordinance	Implemented.
LUI-28	(6-12)	Design review committee	Not ongoing or needed since 2010 due to adoption of Town's Design Standards.
LUI-29	(6-12)	Apply design guidelines to existing businesses	Implemented.
LUI-30	(6-12)	Land use controls in gateways	Implemented via adoption of scenic highway corridor zoning regulations and 2010 adoption of Design Standards specific to gateway areas.
LUI-31	(6-12)	Funding for gateway areas	Partially implemented as opportunities arise.
LUI-32	(6-12)	Upgrade entrance signs	A post-Camp Fire volunteer group, "The Sign Committee", conducted an online vote for new entrance signs to Town and is working on funding to replace them. <b>The entrance sign on Skyway began construction in 2021.</b>
LUI-33	(6-12)	Review sign regulations	Ongoing directive and implemented.
LUI-34	(6-12)	Promote completion of auditorium	Implemented.
LUI-35	(6-12)	Facilitate weekend tourist events	Implementation ongoing.
LUI-36	(6-12)	Parking facilities study	Ongoing directive as part of the Downtown Revitalization Master Plan.

LUI-37	(6-12)	Improve code enforcement program	Implemented and ongoing as funds permit. <b>Additional code enforcement staff was brought on in 2021.</b>
LUI-38	(6-12)	Outdoor display ordinance	Implemented via adoption of ord. No. 550 in 2014 (see LUI-37 also).
LUI-39	(6-13)	Relocate nonconforming uses	Ongoing directive.

## INTERGOVERNMENTAL COORDINATION

LUP-68	(6-13)	Use BCAG for land use decisions	Ongoing and partially implemented as opportunities are afforded.
LUP-69	(6-13)	Regional decision making	Ongoing and partially implemented as opportunities are afforded.
LUP-70	(6-13)	Butte County urban reserve policy	Ongoing and partially implemented as opportunities are afforded.
LUP-71	(6-13)	Protection of Paradise watershed	Ongoing and partially implemented as opportunities are afforded.
LUI-40; 41; 42	(6-13)	Coordination with Butte County	Ongoing and partially implemented as opportunities are afforded.

## LAND USE CONTROLS

LUP-72	(6-14)	Relocation of nonconforming uses	Ongoing directive.
LUP-73	(6-14)	Discourage expansion of legal nonconforming uses	During post Camp Fire in 2019 the Town adopted specific and short-term natural disaster regulations within Section 17.39.300 [Restoration of damaged nonconforming use] of the Paradise Municipal Code.
LUP-74	(6-14)	Improve code enforce program	Implemented and ongoing.
LUP-75	(6-14)	Comm. handicap accessibility	Ongoing and implemented.
LUP-76	(6-14)	Revise local CEQA guidelines	Implemented.
LUI-43; 44	(6-14)	Zone parcels consistent with GP	Implemented.
LUI-45	(6-14)	Consistently enforce regulations	Implemented and ongoing.

## TERTIARY PLANNING AREA



LUP-77; 78; 79	(6-15)	Projects in tertiary area should not be approved if adverse impacts on Town of Paradise	Partially implemented and ongoing directive.
LUP-80; 81	(6-15)	Projects in tertiary area should have open space	Partially implemented and ongoing as opportunities are afforded.
LUP-82	(6-15)	Projects in tertiary area should Acknowledge high fire hazards	Partially implemented and ongoing as opportunities are afforded.
LUI-46; 47	(6-15)	Coordinate with county agencies/districts	Implemented and ongoing. Town staff provided input for the Butte County General Plan 2030 adopted in October of 2010.
LUI-48	(6-15)	Joint powers agreements	Partially implemented.
LUI-49	(6-15)	Expand Sphere of Influence	Partially implemented.

**CIRCULATION ELEMENT:**

CP-1	(6-18)	LOS “D” or better for roadways	Partially implemented and ongoing.
CP-2	(6-18)	Circulation problems eliminated	Circulation problems have been formally prioritized for elimination as funding permits via BCAG adoption of Regional Transportation Plan. <b>\$1.8M in grant funding was secured in November 2020 for an updated Paradise Transportation Master Plan which was started in 2021.</b>
CP-3	(6-18)	Impacts of street extensions	Ongoing directive and implemented.
CP-4	(6-19)	Mitigate circulation impacts	Ongoing and implemented on case-by-case basis.
CP-5	(6-19)	Upper Ridge roadway impact fees	Partially implemented and ongoing. Butte County collects development impact fees for upper ridge development, a portion of which is earmarked for Skyway and Clark Roads in Paradise.
CP-6	(6-19)	Additional street connections	Ongoing directive. Little progress due to a history of limited opportunities and constraints predating the 2018 Camp Fire.
CP-7	(6-19)	New traffic signal synchronization	Partially implemented. Synchronized traffic signals from Elliott Road to Neal Road along Skyway were completed in 2014. Grant secured in 2015 will fund signalization of the Black Olive Drive/Skyway intersection, further

CP-8	(6-19)	Regulate truck routes	improving signal synchronization along Skyway. Implemented and ongoing.
CP-9	(6-19)	Establish park-and-ride facilities	Ongoing, partially implemented as opportunities afforded.
CP-10	(6-19)	Sidewalk and pathway program	Ongoing directive. Pearson Road improvements/signalization at Recreation Drive were completed in 2013. Infill sidewalks, curbs and gutters along Pearson Road between Academy Dr. and Skyway was constructed in 2017. Grant funding has been secured for environmental review and design for new sidewalks along Birch, Elliott, Foster and Black Olive Drive. Grant funding was secured for construction of new sidewalks along Pearson Road between Academy and Black Olive Drives. <b>The Almond Street and Gap Closure projects, which began in 2021, will install walkable pathways, lighting, landscaping, and road repairs in the Downtown.</b>
CP-11	(6-19)	Bicycle and hiking trails	Ongoing directive; partially implemented. The Downtown Paradise Safety Project installed bicycle lanes along Skyway between Elliot and Pearson Roads in 2014. Bicycle lanes along Pearson Rd. between Pentz and Clark Roads and along Maxwell Dr. were largely completed in 2015. Shoulder widening and the addition of bicycle lanes on Pearson Road from Clark Road to Pentz Road was completed in 2016. Construction/installation of flashing beacons at trailway crossing of major streets completed in 2018.
CP-12	(6-19)	Butte County road standards	Implemented. Butte County and the Town have adopted compatible road standards for the Town's Sphere of Influence.
CP-13	(6-19)	Trip reduction plan programs	Partially implemented and ongoing.
CP-14	(6-19)	Senior and handicapped transit	Ongoing directive; partially implemented via Paradise Express service.
CP-15	(6-19)	Expand public transit services	Consolidation of County-wide transit services has helped promote implementation.
CP-16	(6-19)	Improve commercial parking	Ongoing directive implemented as opportunities arise. Construction of an additional public parking facility in the Central Commercial area was completed in 2011.
CP-17	(6-19)	Improving traffic flows	Ongoing and partially implemented.

CP-18	(6-20)	Roadway extension workshops	Ongoing and partially implemented.
CP-19	(6-20)	Increase transit opportunities	Partially implemented. The component regarding children has not been implemented due to lack of available funding.
CP-20	(6-20)	Town Engineer to review circulation studies	Not being implemented due to lack of resources and staff. BCAG development of a Regional Transportation Plan initiated in 2014/2015 has assisted.
CI-1	(6-20)	Access standards along arterials.	Ongoing directive.
CI-2	(6-20)	Road connection feasibility study	<b>Will be included in the Transportation Master Plan which began in 2021 with an expected completion date of April 2022.</b>
CI-3	(6-20)	Establish development impact fees	Implemented and ongoing.
CI-4; 5	(6-20)	Road maint. agreement w/ B.C.	Ongoing and partially implemented.
CI-6	(6-20)	Locations for sidewalks	Ongoing and partially implemented.
CI-7	(6-20)	Providing pedestrian pathways	Partially/potentially implemented by covenant agreements.
CI-8	(6-20)	Improve road shoulders	Ongoing implementation via various small-scale public infrastructure projects.
CI-9	(6-20)	Transportation facilities	Ongoing directive.
CI-10	(6-21)	Utilizing transportation funds	Ongoing implementation as funds permit.
CI-11	(6-21)	Butte County Circulation Element	Refer to comment for CP-5.

#### **HOUSING ELEMENT:**

**NOTE:** A separate report detailing implementation of the Town of Paradise Housing Element is prepared for Planning Commission review and recommended referral to the Town Council. The format and contents of the Housing Element report is dictated by the California Department of Housing and Urban Development and is therefore generated as a stand-alone, but related document. 2021 will be the last reporting year for the 2014-2022 Housing Element as the 2022-2030 Housing Element Update is currently in review with HCD.

**NOISE ELEMENT:**

NP-1	(6-33)	Noise level acoustical analysis	Ongoing implementation as needed.
NP-2	(6-33)	Transportation noise levels	Ongoing implementation as needed.
N-3	(6-33)	Exterior noise levels	Ongoing implementation as needed.
N-4	(6-33)	Noise mitigation measures	Ongoing implementation as needed.
N-5	(6-33)	Acoustical analysis standards	Ongoing implementation as needed.
N-6; 7	(6-33)	Paradise Skypark Airport levels	Ongoing implementation as needed.
NP-8	(6-33)	Preserve quiet residential areas	Ongoing directive.
NP-9	(6-33)	Control obtrusive noise	Ongoing implementation via noise regulations of the Paradise Municipal Code.
NP-10	(6-34)	Development near care facilities	Ongoing implementation as needed.
NI-1; 2	(6-34)	Monitor mitigation compliance	Ongoing implementation as needed.
NI-3	(6-34)	Noise insulation standards	Implemented and ongoing.
NI-4; 5	(6-34)	Review and update noise element	Ongoing implementation as required.
NI-6	(6-34)	Improve noise ordinance	Implemented and ongoing.
NI-7	(6-34)	Adopt Airport Land Use Plan	Implemented.

**SAFETY ELEMENT:**

**NOTE:** The Safety Element is being updated concurrently with the Housing Element, as required by SB 1241 (Kehoe – 2012) and is anticipated to come before the Town Council at the June 2022 council meeting.

SP-1	(6-41)	Public service response times	Ongoing implementation as needed.
SP-2	(6-42)	Adequate road improvements	Ongoing implementation as needed.
SP-3	(6-42)	Fire and crime prevention design	Implemented and ongoing.

SP-4	(6-42)	Adequate fire flow	Ongoing implementation at staff level. See LUP-6 and LUP-18.
SP-5	(6-42)	Require brush removal	Implemented and ongoing. <b>In 2021, Town Council adopted amendments to Chapter 8.58 of the Paradise Municipal Code, <i>Defensible Space and Hazardous Fuel Management</i>, which allowed the temporary use of goats for weed abatement as well as required a defensible space clearance with every title transfer in Town starting April 2022.</b>
SP-6	(6-42)	Adoption of Uniform Fire Code	Implemented and ongoing.
SP-7	(6-42)	New fire station locations	Implemented and ongoing. <b>In 2021 the Town closed escrow on a more centralized property to serve as a new location for Fire Station 82.</b>
SP-8	(6-42)	SRA fire safety standards	Ongoing directive.
SP-9	(6-42)	Adverse effects of increased runoff	Implemented and ongoing.
SP-10; 11	(6-42)	Development in floodways	Implemented and ongoing.
SP-12	(6-42)	Master Storm Drain Study Plan	Implemented and ongoing. <b>Grant funds were secured in 2020 for an updated Master Storm Drain Study. Work began, through a consultant, in 2021 with an expected project completion by spring of 2022.</b>
SP-13	(6-42)	Airport height restriction policy	Ongoing implementation as needed.
SP-14	(6-42)	Detrimental and toxic discharge	Ongoing implementation via regulatory efforts of the Town's Onsite Sanitation Division, the County Dept. of Public Health Services and RWQCB.
SP-15	(6-43)	Projects to minimize soil erosion	Implemented an Erosion and Sediment Control Plan for all development projects complying with the Town's Phase II MS4 NPDES General Permit issued by the State Water Board.
SP-16	(6-43)	Erosion control on sloped lots	Ongoing implementation as needed.
SP-17	(6-43)	No development on slopes $\geq 30\%$	Ongoing implementation as needed.
SI-1	(6-43)	Standards for adequate fire flow	Implemented and ongoing.
SI-2	(6-43)	Review and amend existing roadway standards	Ongoing directive. Not implemented, lack of resources, staff, etc.
SI-3	(6-43)	Public safety impact fees	Partial funding implemented and ongoing.
SI-4	(6-43)	Public safety service fees	Not implemented at this time due to legal (Prop.218) constraints.
SI-5	(6-43)	Earthquake and fire danger	

		Education for residents	Implemented and ongoing.
SI-6	(6-43)	Enforce UBC (bldg) and UFC (fire)	Implemented and ongoing.
SI-7	(6-43)	Adequate dry brush clearance	Implemented and ongoing.
SI-8	(6-43)	Amend ordinances as necessary to require erosion control	Ongoing and partially implemented.
SI-9	(6-43)	Evaluate and implement the Master Storm Drain Study	Ongoing as opportunities arise and funding sources become available.
SI-10	(6-43)	Adopt Airport Land Use Plan	Implemented.
SI-11	(6-43)	Airport Commission review	Ongoing implementation as needed.
SP-18; 19	(6-45)	Siting of HHW facilities	Functionally implemented and ongoing as a result of establishment and successful operation of the Town's HHW facility. The facility was temporarily closed in 2020 due to lack of funding and staffing post-Camp Fire.
SP-20; 21	(6-45)	Countywide HHW agreements	Ongoing. See County Hazardous Waste Management Plan.
SP-22	(6-45)	HHW transportation routes	Ongoing. See County Hazardous Waste Management Plan.
SP-23; 24	(6-45)	Siting of collection facilities in the industrial area	Implemented.
SI-12	(6-46)	Develop. to consider HHW Element	Ongoing implementation as needed.
SI-13	(6-46)	Regional facility siting	Ongoing implementation as needed.
SI-14	(6-46)	Hazardous waste data collection	Ongoing implementation as needed.
SI-15	(6-46)	Ordinances compliant with AB 2948	Ongoing implementation as needed.
SI-16	(6-46)	Develop HHW reduction program	Ongoing implementation as needed.
SI-17	(6-46)	Program to manage waste oil	Implemented.
SI-18;19	(6-46)	Develop HHW educational programs	Ongoing implementation as needed.
SI-20	(6-46)	HHW air quality standards	Ongoing and implemented.
SI-21;22	(6-46)	Collection and education programs	Ongoing and implemented.

**OPEN SPACE/CONSERVATION ELEMENT:**

OCEP-1; 2; 3(6-49)	Scenic highway corridors	Implemented.
OCEP-4 (6-49)	New billboard size and location restrictions	Implemented and ongoing.
OCEP-5; 6 (6-49)	Protecting scenic view corridors	Ongoing implementation as needed.
OCEI-1 (6-50)	Development standards to maintain Integrity of scenic highway	Implemented via Town adoption of scenic highway zoning regulations.
OCEI-2 (6-50)	Utility locations in gateways	Implemented as needed.
OCEI-3 (6-50)	New billboard regulations	Implemented and ongoing.
OCEP-7 (6-51)	Open space as infill tool	Implemented, ongoing directive.
OCEP-8 (6-51)	Trailways with new development	Ongoing and partially implemented as needed; Yellowstone Kelly Heritage Trailway (formerly Paradise Memorial Trailway) extension completed in 2010 indicates progress.
OCEP-9 (6-51)	Public access to Lookout Point	Implemented and ongoing via Butte County.
OCEP-10 (6-51)	Linear park around trailway	Partially implemented/ongoing via Trailway Plan & recent improvements.
OCEP-11 (6-51)	Work with PRPD for park locations	Implemented and ongoing.
OCEP-12 (6-51)	Work to acquire open space	Ongoing directive and merits implementation due to 2018 Camp Fire circumstances.
OCEI-4; (6-51)	Work with PRPD to develop open space specific plan	The PRPD adopted a revised and updated 15-year District Master Plan during 2010 that will assist in implementation of this directive.
OCEI-5 (6-51)	Park facilities consistent with GP	Implemented and ongoing.
OCEI-6 (6-51)	Expansion of Sphere of Influence	Not implemented due to lack of necessity.
OCEI-7 (6-51)	Open space east of Neal Rd	Partially implemented as an ongoing directive.
OCEP-13 (6-52)	Protect large trees	Ongoing directive and implemented as opportunities afforded.
OCEP-14; 15(6-52)	Maintenance of natural habitat	Partially implemented and ongoing.
OCEP-16 (6-52)	Protect area fisheries	Partially implemented and ongoing.

OCEP-17	(6-52)	Protect deer herd migration routes	Ongoing directive.
OCEP-18; 19	(6-53)	Protect view sheds	Ongoing and partially implemented.
OCEP-20;21	(6-53)	Protect neighboring views	Ongoing and partially implemented.
OCEP-22	(6-53)	Underground utilities encouraged	Partially implemented and ongoing. The Town established two new underground utility districts in 2016. During 2019 PG&E agreed to and commenced undergrounding some of its electrical transmission lines along the Skyway and within the Town. <b>During 2021, PG&amp;E continued to install multiple miles of underground utilities.</b>
OCEP-23	(6-53)	Preserve groundwater quality	Implemented and ongoing.
OCEP-24; 25	(6-53)	Protect town's water resources	Implemented and ongoing.
OCEP-26	(6-53)	Keep natural riparian vegetation	Partially implemented and ongoing via case by case analysis.
OCEP-27	(6-53)	Land uses near sensitive lands	Implemented and ongoing.
OCEP-28	(6-53)	Control grading in subdivisions	Implemented and ongoing. Adoption of 2019 California Green Building Standards Code has assisted.
OCEP-29	(6-53)	Golf course operation encouraged	Ongoing directive.
OCEP-30	(6-53)	Grey water usage ordinance	Implemented and ongoing. The Town adopted grey water use regulations in 2014.
OCEP-31	(6-53)	Retention of agricultural lands	Ongoing partial implementation.
OCEP-32;33	(6-53, 54)	Identify ag and timber lands	Implemented.
OCEP-34; 35	(6-54)	Support programs to recycle	Implemented/ongoing via execution of a solid waste franchise agreement with NRWS.
OCEP-36	(6-54)	Archaeologically sensitive lands	Implemented and ongoing.
OCEI-8	(6-54)	Develop standards for stream and drainage way protection	Implemented and ongoing.
OCEI-9	(6-54)	Low density on sensitive land	Implemented and ongoing.
OCEI-10	(6-54)	Regulations for creek discharges	Implemented and ongoing via RWQCB and the Town's Wastewater Management District.
OCEI-11	(6-54)	Seek grants for reforestation	Partially implemented and ongoing as opportunity affords itself.
OCEI-12	(6-54)	Mitigation for tree removal	Largely implemented via tree ordinance regulations. The Town was awarded a grant in 2020, through FEMA's Hazard Mitigation Grant



			Program, for the advanced planning of reseeding (due to loss of trees in the Camp Fire) in the Town's rights-of-way and public lands. The grant will include the study of how to control brush and provide for reseeding training to homeowners.
OCEI-13	(6-54)	Encourage Arbor Day	Ongoing directive.
OCEI-14	(6-54)	Preserve natural wildlife areas	Implemented and ongoing.
OCEI-15	(6-54)	Undergrounding utilities	Partially implemented and ongoing. See OCEP 22.
OCEI-16	(6-54)	Acquire conservation easements	Not implemented; lack of funding.
OCEI-17	(6-54)	Establish Williamson Act program	Not implemented; lack of local opportunities.
OCEI-18	(6-55)	Compliance with CEQA archaeological impacts	Implemented and ongoing directive.
OCEI-19; 20	(6-55)	Use of qualified archaeologists	Implemented and ongoing.
OCEI-21; 22; 23; 24	(6-55)	Implement recycling programs	Implemented and ongoing. See OCEP-34; 35 and SP-18; 19 comments
OCEI-25	(6-55)	Eliminate leaf burning	Progress toward implementation has been achieved; Town Council has adopted regulations resulting in a reduction in leaf burning.
OCEI-26	(6-55)	Support water conservation	Partial implementation and ongoing. See note for LUP-6 and LUP-18.
OCEI-27	(6-55)	PRPD impact mitigation program	Implemented and ongoing.
OCEP-37	(6-56)	Cogeneration possibilities	Not implemented due to a history of limited opportunities and constraints predating the 2018 Camp Fire.
OCEP-38	(6-56)	Support recycling	Implemented.
OCEP-39	(6-56)	Siting of multi-family housing	Ongoing directive.
OCEP-40	(6-56)	Commercial sign design	Implemented by Town-wide Design Standards adopted in 2010.
OCEP-41	(6-57)	Landscape plan standards	Implemented and ongoing.
OCEP-42	(6-57)	Pedestrian and bicycle consideration in new subdivisions	Ongoing and partially implemented on a case-by-case basis.
OCEP-43	(6-57)	Bike lanes on collector streets	Implemented as opportunities arise.
OCEI-28	(6-57)	Energy conservation partnership	Partially implemented and ongoing.
OCEI-29	(6-57)	Energy conservation ordinance	Functionally implemented through adoption of 2019 Green Building

OCEI-30	(6-57)	Energy conservation in zoning	Standards. Ongoing directive.
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### **EDUCATION AND SOCIAL SERVICES ELEMENT:**

#### **SOCIAL SERVICES ELEMENT - (Education and Schools)**

ESP-1-7	(6-59)	School siting requirements	Ongoing directives; implemented as opportunities arise.
ESP-8	(6-60)	PUSD review of GP amendments	Ongoing directive.
ESP-9; 10	(6-60)	PUSD considerations for density	Implemented and ongoing.
ESI-1	(6-60)	PUSD to review GP amendments	Implemented and ongoing.
ESI-2	(6-60)	Notify PUSD of Fed or State develop.	Ongoing directives implemented as opportunities arise.
ESI-3; 4	(6-61)	Ongoing review of school sites	Ongoing directives implemented as opportunities arise.
ESI-5	(6-61)	Findings for school capacities	Not implemented. Local school enrollment levels do not appear to warrant current implementation.
ESI-6	(6-61)	PUSD impact mitigation program	Not implemented; prohibited by California State law.

#### **SOCIAL SERVICES ELEMENT - (Senior Services):**

ESP-11-13	(6-62)	Needs of the aging and elderly	Partially implemented and ongoing.
ESP-14-16	(6-62)	Help improve senior facilities/svcs	Partially implemented and ongoing.
ESI-7	(6-62)	Work with senior groups	Partially implemented and ongoing but no formally established liaison.
ESI-8; 9	(6-62)	Add Community Services land uses	Implemented.
ESI-10	(6-62)	Alternative means to improve svcs	Partially implemented via federally funded Town housing programs.

#### **SOCIAL SERVICES ELEMENT - (Child Day Care):**

ESP-17-19	(6-63)	Large family daycare requirements	Implemented.
ESI-11	(6-63)	Streamline large family daycares	Implemented. <b>Updated large family daycare ordinance in 2021 to comply with current state law requiring they be treated the same as small family daycares (permitted-by-right).</b>

#### **SOCIAL SERVICES ELEMENT - (The Arts)**

ESP-20	(6-64)	Encourage art and retail crafts	Partially implemented and ongoing as opportunities are afforded.
ESP-21	(6-64)	Dramatic theater facility siting	Implemented and ongoing.
ESP-22	(6-64)	Add arts program opportunities	Implementation ongoing.
ESP-23	(6-64)	Local arts education program	Partially implemented and ongoing.
ESI-12	(6-64)	Ongoing support of the arts	Partially implemented.
ESI-13	(6-64)	Feasibility of art related incentives	Not being implemented by local government efforts but via private sector (Paradise Ridge Chamber, etc.).
ESI-14	(6-64)	Display local art within Town Hall	Partially implemented and ongoing. No art, through the Paradise Art Center, has been displayed post-fire or during COVID due to restricted access to the building.
ESP-24	(6-65)	Education on value of library	Limited implementation effort.
ESP-25	(6-65)	Assist in funding library programs	Not implemented. Such opportunities have yet to materialize.
ESP-26	(6-65)	Support offerings of local library	Limited implementation effort.

#### **SOCIAL SERVICES ELEMENT - (Library Services)**

ESI-15	(6-65)	TOP and library liaison	Limited implementation effort.
ESI-16	(6-65)	Consolidate library with TOP	Not implemented. No advocacy nor demand for implementation currently exists.

#### **SOCIAL SERVICES ELEMENT - (Activities for Teenagers):**

ESP-27; 28	(6-66)	Facilities available for teens	Implemented and ongoing. PRPD programs/activities contribute greatly.
ESP-29	(6-66)	Solicit teen input	Limited implementation as opportunities are afforded.
ESI-17; 18	(6-66)	Develop avenues for teen input	Implemented as the opportunity arises.
ESI-19	(6-66)	Teens on citizen committees	Limited implementation.

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Jurisdiction	Paradise	
Reporting Year	2021	(Jan. 1 - Dec. 31)
Planning Period	5th Cycle	06/15/2014 - 06/15/2022

**ANNUAL ELEMENT PROGRESS REPORT**  
**Housing Element Implementation**  
 (CCR Title 25 §6202)

This table is auto-populated once you enter your jurisdiction name and current year data. Past year information comes from previous APRs.  
 Please contact HCD if your data is different than the material supplied here

Table B													
Regional Housing Needs Allocation Progress													
Permitted Units Issued by Affordability													
		1	2									3	4
Income Level		RHNA Allocation by Income Level	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total Units to Date (all years)	Total Remaining RHNA by Income Level
Very Low	Deed Restricted	141	-	-	-	-	-	-	-	-	-	97	44
	Non-Deed Restricted		-	-	-	-	-	20	58	19	-		
Low	Deed Restricted	100	1	-	7	2	-	-	-	-	-	436	-
	Non-Deed Restricted		-	-	-	-	61	88	225	52	-		
Moderate	Deed Restricted	93	-	-	-	-	-	-	-	-	-	398	-
	Non-Deed Restricted		4	-	3	1	-	87	181	122	-		
Above Moderate		303	9	-	17	16	-	312	481	399	-	1,234	-
Total RHNA		637											
Total Units			14	-	27	19	61	507	945	592	-	2,165	44

Note: units serving extremely low-income households are included in the very low-income permitted units totals and must be reported as very low-income units.

Please note: For the last year of the 5th cycle, Table B will only include units that were permitted during the portion of the year that was in the 5th cycle. For the first year of the 6th cycle, Table B will include units that were permitted since the start of the planning period.

Please note: The APR form can only display data for one planning period. To view progress for a different planning period, you may login to HCD's online APR system, or contact HCD staff at [apr@hcd.ca.gov](mailto:apr@hcd.ca.gov).

(CCR Title 25 §6202)

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## Town of Paradise

### Council Agenda Summary

Agenda Item: 2(e)

Date: March 8, 2022

**ORIGINATED BY:** Jessica Erdahl, Sr. Capital Projects Manager  
**REVIEWED BY:** Kevin Phillips, Town Manager  
**SUBJECT:** Amend Construction Engineering Professional Services  
Contract-Almond Street Multimodal Improvements  
Project & Gap Closure Complex Project  
**LONG TERM  
RECOVERY PLAN:** Yes, Tier 1, Walkable Downtown

#### **COUNCIL ACTION REQUESTED:**

1. Approve the amended attached Professional Services Agreement with Mark Thomas and Company and authorize the Town Manager to execute an amendment.

#### **Background:**

The Town of Paradise was awarded grant funding for the Almond Street Multi-Modal Improvements and Paradise Gap Closure projects under the Active Transportation (ATP) and Congestion Mitigation and Air Quality (CMAQ) programs. The projects involve the construction of new sidewalks, bike lanes, and enhanced bike routes in the Paradise Downtown Core, providing the missing links between existing and funded infrastructure.

On February 9, 2021 Town Council adopted a resolution awarding a construction contract for the projects to Baldwin Contracting Company, Inc. dba Knife River Construction in the amount of their base bid \$5,898,605.85. The Notice to Proceed was issued in March 2021 and construction began shortly thereafter.

Following consultation with Caltrans Division of Local Assistance and Federal Highways Administration, the Town of Paradise awarded a sole-source contract to Mark Thomas and Company of Sacramento, CA (leveraged design engineering firm) in the amount of \$545,557.00 to perform Construction Engineering services on the projects on February 9, 2021.

#### **Analysis:**

The project began construction spring 2021 and was allotted 180 working days. Since the start of construction, the Town has been dealt numerous setbacks associated with the Camp Fire Recovery, availability of materials, "dig-once" utility projects, and several design issues associated with the project, resulting in pushing the project into a second construction season.

Due to delays and extension of working days, Mark Thomas and Company's construction engineering contract needs to be amended to account for the increase cost to provide construction management services. The amended construction engineering contract scope of services include the following at an amended proposed cost of \$1,083,091:

- General Project Management and Administration
- Construction Management
- Inspection Services
- Materials Testing
- Environmental Monitoring

**Financial Impact:**

The Town requested and was approved for an additional \$523,000 in previously project-allocated ATP funds to cover staff and consultant construction management costs. Assisted by original lower than expected bid prices, the original construction CTC allocation sufficiently covers the additional funding requirements. A detailed project accounting description is shown below.

**Contract Cost Summary**

	<b>Almond Street (031)</b>	<b>Gap Closure (038)</b>	<b>Combined Total</b>
Original Contract	\$ 217,381.00	\$ 328,176.00	\$ 545,557.00
Amendment 1	\$ 50,091.00	\$ 487,443.00	\$ 537,534.00
Amended Contract	<b>\$ 267,472.00</b>	<b>\$ 815,619.00</b>	<b>\$ 1,083,091.00</b>

**Funding Summary**

	<b>Almond Street (031)</b>	<b>Gap Closure (038)</b>	<b>Combined Total</b>
ATP	\$ 252,561.00	\$ 450,000.00	\$ 702,561.00
CMAQ	\$ -	\$ 440,000.00	\$ 440,000.00
Insurance	\$ 45,172.00		\$ 45,172.00
Total Available Funding	<b>\$ 297,733.00</b>	<b>\$ 890,000.00</b>	<b>\$ 1,187,733.00</b>
Balance	\$ 30,261.00	\$ 74,381.00	\$ 104,642.00

**Attachments:**

- A. Amended Contract No. 9377.CE, Town of Paradise and Mark Thomas and Company



## AMENDMENT TO PROFESSIONAL SERVICES AGREEMENT

### (Agreement XXXX)

This Amendment ("Amendment") dated March 8, 2022 is between the Town of Paradise ("Town") and Mark Thomas and Company, Inc., a California Corporation, ("Consultant") relating to construction support services, as outlined in the underlying agreement dated March 8, 2021 ("Agreement") between the parties. In consideration of the terms and conditions herein, the Town and Consultant agree that the Agreement shall be amended as follows:

1. The total amount payable under the Agreement shall be increased from \$545,557 to a total amount not to exceed \$1,083,091.
2. Conflicts between the Agreement, and this Amendment shall be controlled by this Amendment. All other provisions within the Agreement shall remain in full force and effect.

**TOWN OF PARADISE**

**MARK THOMAS AND COMPANY, INC.**

By: \_\_\_\_\_  
Kevin Phillips, Town Manager

By: \_\_\_\_\_  
Its:

**APPROVED AS TO FORM:**

**ATTEST:**

By: \_\_\_\_\_  
Scott E. Huber, Town Attorney

By: \_\_\_\_\_  
Dina Volenski, Town Clerk



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 08, 2022**

**Agenda Item: 2(f)**

**ORIGINATED BY:** Marc Mattox, Public Works Director/Town Engineer  
**REVIEWED BY:** Kevin Phillips, Town Manager  
**SUBJECT:** Building Resiliency Center LED Conversion Project  
**LONG TERM RECOVERY PLAN:** Yes

**COUNCIL ACTION REQUESTED:**

1. Authorize the Town Manager to execute an agreement, as approved by the Town Attorney, with Willdan for the Town of Paradise BRC LED Conversion Project in an amount not to exceed \$36,192.53 utilizing PG&E's On-Bill Financing Program.

**Background:**

In early 2022, Pacific Gas & Electric, Willdan and Lead Efficiency Consulting (LEC) approached the Town of Paradise about a new energy conservation program which could benefit the Town's Building Resiliency Center. This program allows municipalities, agencies and businesses to receive free energy audits pertaining to interior and exterior lighting. When the assessments are completed, LEC is able to recommend LED retrofit lighting fixtures with known energy savings, fixture costs, and payback periods.

In an effort to reduce general fund costs for lighting at the Building Resiliency Center, staff authorized LEC to proceed with performance of energy assessments in January. All other Town facilities had a similar assessment and replacement program completed in 2015.

**Analysis:**

LEC has completed the formal lighting assessment for Building Resiliency Center. The findings of this assessment are included with this Agenda Summary. The proposed project includes retrofit of about 200 lighting fixtures.

Pacific Gas & Electric has competitively bid the subcontract for performing these energy retrofits, and has selected Willdan. To move forward with this project, the Town of Paradise must award a sole source contract with Willdan. California Government Code 4217.12(a) allows agencies to award energy efficiency contracts when the cost of the project is lower than the marginal cost of not performing the work.

The Public Works Department proposes to move forward with the subject project according to the schedule noted below:

March 8, 2022	Council approves the proposed project
March 2022	Execute Contracts
Summer 2022	Complete project retrofits

**Financial Impact:**

There is zero net cost to the Town for this project. Staff proposes to utilize on-bill financing through PG&E which will allocate all project costs incurred through Willdan will be directly billed through the Town's monthly bill. This program is essentially a 0% interest loan financed on the bill, paid by the actual reduction in monthly energy costs observed by the project.

The net total project cost is \$33,000.00. With \$11,700 in annual savings the loan will be paid off in 2025, leaving the Town in a position to observe conservative energy-only cost savings from Year 4 to the end of fixture life-cycles.

Fixture life ranges between 10-15 years.

**Alternatives:**

Delay or modify recommended action.





## Building Department

Energy Efficiency LED Lighting Upgrade

DESIGNED FOR:

**Mike Houdek**

6295 Skyway  
Paradise, CA 95969

PREPARED BY:

**Michael Ward**

Lead Efficiency Consulting (LEC)  
14396 Saint Marys  
Red Bluff, California 96080  
(530)840-4455



February 26, 2022

**Mike Houdek**

6295 Skyway  
Paradise, CA 95969

Dear Mike,

Lead Efficiency Consulting (LEC) has completed its analysis of **Building Department** and estimates with great confidence that your property will save **\$32,215** over the next 5 years through the implementation of our lighting retrofit.

Our estimate is based on a thorough analysis of your current energy consumption as well as calculations performed using our proprietary software.

**Savings**

Reduced expenses for 5 years	\$65,215
<b>Total Savings</b>	<b>\$65,215</b>

**Costs**

Materials and labor	\$30,610.63
Lifts and disposal	\$4,200.00
Sales tax	\$1,381.90
Less state and local incentives	\$0.00
<b>Total Due</b>	<b>\$36,192.53</b>

**Incentives paid directly to customer**

PG&E	\$3,192
<b>Total Customer Incentives</b>	<b>\$3,192</b>

**Net savings** **\$32,215**

Please provide authorization to proceed by signing below. We look forward to assisting you in the implementation of this project.

Regards,

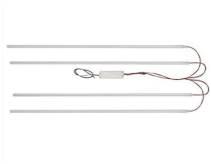
Michael Ward

Proposal accepted:

By \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

# Equipment List

Information detail for proposed items.



## 4 piece mag kit (8ft)

19 pieces @ \$150.45/ea  
50,000 hours  
50 Watts



## 100W LED Flood Slipfitter

7 pieces @ \$389.40/ea  
50,000 hours  
101.4 Watts



## 100W LED Flood Trunnion

4 pieces @ \$389.40/ea  
50,000 hours  
101.4 Watts



## 2ft Mag kit

2 pieces @ \$106.20/ea  
50,000 hours  
20 Watts



## 4ft 2 Piece Mag Kit

98 pieces @ \$91.45/ea  
50,000 hours  
36 Watts



## 60w Wall pack

5 pieces @ \$265.50/ea  
50,000 hours  
60 Watts

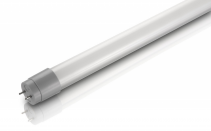


## LED - A19 - 5 Watt - 40W Incandescent Equal

10 pieces @ \$23.60/ea  
25,000 hours  
5 Watts

## LED - A19 - 9.5 Watt - 60W Incandescent Equal

17 pieces @ \$23.60/ea  
25,000 hours  
9.5 Watts



### **LED 18W T8**

26 pieces @ \$29.98/ea

50,000 hours

19 Watts



# Reference Summary

Calculated savings for energy, demand, time and money.

## Financial Metrics

5 Year Net Present Value	\$27,248
Simple Payback	2.7
Savings-to-Investment Ratio	2
Return on Investment	37.3%
Internal Rate of Return	27.3%
Modified Internal Rate of Return	15.5%
Total Savings	\$65,215

## First Year Savings Breakdown

Energy Savings	\$11,700
Demand Savings	\$0
Utility Savings	\$11,700
Lamp Glass Savings	\$199
Labor Savings	\$409
Maintenance Savings	\$608
Total Savings	\$12,307
Monthly Savings	\$1,026

## Total Avoided Maintenance

Total Avoided Replacements	117
Hours Saved	39

## Utility

Avoided Energy Charge	\$0.28
Avoided Demand Charge	\$0.00

## Project Costs

Equipment Cost	\$19,060.63
Labor Cost	\$11,550.00
Lifts and disposal	\$4,200.00
Sales tax	\$1,381.90
Total Gross Cost	\$36,192.53
Less Incentives	\$0.00
<b>TOTAL DUE</b>	<b>\$36,192.53</b>

## Incentives paid to customer

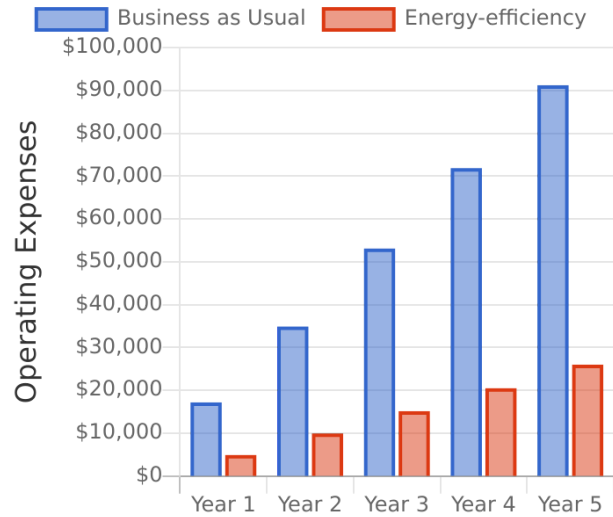
PG&E	\$3,192.00
<b>Total Customer Incentives</b>	<b>\$3,192.00</b>

## Charts

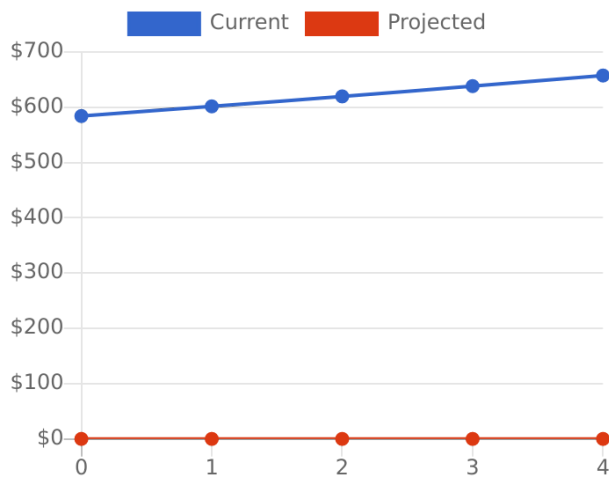
### Cost of Waiting



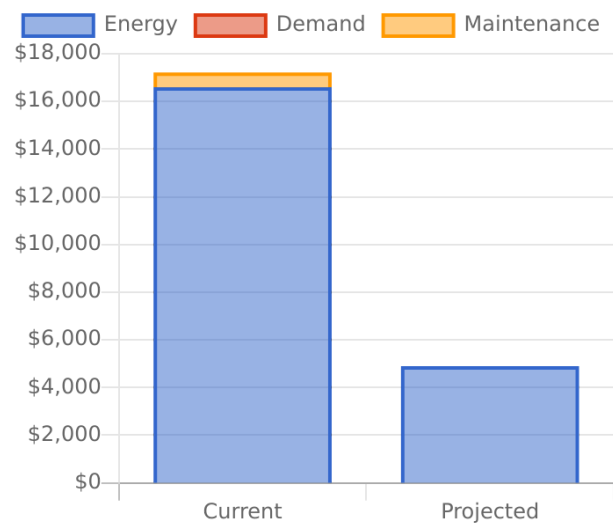
### Project Cumulative Expenses

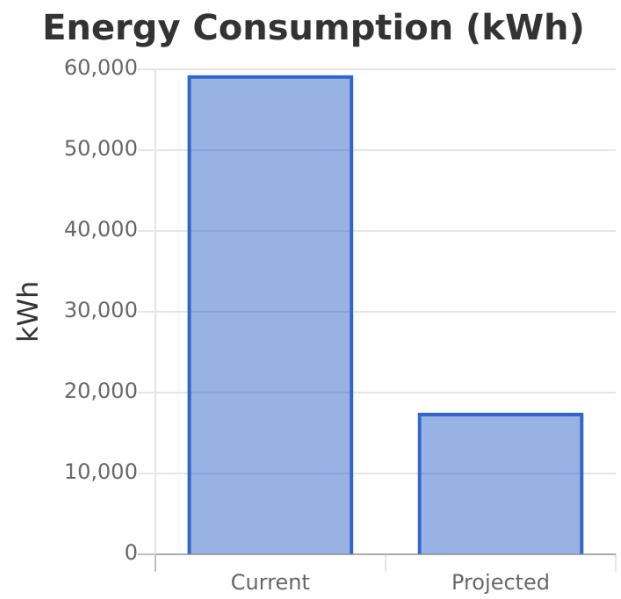
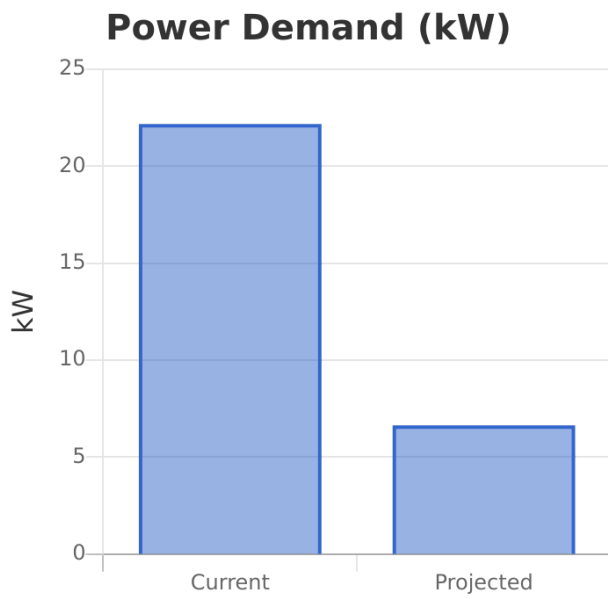


### Maintenance Cost by Year Lamp Glass & Labor



### Annual Operating Expenses







# Program Participation Agreement

**Thank you for participating in Willdan's Government and K-12 Schools Program. Follow the 3 steps below to get started.**

**Step 1:** Submit this PPA and pre-installation application to Willdan before commencing installation of energy efficiency measures

**Step 2:** Willdan ("Implementer") will review the application and issue a Notice to Proceed (NTP)

**Step 3:** After receiving a NTP, proceed with the installation of measures and then submit the post-installation application (includes Project Certification Form, invoices, calculations, photos, cut sheets, and W-9 form)

## Site Information

Site or Building Name:	Site Contact Name:	Site Contact Phone:	Site Contact Email:
Building Resiliency Center	Mike Houdek	(530) 433-8288	mhoudek@townofparadise.com
Site Address (if multiple, provide full list in an attachment):	Mailing Address:		
6295 Skyway Rd, Paradise, CA 95969	5555 Skyway, Paradise, CA 95969		

## PG&E Account Information

Account Holder Name:	Interval Meter? (Y/N):	Estimated Total Project Cost:	Estimated Total Incentive <sup>1</sup> :
Town of Paradise	Y	\$36,192.53	\$3,192.54
Electric Service ID#:	Gas Service ID#:	Estimated Project Completion Date:	
1850839006		4/30/2022	

## Project Estimates

## Measures - From Project Feasibility Study

EEM NO.	Measure Description	Electricity Savings (kWh)	Demand Savings (kW)	Gas Savings (Therms)
001	Linear LED T8 Lamp			
002	Lighting/Retrofit LED Pole Mounted			
003	Lighting/Retrofit LED Wall Mounted			

Program representatives have developed detailed calculations for proposed measures using industry standard tools, including building modeling software as required. All measures included as part of this program participation have been screened for cost-effectiveness eligibility through a TRC analysis.

## Incentive Payment - If Incentives Apply. Payee Must Have W-9 On File With The Program.

Make Incentive Payable To:	Payee Type:	Notes (Attention To, etc.):
Willdan	Partner	
Incentive Mailing Address:	State:	Zip Code:
2401 East Katella Ave. Ste. 300	CA	92806
		Telephone:
		(925) 416-4200

<sup>1</sup> See terms & conditions sections 9 & 11: funds are subject to change, first-come, first-served and are not guaranteed.



Authorized  
Implementer of  
PG&E Programs

**Customer agrees to implement its project ("Project") subject to these Program Application Agreement Terms and Conditions ("Project Application Agreement").**

1. **AUTHORITY.** Customer represents and warrants it has the Project Site owner's permission to implement the Project.
2. **ELIGIBILITY REQUIREMENTS.** Eligibility requirements for Projects seeking to participate in Programs must be for a non-residential use and the Project's meter is charged the public purpose fund surcharge. Project implementation is subject to all California Public Utility Commission (CPUC) regulatory mandates, the Program Project's rules and policies which may change without notice, (Statewide Customized Offering Procedures Manual, PG&E's Platform Rulebook, CPUC NMEC Rulebook) individually and collectively, the (Program Manual), Project measures have not been replaced within the last five years, and any other eligibility requirements as required by PG&E.
3. **WORKFORCE STANDARDS AND INCENTIVES FOR HVAC AND LIGHTING CONTROL MEASURES.** Projects that receive an incentive for non-residential heating, ventilation, and air conditioning (HVAC) measure exceeding \$3,000 and/or for lighting control (LC) measure exceeding \$2,000, prior to these measures being installed, modified or maintained, each technician rendering such work is required to provide their applicable qualification documentation and must have for at least one of the following: (a) Completed an accredited HVAC apprenticeship. (b) Is enrolled in an accredited HVAC apprenticeship. (c) Completed at least five years of work experience at the journey level according to the Department of Industrial Relations definition, Title 8, Section 205, of the CA Code of Regulations, passed a practical and written HVAC system installation competency test, and received credentialed training specific to the installation of the technology being installed. (d) Has a C-20 HVAC contractor license issued by the CA Contractors State Licensing Board; and for LC Measures the person doing the work must produce an installer certification from the CA Advanced Lighting Controls Training Program.
4. **PROJECT APPROVAL AND PRODUCT QUALIFICATION.** Projects may be required to receive written Project Approval in accordance with the applicable requirements in the Program Manual, which can include the CPUC Energy Division (ED) review and approval for the Project. Until approved, Projects must not remove any existing Project equipment/systems, pre-ordering, purchasing, or installing any equipment. Equipment leased, rebuilt, rented, received from warranty or insurance claims, exchanged, or won as a prize; new parts installed in existing equipment; or resale products do not qualify.
5. **PROJECT DESIGN, FEASIBILITY, INSTALLATION AND PERMITS.** If applicable, PG&E may review the design, construction, operation or maintenance of the Project which does not constitute any guarantee or representation as to the economic or technical feasibility, operational capability, or reliability of the Project measures. Project design, feasibility, installation and acquiring permits to implement Customer's Project is between and the Implementer, the contractor performing the work to implement Customer's project, if any, and Customer. PG&E shall have no responsibility whatsoever to be responsible for, and under no circumstances be required to obtain any necessary Project permits, materials, labor, costs to develop the Project's scope, final design, acquire bids, hire appropriate licensed contractor(s), verify applicable workforce standards, technical and operational Project feasibility, and other related cost and fees to implement the Project.
6. **PROJECT INSTALLATION DEADLINE.** Projects must be completed and fully operational no later than one year from the Project Approval Date.
7. **ACCESS AND INSPECTIONS OF PROJECT SITE.** Project inspections, its baseline and performance measurements, are required to be verified upon the Project's completion to determine the final incentive amount to be paid. Customer agrees to provide access to PG&E, its agents and the CPUC to perform these tasks and others such as, Project inspection of pre and post installation equipment to review the existing/baseline energy use measurements.
8. **PROJECT MATERIAL OR SCOPE CHANGES.** If the Project scope or Site conditions materially change or there occurs any non-routine events (i.e. Project site size change, use of additional heating and cooling loads, longer or shorter operating hours), during implementation or after completion impacting the Project energy saving benefit, Customer shall promptly prepare a written detailed narrative about such event(s) or modifications.
9. **CALCULATION OF THE PROJECT INCENTIVE.** Project incentives are paid based on the verified energy savings. The Project incentives, energy savings projections and installation costs on this or related to this Project Application Agreement are ESTIMATES only and may vary upon verification of the completed Project's energy savings. Incentive payments shall only be paid on Projects that exceed California code or standard practice. The applicable code or standard practice for the Projects is the code or standard practice in place when the Project measure equipment either was installed or altered as defined under Title 24. Implementer and PG&E shall validate the Project's baseline, verify the Project's actual energy savings, and determine the Project's incentive to be paid, in compliance with the Project's relevant Program Manual.
10. **CUSTOMER'S WITH SELF GENERATION CAPABILITIES.** For customers with an existing onsite cogeneration or self-generation, incentives for energy savings in these instances are incentives are limited to and can not exceed the customer cost of kw, kwh, or therms delivered to or purchased by Customers as measured by the utility meter for the previous 12 months usage, from the time of project submittal for review.
11. **INCENTIVE FUNDING.** Incentives are paid on a first-come, first-served basis until depleted and are provided as directed by the CPUC. Incentives may not exceed Project costs.
12. **CUSTOMERS WITH NON-PG&E ENERGY SUPPLY.** If non-PG&E supply, i.e. generation or deliveries from another commodity supplier, is involved, incentives are paid based only on the energy savings reflected on the electric grid or natural gas system, as solely determined by PG&E.
13. **PROJECT CERTIFICATIONS.** Customers receiving incentives for energy efficiency measures are required to submit a written certification as set forth in CA Public Utilities Code Section 399.4 b(1) and (2) which states in relevance; "prior to receiving any Project Incentive payment, the recipient of the Incentive must certify the Project is complete and complied with applicable permitting and licensing requirements, any contractor performing the Project's work was a licensed contractor". Code also requires for HVAC Project measures to submit proof the permit is closure.
14. **PROJECT COMPLETION SUBMITTAL DOCUMENTATION.** To issue an incentive, all relevant and applicable documentation must be submitted involving Project paid invoices, supplier name, address, phone, itemized listing of products, quantity, manufacturer and model number, Project Certifications, Project final engineering calculations and related documentation used to substantiate the Project's energy savings, proof of HVAC permit closure, and other documentation required in the Project's relevant Program Manual(s) and requested by PG&E.
15. **ENERGY BENEFITS AND INCENTIVE DISQUALIFICATION.** Project incentives are made in consideration of PG&E Ratepayers receiving 100 percent of the related energy savings benefit over the life of the completed Project or 5 years, whichever is less. Projects not delivering 100 percent of its energy savings benefit, Customer shall be responsible to refund PG&E a prorated amount of the Project Incentive for

time PG&E did not receive the Project's energy savings. The prorated will be off-set against any amounts due or be payable within 30 days of notification.

16. CPUC DISCLOSURE AND RIGHTS. These terms and conditions can be modified anytime by the CPUC. All Projects are reviewed and approved by CPUC ED staff and Project results, reports, energy usage data, or other related documentation shall be made available to the CPUC upon request. Customer will receive notice of material changes via mail, fax transmission, or email at the address provided in this Project Application Agreement.
17. TERM AND TERMINATION. This Project Application Agreement is effective upon Customer's signature and expires when PG&E receives 100 percent of the Project's energy saving, unless terminated earlier. If this Project Application Agreement is terminated due to Customer's breach of its obligations or as directed by the CPUC, Implementer and PG&E shall not be liable for any damages or claims arising from such termination.
18. SAFETY AND COMPLIANCE WITH ALL LAWS. Customer and Implementer agree all Project equipment installation and work performed must comply with all federal, state laws, safety requirements and applicable manufacturer instructions.
19. NO WARRANTY AND DISCLAIMER. PG&E MAKES NO REPRESENTATION OR WARRANTY, AND ASSUMES NO LIABILITY WITH RESPECT TO QUALITY, SAFETY PERFORMANCE, OPERATIONAL CAPABILITY, RELIABILITY OR ANY OTHER ASPECT OF ANY DESIGN, SYSTEM, OR EQUIPMENT INSTALLED RELATED TO THE PROJECT AND EXPRESSLY DISCLAIMS ANY SUCH REPRESENTATION WARRANTY OR LIABILITY, INCLUDING THE ANY WARRANTIES OF MERCHANTABILITY AND FITNESS FOR ANY PARTICULAR PURPOSES.
20. NO OBLIGATION. California consumers are not obligated to purchase any full-fee service or other service not funded by this Program. This Program is funded by California utility ratepayers under the auspices of the CPUC. Los consumidores en California no están obligados a comprar servicios completos o adicionales que no estén cubiertos bajo este programa. Este programa a está financiado por los usuarios de servicios públicos en California bajo la jurisdicción de la Comisión de Servicios Públicos de California (CPUC).
21. MISREPRESENTATION. All Project information provided must be true and correct. Information determined to be fraudulent or misleading will result in Customer's Project being disqualified, and this Project Application Agreement being terminated.
22. LIMITATION OF LIABILITY. PG&E and Implementer shall not be liable for any costs due to a Project's estimated versus actual energy savings related to the Project Incentive to be paid, Project savings that did not materialize, Project cancellation or implementation cost increase for any reason. In no event shall PG&E, Implementer or Customer be liable for any special, incidental, indirect, lost profits, or consequential damages arising from or related to Customer's Project.
23. ADVERTISING AND USE OF PG&E'S NAME. Implementer and Customer agree not to use each other's name. PG&E's name or identifying characteristic of customer's Project Site in any published materials absent the written approval of such respective party.
24. ASSIGNMENT. No part of this Project Application Agreement may be assigned by Customer without Implementer's written consent, unless the assignment is for the sale of the Project Site.
25. PROJECT SITE SALE. Customer agrees to include these Project obligations under the Project Application Agreement, if still required, as part of a sale or rental agreement involving the Project Site for purposes of assigning the Project to be continued and completed accordingly.
26. NO DOUBLE DIPPING. Customer represents they have not received within the last five years and will not for five years thereafter seek an EE incentives or rebates offered by PG&E, other Program Administrators, state or local agencies for the Project measures/services under this Project Application Agreement.
27. TAX LIABILITY. Customer acknowledges that receipt of any incentive pursuant to this Project Application Agreement may result in taxable income to the Customer, even if Customer does not directly receive the incentive payment. Customer is solely responsible for payment and reporting any tax liability arising from the incentive paid and should consult with their tax advisor.
28. TOXIC MATERIALS. PG&E and Implementer shall have no responsibility for the discovery, presence, handling, removal, or disposal of or exposure to hazardous materials of any kind related to implementing the Project, including without limitation, asbestos, PCBs, or other toxic substances.
29. GOVERNING LAW. This Application shall be construed in accordance with the laws of the State of California and exclusive jurisdiction and venue of the federal and state courts of San Francisco, California to resolve any disputes.

### Customer Signature

Customer acknowledges and agrees that Customer is eligible to participate and receive any Program incentives. Customer has reviewed and agrees to be legally bound by the attached Program terms and conditions which includes, but is not limited to, not removing any existing equipment or systems and/or purchasing or installing any Project energy efficiency measures, until Customer receives a written Project Approval.

Customer Representative (print)

Signature

Date



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 08, 2022**

**Agenda Item: 5(a)**

**ORIGINATED BY:** Ross Gilb, Finance Director  
Susan Hartman, Community Development  
Director – Planning & Wastewater

**REVIEWED BY:** Kevin Phillips, Town Manager

**SUBJECT:** Master Fee Schedule Update – Defensible Space  
Certificate of Compliance Fee

**LONG TERM RECOVERY PLAN:** No

**COUNCIL ACTION REQUESTED:**

1. Conduct a required scheduled public hearing and consider approving Resolution No. 2022-\_\_ A Resolution of the Town Council of the Town of Paradise adopting a new Defensible Space Certificate of Compliance fee to the Master Schedule of Fees for Town Services; OR
2. Refer the matter back to staff for further development and consideration.

**Background:**

In an effort to garner increased defensible space and weed abatement compliance within Town, the Town Council adopted Ordinance No. 614 in December 2021 which amended Paradise Municipal Code Section 8.58.060 relating to defensible space and hazardous fuel management. The amendment required that on, or after, April 1, 2022, and prior to the transfer of ownership of a parcel from one owner to another, the seller/owner must first obtain a Certificate of Compliance from the Town that the parcel is not in violation of the defensible space ordinance.

During the public hearing in November 2021, the Town Council was presented with the cost-recovery expense of \$71.39 for this activity and staff was directed to bring the Master Schedule of Fees back for a public hearing, after the December 2021 ordinance adoption, so that the fee could be adopted and implemented.

**Analysis:**

As previously presented to the Town Council, the proposed fee is broken down as follows:

<u>Fire Prevention Inspector II (Master Fee Schedule CSS Hourly Rate B @ 0.6 hr)</u>	
Drive time to inspection site, perform inspection, drive back to station (22 min)	\$39.13
Fielding inspection request, scheduling inspection, entering data into software, producing letter and mailing (14 min)	\$24.33
Fire Inspection Technology Fee	<u>\$ 7.93</u>
Total	<b>\$71.39</b>

The CSS Hourly Rate “B” (\$105.76/hr) is a previously adopted fully burdened staff rate from the 2017 Master Schedule of Fees update which is the fee schedule still in use. “CSS” is an acronym for Community Safety Services which is a combination of the Building, Wastewater, and Fire Prevention Divisions. The operations of those Divisions are funded through an Enterprise Fund, not the Town’s General Fund, meaning that their expenses must be covered by the user fees charged for the activities of the Division.

**Financial Impact:**

Approval of the additional service fee will result in increased revenues for the Community Development Department starting in the 2021/22 fiscal year. Based on the number of septic escrow clearances issued each month, staff estimated an average of 45 defensible space inspections per month directly associated with property transfers. That would equate to approximately \$2,856.00 a month of cost recovery fees being received as well as another \$357.00 collected towards IT maintenance for both computer hardware and software (Fire Inspection Technology Fee).



**TOWN OF PARADISE  
RESOLUTION NO. 2022-\_\_**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF PARADISE,  
CALIFORNIA, AMENDING THE MASTER SCHEDULE OF FEES FOR TOWN  
SERVICES**

**WHEREAS**, on December 14, 2021 the Town Council adopted Ordinance No. 614 relating to defensible space and hazardous fuel management; and

**WHEREAS**, Ordinance No. 614 established the requirement, as of April 1, 2022, for all property transfers from one owner to another to secure a Certificate of Compliance from the Town that the parcel is not in violation of the defensible space ordinance; and

**WHEREAS**, the Master Schedule of Fees must be amended to include a service fee to cover the staff time associated with completing the Certificate of Compliance; and

**WHEREAS**, notice of public hearing has been provided per Government Code Section 6062 a, oral and written presentations made and received, and the required public hearing held; and

**WHEREAS**, an updated and revised schedule of fees and charges to be paid by those requesting such special services needs to be adopted so that the Town might effectuate its policies; and

**WHEREAS**, pursuant to California Government Code Sections 66016 and 6062 a, the data and a general explanation relating to schedule of fees and charges have been provided; and

**WHEREAS**, all requirements of California Government Code Section 66016, et. seq., are hereby found to have been fulfilled.

**NOW, THEREFORE BE IT RESOLVED BY** the Town Council of the Town of Paradise, as follows:

**SECTION 1. FEE SCHEDULE ADOPTION.** The addition to the master schedule of fees, service charges, and estimate of unit costs as set forth in Exhibit “A” attached hereto and made a part hereof by reference, are hereby adopted and shall be used in computing Town fees for its services, and to be collected by the Finance Department for the herein listed special services when provided by the Town or its designated contractors.

**SECTION 2. SEPARATE FEE FOR EACH PROCESS.** All fees, charges, etc. set by this resolution are for each identified process; additional fees shall be required for each additional process or service that is requested or required. Where fees are indicated on a per unit measurement basis, the fee is for each identified unit or portion thereof within the indicated ranges of such units.

- A. **Added fees and refunds.** Where additional fees need to be charged and collected for completed staff work, or where a refund of excess deposited monies is due, and where such charge or refund is ten dollars (\$10.00) or less, a charge or refund need not be made pursuant to California Government Code Sections 29373.1 and 29375.1 and amendments hereto.

**SECTION 3. CONSTITUTIONALITY.** If any portion of this resolution is declared invalid or unconstitutional, then it is the intention of the Town Council that all other sections of this resolution shall remain in full force and effect.

**SECTION 4. EFFECTIVE DATE.** This resolution shall go into full force and effect April 7, 2022, in that it does not increase building permit and inspection fees.

**PASSED AND ADOPTED** by the Town Council of the Town of Paradise this 8<sup>th</sup> day of March, 2022 by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

**NOT VOTING:**

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Steve Crowder, Mayor

**ATTEST:**

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

**APPROVED AS TO FORM:**

By: \_\_\_\_\_  
Scott E. Huber, Town Attorney

**TOWN OF PARADISE  
EXHIBIT "A" - 2021-22 FISCAL YEAR  
MASTER FEE SCHEDULE**

GL Code	Description of Services Provided	Hourly Rate Type	Serv. Hours	Hourly Rate	** Fee subject to surcharge	Proposed	Proposed Fee with Applicable Surcharge
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**SECTION 7.  
COMMUNITY SAFETY SERVICES DIVISION  
EFFECTIVE APRIL 7, 2022**

Rate Type

A. 5% Fire Admin, 5% Fire Inspector, 50% Fire Marshal, 40% Community Development Director	\$	113.69
B. 5% Fire Admin, 5% Fire Inspector, 85% Fire Marshal, 5% Community Development Director	\$	105.76
C. 5% Fire Admin, 25% Fire Inspector, 65% Fire Marshal, 5% Community Development Director	\$	93.17
D. 15% Fire Admin, 40% Fire Inspector, 40% Fire Marshal, 5% Community Development Director	\$	77.32
E. 100% Fire Inspector	\$	48.01

2030.40.4730.3422.337	Defensible Space Certificate of Compliance	B	0.6	\$ 105.76	TECH	\$ 63.46	\$ 71.39
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**Town of Paradise  
Council Agenda Summary  
Date: March 8, 2022**

**Agenda Item:5(b)**

**Originated by:** Kate Anderson, Housing Program Manager

**Reviewed by:** Kevin Phillips, Town Manager

**Subject: Public Hearing for the Community Development Block Grant Program (CDBG) 2022-2023 Action Plan**

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**Council Action Requested:**

1. Conduct the first of two public hearings to solicit comments and/or suggestions regarding the 2022-2023 Annual Plan funding priorities; and,
2. Approve the formation of a public services sub-committee to consider input and requests for public services funding; and,
3. Appoint two Council members to the public services sub-committee.

**Background:**

The Town of Paradise has been a U.S. Department of Housing and Development (HUD) entitlement city since 1994. HUD awards grants to entitlement community grantees to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services.

Entitlement communities develop their own programs and funding priorities. However, grantees must give maximum feasible priority to activities which benefit low- and moderate-income persons. A grantee may also carry out activities which aid in the prevention or elimination of slums or blight. Additionally, grantees may fund activities when the grantee certifies that the activities meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs. CDBG funds may not be used for activities which do not meet these broad national objectives.

HUD determines the amount of each entitlement grant by a statutory dual formula which uses several objective measures of community needs, including the extent of poverty, population, housing overcrowding, age of housing and population growth lag in relationship to other metropolitan areas.

**Annual Plan Overview:**

The Town has not received its funding allocation for the program year, but is estimating that HUD will allocate approximately \$124,077, to the Town of Paradise for programs and projects that directly benefit the town's low- and moderate-income residents. Funding priorities for this program year include:

- Expand & Improve public infrastructure
- Assistance to community-based organizations
- Increase affordable housing opportunity
- Provide small business assistance

### **Annual Action Plan and Public Meetings:**

Over the next several weeks, staff will prepare a Draft Annual Action Plan. The Plan will be available for public viewing and comment prior to its adoption by Council and prior to submission to the U.S. Department of Housing and Urban Development. The dates of the comment period and public hearings are as follows:

- **Public Hearing No. 2:** Tuesday, April 12, 2022 at 6:00 p.m., or as soon thereafter as possible, in the Town Hall Council Chambers at 5555 Skyway, Paradise, California. This public hearing is to solicit comments from the public regarding the draft 2022-2023 CDBG Annual Plan. The public is encouraged to submit written comments of the CDBG funding to Sarah Richter, 5555 Skyway, and Paradise, CA 95969. If no public comments are received during the public comment period, the Council will consider adopting the final 2022-2023 Annual Plan.
- **The Draft Annual Plan** will be available to the public on April 12, 2022. The plan will be available on the Town's website ([www.townofparadise.com](http://www.townofparadise.com)); Town Hall, the Building Resiliency Center, the Butte County Public Library, and the Paradise Chamber of Commerce. The public comment period is from April 12<sup>th</sup> – May 14<sup>th</sup> 2022. Written comments should be addressed to Sarah Richter, 5555 Skyway, Paradise, CA 95969.

### **Public Services Funding Process:**

As part of the Community Development Block Grant (CDBG) Annual Plan process, the Town Council may elect, but is not required, to allocate up to 15% of its Program Year funding for public services agencies. The agencies must be legal, non-profit organizations that provide services to low- and moderate-income residents.

In the past, the Town Council directed staff to establish a sub-committee consisting of two council representatives and two staff members to hold preliminary interviews with interested subrecipients. The purpose of the subcommittee was to meet with the subrecipients and make a formal recommendation to the Council for final approval.

<b>Date</b>	<b>Action</b>
Feb.14	Subrecipient Funding Applications available
Mar. 8	Town Council Meeting – 1 <sup>st</sup> Public Hearing
Mar. 14	Subrecipient applications due to the Town
TBD – Mar	Meetings with Subrecipients and interviews scheduled
Apr. 12	Town Council Meeting – 2 <sup>nd</sup> Public Hearing & review of DRAFT of Annual Plan; Council considers approval of Action Plan if no comments are received.
Apr. 12	30-day public comment period begins (Annual Plan draft posted on Town's website and available at Town Hall, BRC, Paradise Library, and Chamber)
May 14	30-day public comment period complete
May 15	Deadline to submit 2022-2023 Annual Plan with Subrecipient funding requests

**Discussion:**

Although the Town has some discretion on how the funds are used, there are many restrictions, conditions, and objectives that must be met. Community Development Block Grant funds can be used for activities that further community and economic development; provide improved community facilities and services; and provide affordable housing opportunities to low and disadvantaged residents. Each activity except planning and administrative activities, must meet one of the CDBG program's three broad National Objectives:

1. Benefit low and moderate income persons,
2. Aid in the prevention or elimination of slums or blight, or
3. Meet community development needs having a particular urgency.

The types of activities that meet the national objective will encompass the following basic qualifiers:

Area benefit activities: An activity can be area-wide meaning that the benefits are available to all the residents of a particular area where at least 51 percent of the residents are low and moderate income persons. The service area must be primarily residential, and the activity must meet the identified needs of low-and-moderate income persons.

Limited clientele activities: An activity can be "limited clientele," which means that the activity benefits a certain, limited clientele that is at least 51 percent low income. An example of this would be our housing programs. We have to document and verify income to ensure that each client is eligible.

Housing activities: An activity carried out for the purpose of providing or improving permanent residential structures, which upon completion, will be principally occupied by low and moderate income households.

Job creation or retention activities: An activity designed to create or retain permanent jobs where at least 51% of that, computed on a full-time equivalent (FTE) basis, involves the employment of low and moderate income persons. Potentially eligible activities include: construction of a business incubator designed to offer space and assistance to new firms to help them become viable small businesses; loans to pay for expansion.

Slum Blight Removal. Activities under this category must meet ALL of the following criteria: (1) The area delineated by the grantee must meet a definition of a slum, blighted, deteriorated or deteriorating area under state or local law; (2) there must be a substantial number of deteriorated buildings through the area; and (3) the activity must address one or more conditions that contributed to the deterioration of the area. Boundaries, designations, inspections and detailed rehabilitation records must be kept.

In addition to the above qualifiers, there is a list of basic eligible activities and ineligible activities that can be carried out using CDBG funds. (Government Code Section 570.201.)

Basic Eligible Activities include: Acquisition/disposition of real property; public facilities acquisition, construction and rehabilitation; public services funding; payment of costs in support of activities eligible for funding under the HOME program; housing assistance for low/mod income families; and micro-enterprise assistance.

**Fiscal Impact Analysis:**

The impact of this agenda item and subsequent actions related to the CDBG Program is positive. It will result in the award of approximately \$124,077 in federal funds as we estimate the Town may receive approximately the same amount of funding as last year.



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 8, 2022**

**Agenda Item: 6(a)**

**ORIGINATED BY:** Jessica Erdahl, Sr. Capital Projects Manager  
**REVIEWED BY:** Kevin Phillips, Town Manager  
**SUBJECT:** Emergency Relief Project: On-System Road Rehabilitation – PSE Approval and Authorize Advertisement for Bids.

**LONG TERM RECOVERY PLAN:** Yes, Tier 1

**COUNCIL ACTION REQUESTED:**

1. Consider adopting Resolution No.2022- \_\_, A Resolution of the Town Council of the Town of Paradise approving the plans and specifications for the On-System Road Rehabilitation Project and authorizing advertisement for bids on the project. (ROLL CALL VOTE)

**Background:**

Due to the ongoing recovery effort and debris removal operations within the Town and Butte County, the Town's on-system roadway infrastructure sustained heavy damage in the wake of the Camp Fire. The pavement structural sections were damaged in two ways:

1. Pavement Scarring due to Car Fires – On the day of the Camp Fire, several motorists were required to abandon their vehicles and continue evacuating on foot. The subsequent car fires damaged the pavement, justifying the need for repair.
2. Pavement Structural Section Damage due to Heavy Truck Traffic – Following the Camp Fire, the Town has experienced a staggering level of truck traffic. During the CALOES Debris Removal effort, over 3.7 million tons of material was removed, equivalent to approximately 300,000 truckloads. During that same period, PG&E, Comcast, and AT&T have restored the distribution infrastructure. PG&E has already removed over 92,000 trees, and an additional 100,000 trees are estimated for removal in 2020. The volume of trucks using the Town's on-system roads has resulted in damage to the pavement structural section, justifying the need for rehabilitation.

The Town coordinated with Caltrans and Federal Highways Administration (FHWA) to secure Emergency Relief permanent restoration funding to repair damaged on-system roads town wide. Through the Emergency Relief Program, the Town of Paradise has been approved for \$55,439,200 for the on-system road rehabilitation project. The approved project is located on Federal-Aid "On-System" roads – meaning the Town's primary collectors and arterials such as Skyway, Clark, Pearson, Elliott, Bille, Wagstaff, Pentz, etc.

On November 10, 2020, Paradise Town Council awarded master on-call contracts to Mark Thomas, Dokken Engineering, GHD, Inc., Wood Rodgers, Inc. and Dewberry Drake Haglan to perform on-call professional civil engineering services for a variety of local, state, and federally-funded projects. Subsequently, in January 2021, task orders were issued to Mark Thomas,



Dokken Engineering, and Wood Rodgers, Inc. to perform civil design services on the on-system road rehabilitation project.

The overall scope of work for the Project can be summarized as follows:

- Repair Camp Fire damaged on-system roads to achieve a pre-fire condition.

A vicinity map of the town wide on-system road project limits, as well as the proposed 2022 project limits are provided in this Agenda Summary.

#### **Analysis:**

The on-system road rehabilitation project is consistent with priorities identified in the Paradise Long-Term Recovery Plan prepared in response to the 2018 Camp Fire and necessary to restore roadway infrastructure to a pre-fire condition.

Road rehabilitation projects will be identified based on utility undergrounding completion. As segments of utilities are nearing completion, the Town of Paradise will identify and bid specific segments of roadways as individual projects. The goal of this approach is to maximize efficiency, partnership and remain good stewards of precious public funds and community impacts by reducing excavations into recently rehabilitated roadways.

With Council approval of the plans and specifications and authorization to advertise for bids, staff proposes the following schedule:

Project No. 1 (2022) – Skyway: Crossroads to north of Center Street

Advertise for bid:	April 2022
Award Contract:	May 2022
Construction:	Summer 2022

Future Projects – 2023-2025

#### **Financial Impact:**

The Town submitted a request to Caltrans for Advance Construction (AC) authorization for the Construction and Construction Engineering phases on February 22, 2022. Authorization of AC funds typically takes 4-weeks and is anticipated by the end of March, 2022. Advance Construction is a project authorization technique that allows FHWA to authorize a project phase without obligating Federal funds. Projects authorized under Advance Construction procedures will not receive federal reimbursement until Federal funds become available and are obligated on a subsequent sequence. The Town will use local funds to perform the construction and construction engineering phases for future federal reimbursement. Emergency Relief AC funding is typically obligated as federal funds within 6 months following federal authorization to proceed.

The total estimated construction and construction engineering cost for on-system roads town wide is \$51,935,200. The estimated funding breakdown is shown below. A detailed project accounting description for each project bid will be made available at the time of contract award.

#### **On-System Road Rehabilitation Project**

Project Phase	Total Estimated Cost	Grant 75.25%	Local 24.75%	Funding Status
Preliminary Engineering	\$3,504,000.00	\$ 2,636,760.00	\$ 867,240.00	Obligated
Right of Way	\$ -	\$ -	\$ -	N/A

Construction Base Bid	\$45,161,000.00	\$ 33,983,652.50	\$ 11,177,347.50	AC Pending
Construction Engineering	\$6,774,200.00	\$ 5,097,585.50	\$ 1,676,614.50	AC Pending
<b>Total</b>	<b>\$ 55,439,200.00</b>	<b>\$ 41,717,998.00</b>	<b>\$ 13,721,202.00</b>	

Required matching funds, \$13,721,202 (24.75%), are anticipated to be awarded through the Community Development Block Grant-Disaster Recovery (CDBG-DR) fund allocation process. However, if CDBG-DR funds are not ultimately realized, the Town will be required to fund the local matching portion of the project costs through other sources, such as future reserves.”

#### **Environmental Review:**

The project is exempt under State CEQA Guidelines [Section 15269(a)], which states:

The following emergency projects are exempt from the requirements of CEQA.

(a) Projects to maintain, repair, restore, demolish, or replace property or facilities damaged or destroyed as a result of a disaster in 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 Government Code. This includes projects that will remove, destroy, or significantly alter an historical resource when that resource represents an imminent threat to the public of bodily harm or of damage to adjacent property or when the project has received a determination by the State Office of Historic Preservation pursuant to Section 5028(b) of Public Resources Code.

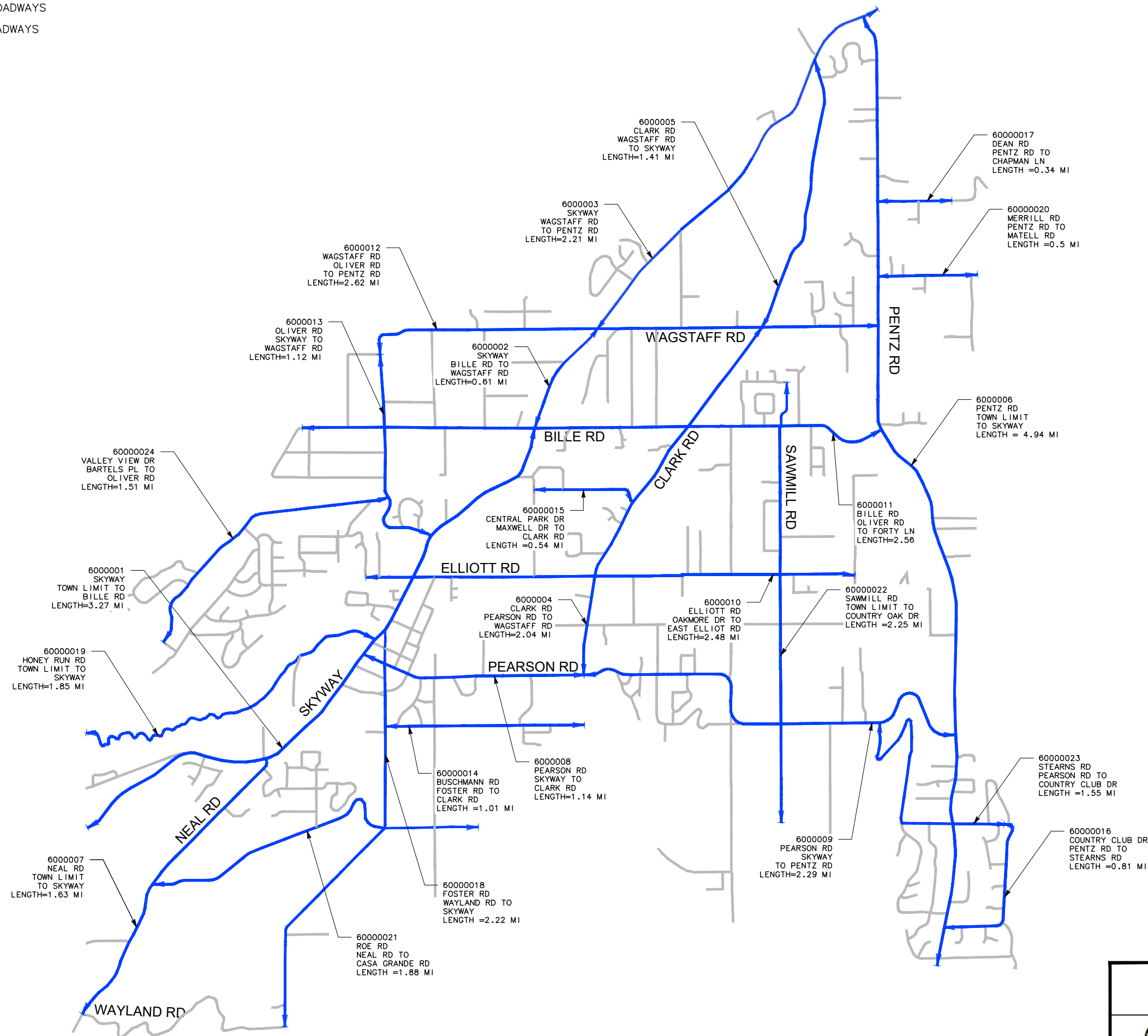
The project location is a disaster-stricken area, proclaimed as a major disaster by the President on November 12, 2018 (FEMA-4407-DR) and as a State of Emergency by the State of California on November 8, 2018. The purpose of the project is to repair existing infrastructure damaged by the Camp Fire. No further environmental review is necessary for this project.

#### **Attachments:**

- A. Vicinity Map
- B. Project Map 2022
- C. Resolution

LEGEND:

- OFF SYSTEM ROADWAYS
- ON SYSTEM ROADWAYS



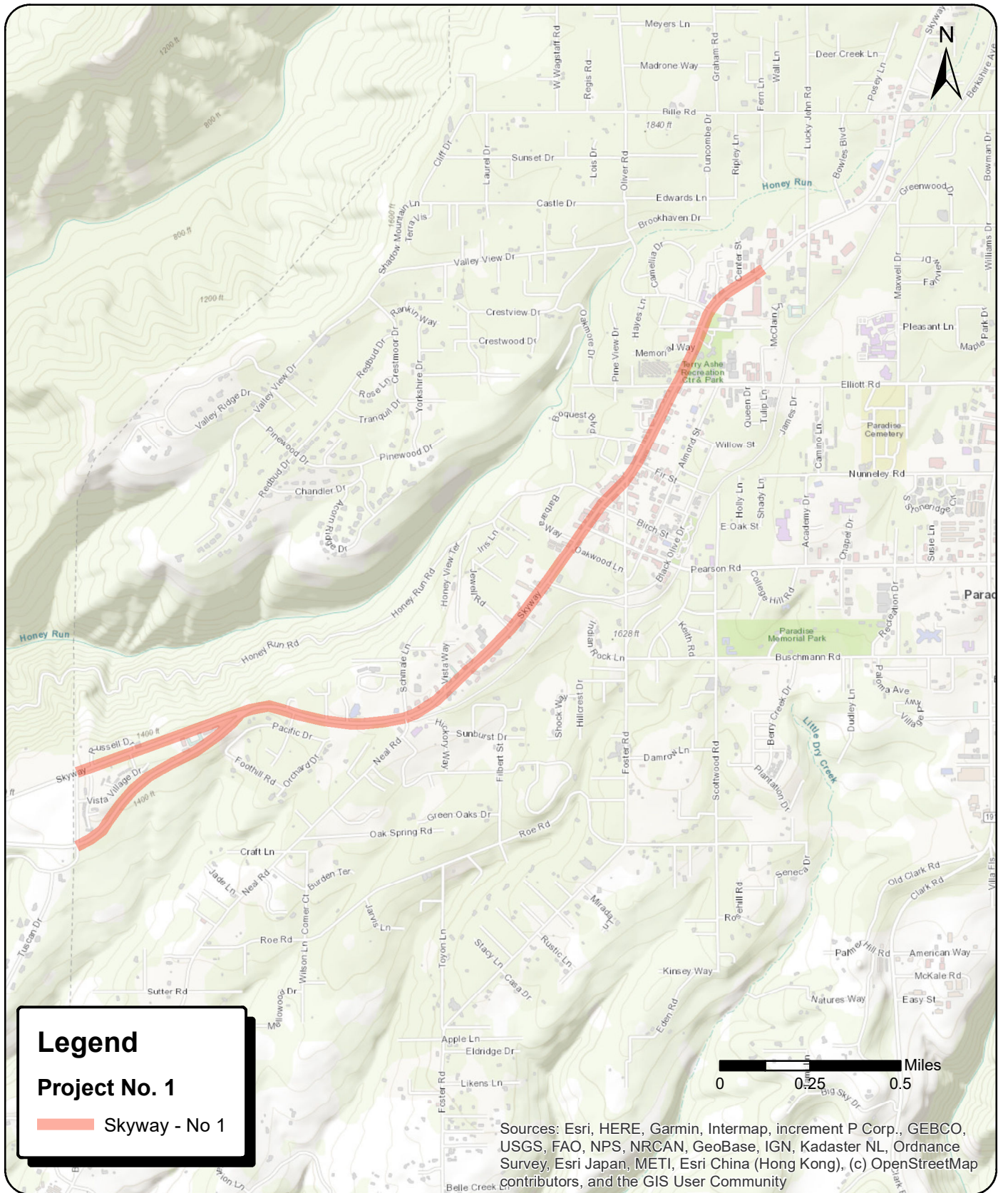
DECEMBER 2019  
NOT TO SCALE

DAF No. SKM-PRDS-004-1  
**PARADISE VICINITY MAP**



**TOWN OF  
PARADISE**

**MARK  
THOMAS**



**TOWN OF PARADISE**  
**PUBLIC WORKS DEPARTMENT**  
 5555 Skyway Road  
 Paradise, California 95969

**PROJECT NOTIFICATION MEMO NO. 1**  
**ON-SYSTEM ROAD**  
**REHABILITATION PROJECT**  
**FEDERAL-AID NO. ER38Y0(012).1**

**PROJECT**  
**LOCATION**  
**MAP**

J ERDAHL  
 JAN 2022

**TOWN OF PARADISE  
RESOLUTION NO. 2022-\_\_\_\_\_**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF  
PARADISE APPROVING THE PLANS, SPECIFICATIONS AND  
ESTIMATES FOR THE ON-SYSTEM ROAD REHABILITATION  
PROJECT AND AUTHORIZING ADVERTISEMENT FOR BIDS ON THE  
PROJECT.**

**WHEREAS,** on-system roads sustained damage as a result of the Camp Fire;  
and,

**WHEREAS,** the Town of Paradise has received a \$55,439,200 allocation of  
Federal Highway Administration Emergency Relief Program funds; and,

**WHEREAS,** the purpose of the Emergency Relief Program is Repair or  
reconstruction of Federal-aid highways and roads ("On-System") which have suffered  
serious damage as a result of natural disasters.

**WHEREAS,** eligible repairs may include, but are not limited to, damage  
occurring to pavement or other surface courses, shoulders, embankments, cut slopes,  
roadside development, and stream channels, whether man-made or natural. Pavement  
repairs or reconstruction may also include rock slope protection, cribbing, or other stream  
bank control features, bridges, retaining walls, culverts and debris removal, including other  
deposits from roadway drainage channels and the traveled way.

**WHEREAS,** the On-System Road Rehabilitation Project is consistent in scope  
with the approved emergency relief funds: and,

**WHEREAS,** the On-System Road Rehabilitation Project is consistent with  
priorities identified in the Paradise Long-Term Recovery Plan prepared in response to the  
2018 Camp Fire.

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE  
TOWN OF PARADISE AS FOLLOWS:**

**Section 1.** The design, plans, specifications and estimates for the On-System  
Road Rehabilitation Project described in the Town Council Agenda Summary for this  
Resolution are hereby approved.

**Section 2.** The Public Works Department is authorized to advertise the On-  
System Road Rehabilitation Project.

**Section 3.** The On-System Road Rehabilitation Project is exempt from the  
provisions of the California Environmental Quality Act pursuant to State CEQA Guidelines  
[Section 15269(a)] Emergency Projects.

PASSED AND ADOPTED by the Town Council of the Town of Paradise on this  
8th day of March 2022, by the following vote:

AYES:  
NOES:  
ABSENT:  
ABSTAIN:

By: \_\_\_\_\_  
Steve Crowder, Mayor

ATTEST:

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

APPROVED AS TO FORM:

\_\_\_\_\_  
Scott E. Huber, Town Attorney





**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 08, 2022**

**Agenda Item: 6(c)**

**ORIGINATED BY:** Colette Curtis, Director - Recovery and Economic Development  
Brian Solecki, Project Manager - Recovery & Economic Development

**REVIEWED BY:** Kevin Phillips, Town Manager

**SUBJECT:** Category 4 Tree Program Discussion

**LONG TERM RECOVERY PLAN:** Yes

**COUNCIL ACTION REQUESTED:**

1. Consider discussing the process and priorities for the Category 4 Tree Removal Program; and
2. Concurring with Staff recommendation regarding priorities and eligibility for the Program; or
3. Give alternate direction to staff (ROLL CALL VOTE)

**Background:**

Earlier this year, Phase 1 of the Category 4 Tree Removal Program was approved by FEMA. This Program is the next step in the removal of hazardous trees left by the 2018 Camp Fire. The Program would provide financial assistance to property owners to remove hazard trees on private property. The Program is voluntary and would provide 75% of the cost of tree removal, with the remaining 25% paid by the property owner.

Tree removal after the Camp Fire has been complicated and required a comprehensive and layered strategy to remove as many trees as possible. Working with Cal OES and FEMA, the Town was able to remove Category 1 – 3 trees, with the current Program proposed to remove Category 4 Trees. The definitions of each of the tree categories are below:

- **CATEGORY 1:** Hazard trees on public property that are a threat to the public ROW/public improved property
  - Category 1 trees were mostly removed in the immediate emergency response to the Campfire. (days/weeks following)
- **CATEGORY 2:** Hazard trees on private property that are a threat to the CalRecycle debris removal effort and/or the CalRecycle crews and the public Right-of-Way.
  - Category 2 trees were mostly removed in the secondary response to the Campfire (weeks/months)
- **CATEGORY 3:** Hazard trees on non-PPDR parcel, private property that are a threat to the public Right-of-Way / improved property.
  - Category 3 trees are on private property and threaten a Right-of-Way on a public road or a private road that is served by Northern Recycling and Waste Services

(NRWS). These trees were mostly removed through the PA CAT3 Tree Removal Program (8,737 Enrolled Parcels) or the Private CAT3 Tree Removal Program (5,325 Enrolled Parcels). We continue to work with unenrolled property owners to bring parcels into compliance.

- **CATEGORY 4:** Hazard trees on private property that constitute a threat to abutting or private property
  - Category 4 trees are very broad range of trees. The category is defined as hazard trees on private property that constitute a fire hazard. This category includes trees that are a threat rights of ways on private roads not served by NRWS, trees that are a threat to living or work areas, and trees on that are on the "back forty" of private property. The "back forty" trees greatly increase the risk of fire in the community as well as greatly increasing the risk of bark beetle infestation

Phase 1 of the Category 4 Tree Removal Program includes the following:

- Program Design
- Community Outreach and Communications
- Enrollment Process
- Application Intake and processing
- Eligibility Assessment (arborist/environmental partners)
- FEMA Submission/Approval of Removal

Phase 2, if approved would include the actual tree removal.

Now that Phase 1 has been approved, staff is working toward a better outline of the process and actions that will be a part of the final program. The implementation of any actions of Phase 1 is currently on hold pending the completion of the FEMA Environmental Assessment process.

**Analysis:**

As staff drafts the Category 4 program, Council direction is needed regarding priorities and eligibility. The following are general steps, questions, and concerns that we are asking for council input on to assist in creating the final program structure. The final structure will return to the council for approval and it is our intent that it be ready so that we can move quickly toward property owner enrollment as soon as the project is approved.

**Staff Recommendation: Property Eligibility**

- All properties within Town limits are eligible
- Defensible space code compliance a prerequisite for tree removal

**Staff Recommendation: Eligibility of Trees Priority**

- Ranking tree priority and determining which trees are ultimately removed:
  1. Trees that threaten structures or building site
  2. Trees that threaten actively used or developed portions of a parcel.
  3. Trees that threaten property lines or neighboring properties.
  4. Trees that threaten easements
  5. Trees that increase general fire risk to a neighborhood/area.
  6. Trees that threaten unused portions of a parcel.

**Financial Impact:**

FEMA awarded a total of \$801,082.00 to complete Phase 1, which includes \$600,811.50 in federal grant share (75%) and \$200,270.50 (25%) in non-federal local match share. Current costs are reimbursable to this grant based on this cost share ratio. The Town is actively pursuing



additional grant funding to cover the 25% local match share through the Community Development Block Grant – Disaster Recovery (CDBG-DR) fund allocation process. While future allocation of CDBG-DR funds is currently anticipated, if CDBG-DR funds are not ultimately realized the Town will be required to fund the local matching portion of the project costs through other sources, such as future reserves.



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 08, 2022**

**Agenda Item: 6(d)**

**ORIGINATED BY:** Colette Curtis, Director - Recovery and Economic Development

**REVIEWED BY:** Kevin Phillips, Town Manager

**SUBJECT:** Non-Residential Market Study

**LONG TERM RECOVERY PLAN:** Yes

**COUNCIL ACTION REQUESTED:**

1. Consider accepting the Non Residential Market Study prepared by Economic and Planning Systems Inc.; or
2. Give alternate direction to staff (ROLL CALL VOTE)

**Background:**

In the fall of 2020, the Town of Paradise was awarded funding from the Economic Development Administration (EDA) for the development of a comprehensive Transportation Master Plan (TMP). The TMP is an important first step for the long-term future of the Town of Paradise, which will include traffic needs analysis, evacuation planning, active transportation plan, new roadway standards, major project coordination and economic development support. A year-long effort that included stakeholder meetings, public workshops and coordination with multiple agencies, the full TMP will be presented to Council later this spring.

One of the deliverables for the Transportation Master Plan for economic development is a Non-Residential Market Study (Study). This Study, prepared by Economic and Planning Systems Inc. (EPS) documents the commercial market analysis for the Town and evaluates the extent to which market demand exists for retail land uses in the Town over the next 9 years (2021 – 2030) based on existing market conditions and anticipated growth. The Study also provides insights related to key economic development areas of focus in the Long Term Recovery Plan and is intended to serve as a foundational element for future economic strategy.

**Analysis:**

EPS has completed a final draft of the Non-Residential Market Study for Council review and acceptance. The data and analysis included in the Study demonstrates the opportunity available for businesses to invest in Paradise.

**Summary of Findings**

- The Town's current population of 6,000 represents about one-quarter of its pre-Fire population, with current housing stock representing about 20 percent of pre-Fire inventory.

- The significant population shift post-Fire from the Paradise Ridge to other areas in and outside of the Region directly has influenced the number of commercial businesses in operation in the Town.
- The Town is projected to add about 12,800 residents and nearly 3,530 housing units between 2021 and 2030.
- An evaluation of demand for retail goods and services from current Paradise Ridge households indicates retail leakage is occurring in the Town in most retail categories.
- The retail demand analysis for the Town identifies an estimated demand of approximately 140,000 square feet of retail to serve population growth estimated to occur through 2030. T
- While a portion of the demand for additional retail space may be captured in the supply of existing vacant retail space, much of the existing vacant space may require redevelopment.
- Commercially zoned vacant lots in Town present opportunities for new commercial retail construction, when market demand and financial feasibility can support new commercial building activity.

#### **Financial Impact:**

There is no financial impact for this item. The cost of the work to complete this report was part of the Transportation Master Plan, which was funded by a grant from the Economic Development Administration (EDA).

## Draft Report

# Town of Paradise Commercial Market Analysis

*The Economics of Land Use*



**Prepared for:**  
Town of Paradise

**Prepared by:**  
Economic & Planning Systems, Inc. (EPS)

*Economic & Planning Systems, Inc.  
455 Capitol Mall, Suite 701  
Sacramento, CA 95814  
916 649 8010 tel  
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February 2022

*Oakland  
Sacramento  
Denver  
Los Angeles*

EPS #202130

**[www.epsys.com](http://www.epsys.com)**



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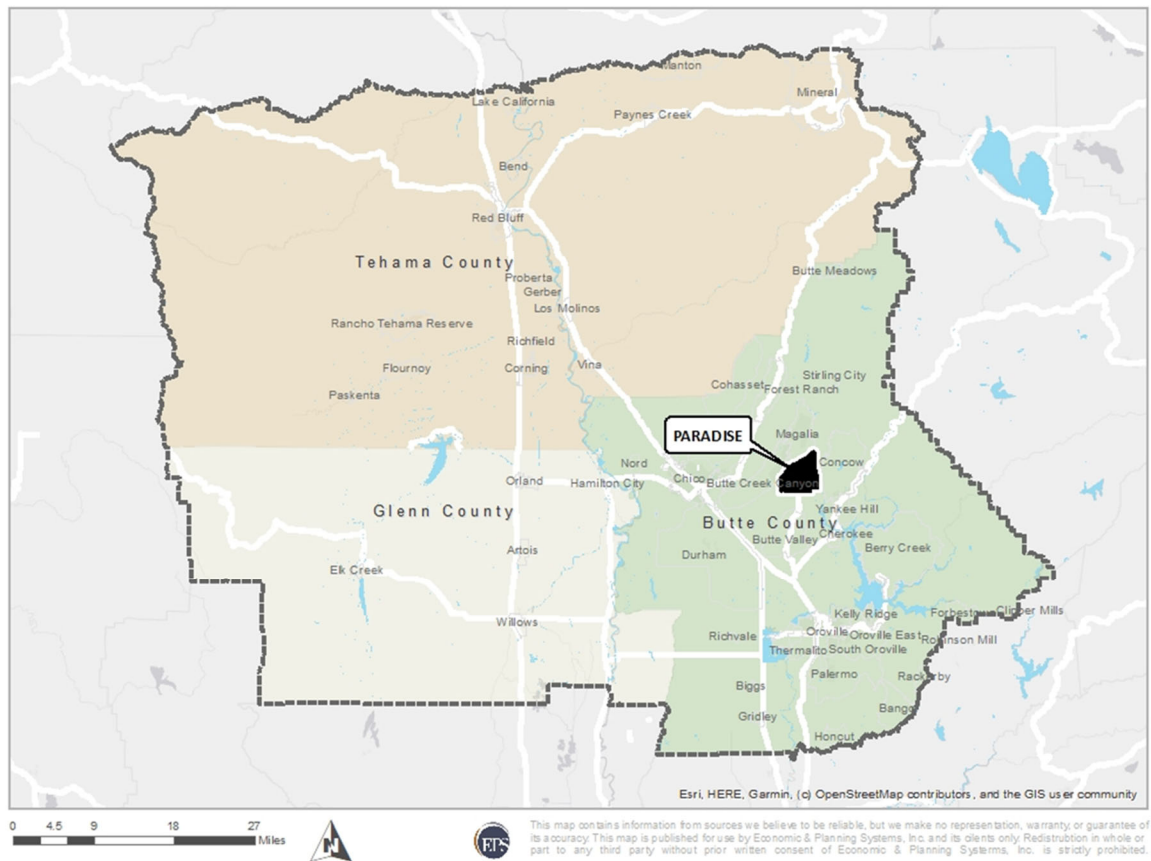
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# 1. Executive Summary

## Introduction

The November 2018 Camp Fire (Fire) had an enormous impact on residents and businesses in the Town of Paradise (Town) and broader Tri-County Region (Region), a primarily rural region in Northern California composed of Butte, Glenn, and Tehama counties. See **Map 1-1** for the geographic locale of the Town within the surrounding Tri-County Region.

**Map 1-1. Town of Paradise in Regional Context**



The Fire caused massive damage, burning more than 150,000 acres, resulting in 86 fatalities and multiple injuries, and destroying nearly 19,000 physical structures in the Town and surrounding unincorporated communities in Butte County, collectively referred to as the "Paradise Ridge" or "Ridge." The Camp Fire has resulted in ongoing impacts to the regional and local economy of the Town, as the area experienced major population shifts, a substantial decline in housing supply, and economic hardships for the business



community. It is estimated that thousands of individual businesses were affected by the Fire and, to date, about 15 percent of businesses in the Paradise Ridge have resumed operations. And, just as rebuilding activity was gaining momentum following the Fire, the coronavirus disease 19 (COVID-19) pandemic and related public health precautions dampened the residential building process and commercial business operations.

In late 2020, the Town secured grant funding from the Economic Development Administration (EDA) to prepare a comprehensive Transportation Master Plan (TMP or Project). The intent of the TMP is to guide and prioritize safe, modern travel options and efficient evaluation routes for the Town's residents, business owners, and visitors to aid in the Town's long-term recovery process. In addition, to support economic development-related recovery efforts, the EDA grant provided for the preparation of a commercial market analysis (Analysis) to assist in rebuilding the Town's commercial sector. This Analysis will be linked to the TMP to identify requisite parking and transportation improvements in the Town's commercial corridors and downtown core.

This Analysis also satisfies one of the key strategies identified in the Town's Long-Term Community Recovery (LTCR) Plan, a comprehensive planning document prepared in June 2019 that established a vision, goals, and set of projects to facilitate the Town's recovery. Based on the strategy outlined in the LTCR Plan, this Analysis is envisioned to support a subsequent comprehensive economic development plan that establishes policies and programs to strengthen the Town's economy.

## Analysis Overview

This report documents the Commercial Market Analysis (Analysis) prepared for the Town, which evaluates the extent to which market demand exists for retail land uses in the Town over the next 9 years (2021-2030) based on existing market conditions and anticipated growth. This Analysis also provides insights related to key economic development areas of focus documented in the LTCR Plan and expressed by the Town at the outset of this Analysis, which are intended to serve as a foundational element as the Town prepares its comprehensive economic development plan.

### Study Area

Paradise and surrounding Ridge communities offered a scenic, forested, rural community setting that was unique in the Region in contrast to the urbanized and agricultural areas in the valley. The Town is located within reasonable commuting distance of the City of Chico (8 miles) and had established itself as a predominantly residential bedroom community, aided by the prevalence of older, single-housing units, which positioned the community as an affordable housing enclave for retirees and to many of Chico and Butte County's service and trades-based workers.

Before the Fire, the Town was Butte County's second most populous incorporated city with about 26,400 residents as of 2018. Significantly, the Town and nearby Ridge communities are estimated to have lost about 35,000 residents between 2018 and 2020,

with an approximate 80 percent decline of the Town's 2020 population of about 4,600 residents. As of January 2021, the Town's population of just over 6,000 represents about one-quarter of its pre-Fire population.

## Summary of Findings

### Socioeconomic Findings

- **The Town's current population of 6,000 represents about one-quarter of its pre-Fire population, with current housing stock representing about 20 percent of pre-Fire inventory.** Since 2019, the Town has added approximately 1,600 residents, representing growth of about 780 residents per year, on average. Between 2019 and 2021, the Town is estimated to have added 613 units, for a total of 2,330 housing units, representing average, annual growth of about 300 units.
- **The significant population shift post-Fire from the Paradise Ridge to other areas in and outside of the Region directly has influenced the number of commercial businesses in operation in the Town.** In evaluating the composition of the Town's pre-Fire economy, the most salient finding was that the Town's economy existed almost entirely because of, and to serve, the local population. As such, following the Fire, approximately 200 of the previous 1,200 businesses in operation on the Ridge are currently in operation. While many businesses had buildings lost in the Fire, other businesses have ceased operations based solely on the substantial decline in their customer base. Thus, rebuilding Paradise's economy is inexorably tied to rebuilding housing and repopulating the community.
- **The Town is projected to add about 12,800 residents and nearly 3,530 housing units between 2021 and 2030.** The growth projections, estimated by the Butte County Association of Governments (BCAG), indicates the Town is anticipated to add almost double (1,425 residents per year, on average) the average, annual population growth of the last two years (780 residents per year, on average). The projected average, annual housing growth is estimated to be nearly 400 new units relative to the average, annual growth of about 300 units over the last two years. While these comparisons suggest the level of population growth by 2030 may not be realized, the last two years of growth have been hindered by recovery efforts (debris cleanup, tree removal, infrastructure repairs), the time it took to establish resources and processes for permitting building activity, and the effects of the pandemic. Assuming some of these hurdles have been mitigated in the recent past and the impacts of the pandemic are lessening, development activity and repopulation may be able to accelerate over the next decade to counteract the slow start.

### Retail Demand Analysis Findings

- **An evaluation of demand for retail goods and services from current Paradise Ridge households indicates retail leakage is occurring in the Town in most retail categories.** Retail leakage exists when households' demand for retail goods is not met by retail outlets in the defined market area and sales occur outside the

market area (demand exceeds supply). The results of the retail leakage analysis may offer support that there is existing demand for additional retail space for some retail categories, above and beyond the current supply of retail space in the Town. However, there are a variety of factors that indicate while there may indeed be retail leakage occurring, the Town's stable, residential population is not yet sized to attract new retail activity. These factors include the Town's current retail market performance indicators (i.e., high vacancy; no new absorption of retail space), nominal building permit or project entitlement activity from retailers in the years post-Fire; and limited retail tenant interest revealed through conversations with local commercial real estate brokers. In addition, many retail tenants and commercial developers may wait until infrastructure and safety projects that have been identified as high priorities (the TMP, proposed Town sewer project, additional broadband capacity, etc.) are constructed before making an investment.

- **The retail demand analysis for the Town identifies an estimated demand of approximately 140,000 square feet of retail to serve population growth estimated to occur through 2030.** This analysis shows new household growth in the Town is expected to generate demand for about 100,000 square feet of retail space by 2025, and an additional 40,000 square feet by 2030 for a total of 140,000 square feet of retail space by 2030. The primary retail categories for which new household growth generates demand for retail space include: Food and beverage stores; Other retail (which includes drug stores, specialty stores, book and music stores, hobby stores, second-hand stores, and other miscellaneous retailers); Food services and drinking places; General merchandise stores; and, Clothing stores.
- **While a portion of the demand for additional retail space may be captured in the supply of existing vacant retail space, much of the existing vacant space may require redevelopment.** Within the last month, Grocery Outlet opened in a previously vacant 19,000-square-foot retail space. However, much of the currently vacant space in Town may not be viable to the extent that certain tenants, like restaurants, may be impeded by current sewer capacity limitations. And, installing, replacing, or upgrading septic system infrastructure, which is anticipated to be temporary and replaced by the Town's proposed sewer system project within the next several years, is cost prohibitive for many tenants. In addition, other factors related to existing vacant space, including the location, size and layout, age and physical condition, and other factors may not align with modern tenant requirements. For existing space that is not deemed viable, the Town's comprehensive economic development plan should set forth a redevelopment strategy involving interested property owners.
- **Commercially zoned vacant lots in Town present opportunities for new commercial retail construction, when market demand and financial feasibility can support new commercial building activity.** The Town's downtown core, a key area of focus identified in the LTCR Plan for rebuilding the Town's commercial sector and restoring the Town's charm and community spirit, is estimated to have approximately 6.5 acres of vacant land that could accommodate about half (nearly 73,000 square feet) or more of the total retail estimated to be supported by

incremental population growth through 2030. However, certain desired land uses in the Town's downtown, including restaurants and multifamily residential, will not be feasible until the Town's sewer system has been constructed.

### **Economic Development Areas of Focus**

As the Town endeavors to prepare a comprehensive economic development plan, this Analysis includes preliminary insights that are intended to serve as a foundation for a detailed process that will identify policies and programs, partnerships, and potential funding sources for implementation. The key areas of focus described in this chapter are based on strategies identified in the Town's LTCR Plan and on topics identified by Town staff at the outset of this study and include creation of a walkable downtown, supporting the construction industry, defining the Paradise Ridge as an outdoor destination, and attracting demand for other office uses and remote office professionals.

- **Creating a walkable downtown.** In anticipation of increased demand for additional commercial space, the Town can initiate actions to prepare vacant and underutilized sites for commercial development, identifying the mix of desired commercial tenants downtown, ensuring that sites are "shovel-ready" for desired uses, and effectively marketing the details of each site by making site details publicly available (i.e., creating a web-based opportunity site map) and collaborating with commercial real estate brokers and developers. While insufficient market demand and sewer deficiencies may limit the short-term implementation of these actions, the Town should seek ways to utilize vacant and underutilized spaces downtown to hold community events and create temporary public spaces for the community to patronize existing businesses and enjoy existing adjacent amenities including the Paradise Community Park and Yellowstone Kelly Heritage Trailway.
- **Supporting the construction industry.** A key driver of the economic health of the Paradise Ridge and broader Region will be its capacity to deliver adequate housing in a range of housing types to meet existing demand as well as attract and retain new residents, including a range of different types of workers. While rebuilding progress has been made and resources established, there is a notable absence of entry-level and "missing middle" housing being constructed in the Ridge that would serve construction industry workers. The primary hurdles to achieving growth in the construction industry (employment gains and construction activity), however, relates to both a shortage of skilled workers in the Region and high building costs, made worse after the pandemic disrupted global supply chains and further increased material prices. Construction labor shortages will require targeted policies and programs to ensure construction activity demands can be met.
- **Defining Paradise Ridge as an outdoor destination.** As the Camp Fire recovery efforts continue, the Town and other Ridge communities have the potential to leverage the scenic beauty of the area and existing amenities and create opportunities for expanded amenities and create a high quality of life for local residents while bolstering its reputation as a destination for recreational tourism. In alignment with the Town's efforts in creating a walkable downtown, successful

recreation and trail communities tend to focus on offering outdoor events and other open-air amenities, including farmer's markets, festivals, and outdoor concerts focused in their downtowns. The Paradise Recreation and Park District is a vital leader and valuable partner to the Town in helping the Ridge continue to provide high-quality recreational amenities and events for residents and visitors. To supplement PRPD's efforts, a potential funding opportunity for strengthening the Town's recreational tourism efforts is through the Recreation Economy for Rural Communities (RERC) program created by the U.S. Environmental Protection Agency.

- **Attracting demand for office space and remote office professionals.** Paradise's economy before the Camp Fire was predominantly composed of employment in industries that served the local population, with less than 5 percent of total employment in sectors that fulfill demand for office space like Real Estate, Finance and Insurance, and Information industries. Absent targeted economic development efforts to expand office-sector employment beyond those industries that serve the local population, demand for office space will likely remain nominal. The pandemic has accelerated a coastal-to-inland county migration that had begun years prior, with residents in search of more affordable housing and a better quality of life. With a larger percentage of businesses permitting remote work capabilities, employees are seeking locales outside of major metropolitan areas in which to relocate. However, communities must contain amenities that mimic the urban experience, including co-working spaces, quick access to retail outlets that provide technology and other home office supplies, a diversity of food and beverage establishments (that are open after business hours), and museums, performing arts, and other civic amenities, and should have access to reliable high-speed broadband.

## Economic Development Challenges

- **The Camp Fire changed the residential and socioeconomic composition of the Paradise Ridge and broader Region, and the timeline for regaining lost population, housing, and businesses will depend on myriad factors.** These factors include both internal factors (strengths and weaknesses specific to the Paradise Ridge and broader Region) and external factors (opportunities and threats to the Paradise Ridge and broader Region). And it is important to recognize that some factors influencing recovery efforts are beyond local government control (e.g., the effects of the pandemic). It is well-documented in the LTCR Plan and in subsequent Town documents and actions but worth noting that repopulation and economic development efforts will be hindered until key infrastructure projects like the sewer project, emergency warning system (Early Warning System), broadband, and transportation improvements have been constructed. Every additional safety enhancement implemented will inspire increased confidence in attracting new residents and investment activity in the Ridge.

## Report Organization

This report is presented in the following chapters and technical appendices.

- 1. Executive Summary** presents an introduction and overview of the report and key findings.
- 2. Town of Paradise Market Overview** presents an analysis of existing post-Camp Fire and historical pre-Camp Fire conditions in the Town, including population, households, housing units, employment and jobs, and jobs-housing balance and commuting patterns, as well as a context to current residential and commercial market conditions.
- 3. Retail Demand Analysis** provides a context to existing retail supply and incremental new retail demand from potential population growth.
- 4. Economic Development Areas of Focus** presents an overview of the Town's Long-Term economic development goals and the associated dynamics, policy recommendations, and additional considerations.

This report also contains technical **Appendix A**, which provides supporting data regarding socioeconomic trends and retail demand in the Town.

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## 2. Town of Paradise Market Overview

This chapter examines the national commercial retail market context, as well as the socioeconomic dynamics and composition of the Town both before the Camp Fire (2018 conditions) and post-disaster (2020 and 2021 conditions). The purpose of this market profile is to develop an understanding of the economic dynamics and drivers of the local economy pre-and post-disaster and to establish baseline conditions as the Town embarks on its long-term recovery.

### National Retail Market Context

Nationally, the retail industry has shifted greatly over the last 15 years. While the retail industry has a history of volatility and adaptation, the Great Recession spurred increased unemployment rates, reduced consumer credit, and illuminated a national oversupply of retail space that resulted in bankruptcies, store closures, and consolidations among a wide range of formerly successful retail chains that has continued through today.

The COVID-19 pandemic further impacted retail volatility, altering the business-as-usual model, with surges in unemployment, structural changes in spending activity, and increased uncertainty and stresses for businesses and communities. According to the Brookings Institute, the industries that are at highest risk from the pandemic are retail, transportation, employment services, and leisure and hospitality. At the same time, retail industry trends, present even before the pandemic, are reducing the size of brick-and-mortar retail space for some tenants and impacting demand for new retail space nationally and locally. These trends include:

- The influx of online shopping (e-commerce).
- A change in spending patterns in the retail landscape, with consumers shifting from purchasing material items to spending more on experiential retail, such as restaurants, grooming services, and health and wellness services.
- A shift in consumer preferences for retail center types from large, enclosed malls to “lifestyle centers,” mixed-use buildings in urban settings, and “main streets.”

Overall, retail uses may experience potentially long-lasting effects of the pandemic. The decline of brick-and-mortar retail has been accelerated by the current circumstances and demand for the most successful retail developments of the past decade, which have focused on providing experiential uses, have been impacted as a result of shelter in place orders. As consumers spend less and save more, demand for retail experiences as well as certain goods and services may decline in the short term. However, as medical treatments advance and serious health risks decline, consumers will have pent-up demand for the retail formats that have been the most restricted (namely, food and beverage and entertainment). And, with its ethos of adaptation, the retail sector will



likely innovate with new retail concepts and formats as it adapts to the pandemic's lingering impacts.

## Historical and Current Local Socioeconomic Context

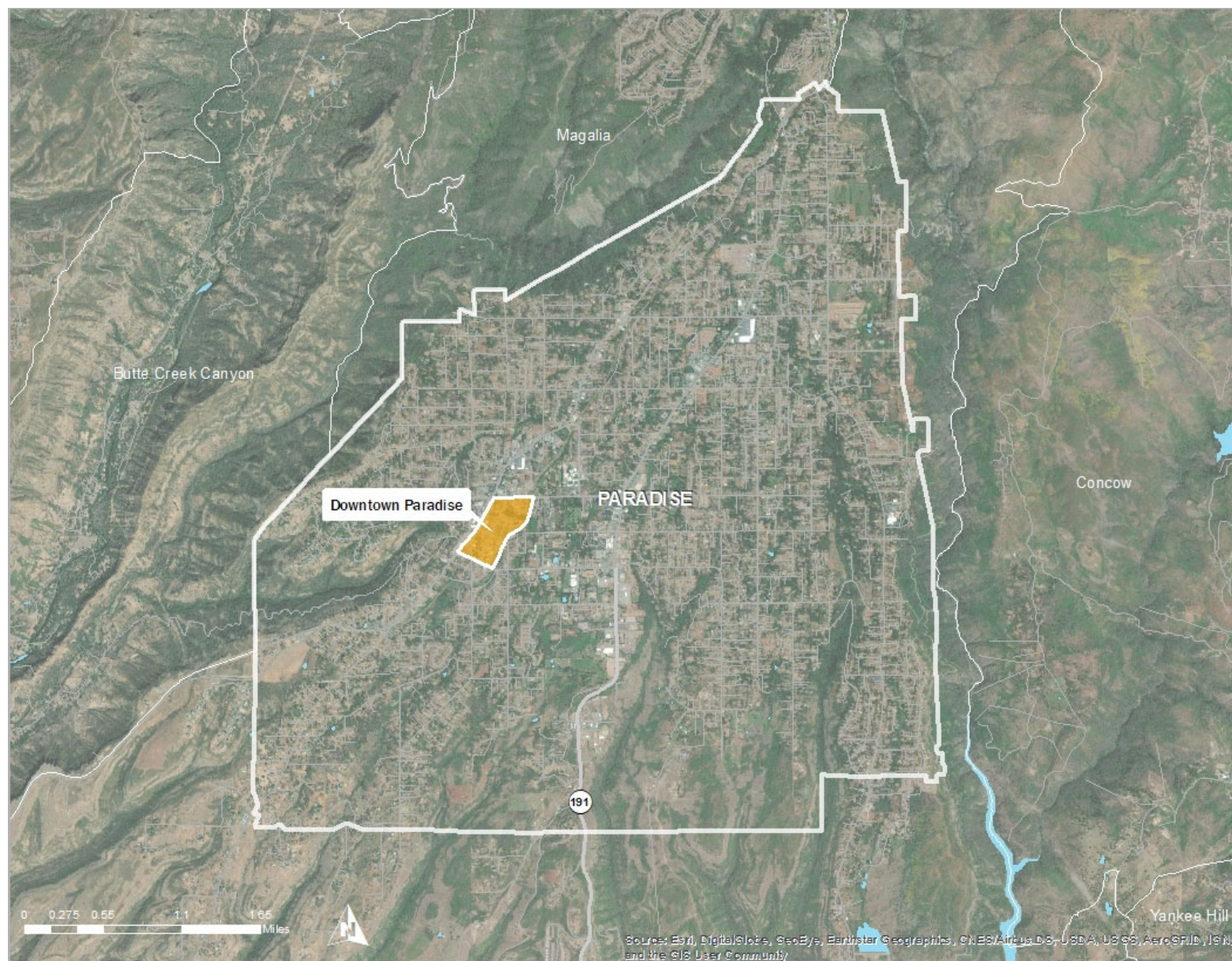
Located on a ridge in the western foothills of the Sierra Nevada with elevations ranging from 1,500 to 2,200 feet above sea level, the Town of Paradise is located in an area identified as the Lower Ridge in Butte County (County). Surrounding unincorporated communities, including Magalia, Concow, Yankee Hill, and other unincorporated County communities north of the Town constitute the Upper Ridge. Combined, the Ridge communities offer a scenic, forested, rural community setting that is unique in the Region in contrast to the urbanized and agricultural areas in the Sacramento Valley. **Map 2-1** shows the boundary of Paradise and its downtown.

The Town was originally settled during the Gold Rush era and grew slowly and organically before experiencing rapid population growth in the years leading up to the Town's incorporation in 1979.<sup>1</sup> The Town emerged at this time as an attractive place for retirees who sought the rural, forested setting of the Ridge. In recent years, a younger demographic was also drawn to the area, although the Town's growth slowed substantially in the decade before the 2018 Camp Fire. The Town established itself as a bedroom community, aided by its affordable housing stock and proximity to the City of Chico, the County's economic hub. Indeed, prior to the Fire, the Town served as an affordable housing enclave to many service- and trades-based workers who were employed in Chico and other nearby employment centers.

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<sup>1</sup> Sebai, N., 2018. Paradise Isn't Lost, It's in Butte County. *KQED The California Report*, [online] Available at: <https://www.kqed.org/news/11655609/paradise-isnt-lost-its-in-butte-county> [Accessed May 2020].

**Map 2-1. Town of Paradise and Downtown Area**



## Camp Fire Event

The 2018 Camp Fire devastated the Ridge communities. It is estimated that 95 percent of the Town burned, although, incredibly, key civic structures including Town Hall, the police station, and several fire stations remained intact.<sup>2</sup> In total, the Fire destroyed nearly 11,000 housing units, 450 commercial buildings, 5 schools, and thousands of utility structures in the Town. Within the entire Fire footprint, including nearby unincorporated communities in the Ridge, nearly 14,000 homes, almost 530 commercial and public buildings, and thousands of infrastructure and other utility structures were destroyed.

## Historical Local Population and Housing

Before the Fire, the Town was the County's second most populous incorporated city with about 26,400 residents as of January 2018, as shown in **Table 2-1**. In recent years, the Town of Paradise had among the lowest growth rates of any jurisdiction in the Region, adding a mere 40 residents between 2010 and 2018 (5 residents annually or less than a 1 percent annual growth rate).

As shown in **Table 2-1**, as of 2018, Paradise had nearly 13,100 housing units, comprising about 70 percent single-family detached homes, 15 percent multifamily homes, and 15 percent manufactured homes. The Town's percentage of multifamily homes was significantly smaller than the percentage in the Region (over 20 percent). Based on conversations with stakeholders completed as part of the January 2021 Camp Fire Economic Impact Analysis, community sentiment and sewer capacity deficiencies led to a challenging entitlement process for multifamily uses, substantially limiting the development of this housing type.<sup>3</sup>

Between 2010 and 2018, the Town adding an average of 14 units annually since 2010. Most homes were owner-occupied (65 percent), with renters occupying the remaining housing stock (35 percent). Vacancy rates, as of 2018, for both owner- and renter-occupied homes were low (about 3.0 percent and 6.5 percent, respectively), although not as low as the overall average vacancy rates for the State, a metric indicative of the State's ongoing housing crisis. In 2018, the median housing value of homes in the Town was just under \$220,000, slightly lower than the Regional average of \$235,000 and less than half of the California average of \$475,000.<sup>4</sup>

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<sup>2</sup> Ailworth, E., 2019. A Year After Fire Destroyed Paradise, a Gutsy Group Fights to Rebuild. *The Wall Street Journal*, [online] Available at: <https://www.wsj.com/articles/paradise-remade-finding-a-home-in-the-ashes-of-a-town-consumed-by-fire-11571669314> [Accessed July 2020].

<sup>3</sup> Economic & Planning Systems, Inc., and Industrial Economics, Inc., January 2021. Camp Fire Regional Economic Impact Analysis, Final Report. <https://3coreedc.org/wp-content/uploads/2021/03/Camp-Fire-Regional-Economic-Impact-Analysis-January-2021.pdf>

<sup>4</sup> Ibid.

**Table 2-1. Regional Population and Housing Trends**

Jurisdiction	Total Population / Housing Units						Change in Population / Housing Units					
	As of Jan 1 of Each Year				% of Region		2010-2018				2018-2020	
	2010	2018	2019	2020	2018	2020	Total	Total % Change	Avg. Annual Total	Avg. Annual % Change	Total	Total % Change
<b>Population Trends</b>												
<b>Tri-County Region</b>												
<b>Butte County</b>												
	<u>Population</u>											
Biggs	1,707	1,985	2,053	1,852	0.6%	0.6%	278	16.3%	35	1.9%	(133)	(6.7%)
Chico	86,187	92,286	109,688	110,326	28.9%	36.2%	6,099	7.1%	762	0.9%	18,040	19.5%
Gridley	6,584	6,863	7,058	6,402	2.1%	2.1%	279	4.2%	35	0.5%	(461)	(6.7%)
Oroville	15,546	17,896	21,311	19,440	5.6%	6.4%	2,350	15.1%	294	1.8%	1,544	8.6%
Paradise	26,218	26,256	4,485	4,631	8.2%	1.5%	38	0.1%	5	0.0%	(21,625)	(82.4%)
Unincorporated	83,758	81,088	76,926	67,640	25.4%	22.2%	(2,670)	(3.2%)	(334)	(0.4%)	(13,448)	(16.6%)
<b>Total Butte County</b>	<b>220,000</b>	<b>226,374</b>	<b>221,521</b>	<b>210,291</b>	<b>70.9%</b>	<b>69.0%</b>	<b>6,374</b>	<b>2.9%</b>	<b>797</b>	<b>0.4%</b>	<b>(16,083)</b>	<b>(7.1%)</b>
Glenn County	28,122	28,510	28,379	29,400	8.9%	9.6%	388	1.4%	49	0.2%	890	3.1%
Tehama County	63,463	64,429	63,789	65,129	20.2%	21.4%	966	1.5%	121	0.2%	700	1.1%
<b>Total Tri-County Region</b>	<b>311,585</b>	<b>319,313</b>	<b>313,689</b>	<b>304,820</b>	<b>100.0%</b>	<b>100.0%</b>	<b>7,728</b>	<b>2.5%</b>	<b>966</b>	<b>0.3%</b>	<b>(14,493)</b>	<b>(4.5%)</b>
<b>State of California</b>	<b>37,253,956</b>	<b>39,586,646</b>	<b>39,695,376</b>	<b>39,782,870</b>	-	-	<b>2,332,690</b>	<b>6.3%</b>	<b>291,586</b>	<b>0.8%</b>	<b>196,224</b>	<b>0.5%</b>
<b>Housing Trends</b>												
<b>Tri-County Region</b>												
<b>Butte County</b>												
	<u>Housing Units</u>											
Biggs	617	692	695	696	0.5%	0.6%	75	12.2%	9	1.4%	4	0.6%
Chico	37,050	39,810	40,378	41,738	28.8%	33.3%	2,760	7.4%	345	0.9%	1,928	4.8%
Gridley	2,406	2,517	2,526	2,540	1.8%	2.0%	111	4.6%	14	0.6%	23	0.9%
Oroville	6,194	7,333	7,337	7,391	5.3%	5.9%	1,139	18.4%	142	2.1%	58	0.8%
Paradise	12,981	13,091	1,720	1,766	9.5%	1.4%	110	0.8%	14	0.1%	(11,325)	(86.5%)
Unincorporated	36,587	35,910	32,791	31,991	26.0%	25.6%	(677)	(1.9%)	(85)	(0.2%)	(3,919)	(10.9%)
<b>Total Butte County</b>	<b>95,835</b>	<b>99,353</b>	<b>85,447</b>	<b>86,122</b>	<b>71.9%</b>	<b>68.8%</b>	<b>3,518</b>	<b>3.7%</b>	<b>440</b>	<b>0.5%</b>	<b>(13,231)</b>	<b>(13.3%)</b>
Glenn County	10,778	11,170	11,310	11,334	8.1%	9.1%	392	3.6%	49	0.4%	164	1.5%
Tehama County	26,987	27,636	27,655	27,714	20.0%	22.1%	649	2.4%	81	0.3%	78	0.3%
<b>Total Tri-County Region</b>	<b>133,600</b>	<b>138,159</b>	<b>124,412</b>	<b>125,170</b>	<b>100.0%</b>	<b>100.0%</b>	<b>4,559</b>	<b>3.4%</b>	<b>570</b>	<b>0.4%</b>	<b>(12,989)</b>	<b>(9.4%)</b>
<b>State of California</b>	<b>13,670,304</b>	<b>14,157,502</b>	<b>14,235,201</b>	<b>14,329,863</b>	-	-	<b>487,198</b>	<b>3.6%</b>	<b>60,900</b>	<b>0.4%</b>	<b>172,361</b>	<b>1.2%</b>

pop

Source: State of California Department of Finance, Report E-5, Population and Housing Estimates for Cities, Counties, and the State, January 1, 2011-2020, with 2010 Benchmark; EPS.



## Current Local Population and Housing

As a result of the Fire and the physical destruction of a majority of its housing stock, the Town is estimated to have lost about 21,800 residents (an 82-percent decline in population between January 2018 and January 2019). Since 2019, the Town has added approximately 1,600 residents and has a current estimated population of about 6,000 as of January 2021, representing about 23 percent of the Town's 2018 pre-Fire population.

Following the Fire, approximately 1,700 housing units remained in Paradise. Between 2019 and 2021, the Town is estimated to have added 613 units, for a total of 2,330 housing units as of January 2021 (representing approximately 18 percent of the Town's 2018 housing inventory). As of January 2021, approximately 1,500 of the Town's 2,330 housing units are single-family attached units (about 65 percent), a decrease from the share of single-family attached units in the Town prior to the Camp Fire, estimated at 70 percent in 2018 (about 9,050 out of a total of nearly 13,100 units).<sup>5</sup>

## Historical Local Economic Context

As of 2018, the Town had about 12,000 jobs, translating into a ratio of 0.9 jobs for every housing unit, substantially lower than the Region's jobs-housing ratio of 1.2 jobs per housing unit and indicative of its role as a bedroom community. Expectedly, most residents (70 percent) commuted to work outside of the Town, primarily to Chico, Oroville, and other locations outside of the Region. Although remarkably, the Town's largest employer, Adventist Health, which operated Adventist Health Feather River (also known as the Feather River Hospital) and related health care services in the Town employed about 1,250 staff, and over half resided on the Ridge. One reason for this high percentage stemmed from the requirement for many medical professionals to reside within a certain distance (and drive time) from their place of work.

As shown in **Figure 2-1**, nearly 40 percent of the Town's jobs were within the Health Services industry, which served the local population in the Ridge and were concentrated in the Town's primary employer (Adventist Health) as well as other healthcare and social assistance establishments (Atria Paradise; Feather Canyon Senior Living; Sunshine Assisted Living; Feather River Health Clinic).<sup>6</sup> Other major employers included government and special districts (Town of Paradise; Paradise Irrigation District; Paradise Unified School District) and retail establishments (Save Mart; Holiday Market; Safeway). Employment in these two industries comprised about 16 percent and nearly 9 percent of total employment, respectively. Similar to limits on multifamily development, the Town also restricted new commercial development based on both sewer system deficiencies and groundwater capacity.

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<sup>5</sup> Based on California Department of Finance, Table E-5: City/County Population and Housing Estimates, current as of January 1, 2021.

<sup>6</sup> Ibid.

In evaluating the composition of the Town's pre-Fire economy, the most salient finding is that the Town's economy existed predominantly because of, and to serve, the local population. Based on information provided by the IMPLAN Group, LLC (IMPLAN), the Town's economy was almost entirely composed of employment in local-serving activities (over 95 percent of jobs) with concentrations in Health Care, Public Administration, Retail Trade, and Other Services. The remaining jobs in the Town (about 420 jobs) were in base-sector activities, composed primarily of Finance and Insurance, Agriculture, Wholesale Trade, Information, and Manufacturing industries. The Town contained relatively little industrial employment. Agricultural uses, once an economic driver of the Town, represented a small component of the overall economy and included vineyards, orchards, and grazing land in the southern part of Paradise.<sup>7</sup>

**Local-Serving Activities**

*Activities that serve the local population and move wealth within the local area*

**Base-Sector Activities**

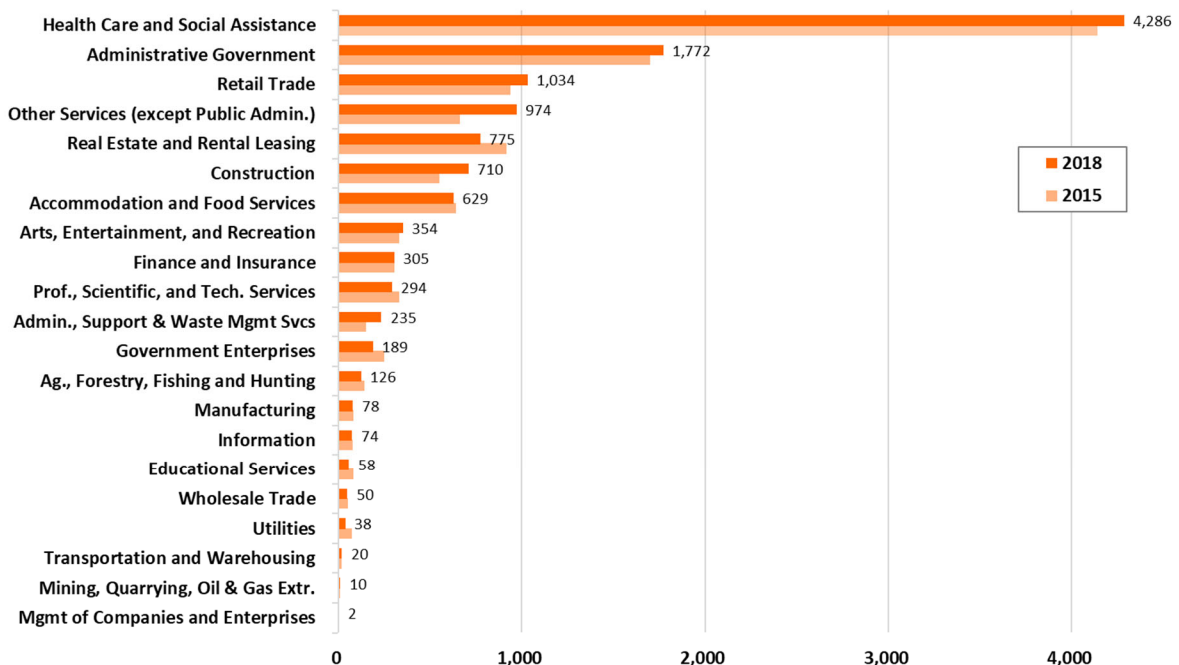
*Activities that generate net new wealth and drive growth in other industries*

Estimates of the Town's current, post-Fire economy are not available at this time. IMPLAN data, the data source used to understand the local economy, is derived primarily from US Census data, the most recent of which (2020 US Census data) has not yet been released and integrated into IMPLAN. It is anticipated that the 2020 Census data may be released in 2022 and integrated into IMPLAN at the end of 2022.

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<sup>7</sup> Ibid.

**Figure 2-1. 2018 Paradise Employment by Industry and 2015 Comparison**



Source: IMPLAN; EPS.

### Historical and Current Local Nonresidential Real Estate Market Conditions

Approximately 1,200 businesses operated in the Ridge prior to the Camp Fire.<sup>8</sup> Many of these businesses were located in the Town's central business district, located along both sides of Skyway, the Town's direct roadway connection to the City of Chico.

According to Cal Fire, more than 600 businesses were reported as either damaged or destroyed by the Fire, including the loss of many of the Feather River Hospital buildings (clinic buildings, central utility plant), multiple gas stations, a hotel, fast-food restaurants, a large, Safeway-anchored retail shopping center, and other retail establishments.<sup>9 10 11</sup>

<sup>8</sup> Stakeholder interview, Paradise Ridge Chamber of Commerce, January 2020.

<sup>9</sup> Comstock's Magazine, 2019. Back to Paradise. [online] Available at: <https://www.comstocksmag.com/longreads/back-paradise-camp-fire-one-year-business> [Accessed June 2020].

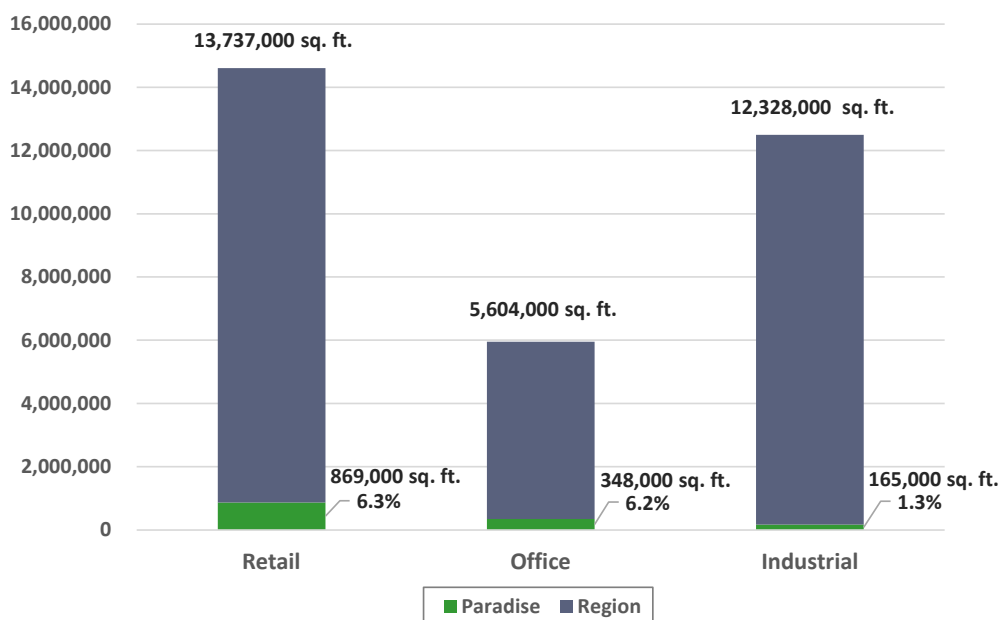
<sup>10</sup> Shulman, A. and Schultz, J., 2018. Camp Fire: What is and isn't still standing in the Paradise Area. Redding Record Searchlight, [online] Available at: <https://www.redding.com/story/news/local/2018/11/09/camp-fire-paradise-wildfire-destroyed-buildings/1945268002/> [Accessed April 2020].

<sup>11</sup> Johnson, R., 2018. Feather River Hospital: "We don't know if we will reopen" after Camp Fire. Chico Enterprise-Record, [online] Available at: <https://www.chicoer.com/2018/11/28/feather-river-hospital-we-dont-know-if-we-will-reopen-after-camp-fire/> [Accessed August 2020].

To date, the Paradise Ridge Chamber of Commerce (Chamber) estimates approximately 200 of the Ridge’s former 1,200 businesses are currently in operation.<sup>12</sup>

Since 2010, the Town experienced minimal nonresidential activity, precluded in large part by key infrastructure deficiencies related to sewer, roadways, and utilities, although a no-growth community sentiment also played a role. Before the Fire, the Town’s nonresidential inventory represented about 6 percent of the Region’s retail and office space and about 1 percent of the Region’s industrial space. The Fire destroyed about 486,000 square feet of nonresidential space, with the remaining inventory representing approximately 4 percent of retail, 4.5 percent of office, and less than 1 percent of industrial space in the Region. See **Figure 2-2** for total nonresidential inventory in Paradise before the Fire.

**Figure 2-2. Pre-Fire Nonresidential Inventory in Paradise and Region (2017)**



Source: CoStar; EPS.

### **Retail**

Between 2010 and 2017, the Town added about 18,400 square feet of retail space (with nearly half of this new retail space added in 2013 and 2014) to total nonresidential inventory. During this same period, the Town experienced negative net absorption in all major nonresidential sectors, indicating a reduction in physically occupied space in 2017

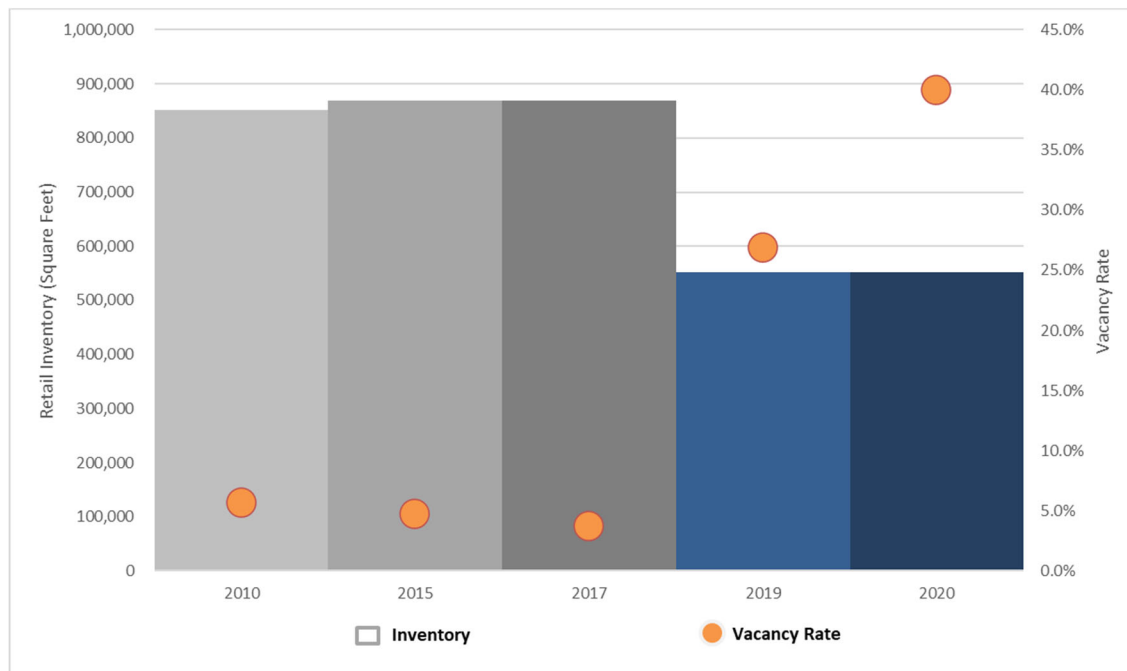
<sup>12</sup> Stakeholder interview, Paradise Ridge Chamber of Commerce, June 2021.



relative to 2010.<sup>13</sup> As of 2017, the Town had an inventory of approximately 869,500 square feet of retail space, based on information provided by CoStar. Between 2010 and 2017 retail vacancy rates in the Town ranged from 3.3 percent to 6.2 percent, consistently lower than the average retail vacancy rate for Butte County.

Following the Camp Fire, retail inventory within the Town significantly decreased and vacancy rates spiked up to 40 percent in 2020. Based on a survey of current inventory within the Town, retail has decreased from nearly 900,000 square feet of space pre-Fire to approximately 552,000 square feet of space as of 2020. Of the current retail inventory, about 331,000 square feet represents occupied space, with approximately 221,000 square feet of vacant space.<sup>14</sup> Refer to **Figure 2-3** for a representation of retail inventory and vacancy rates for the Town.

**Figure 2-3. Retail Real Estate Trends: Paradise (2010-2020)**



Source :CoStar;EPS.

### Office

Between 2010 and 2017, the Town experienced no significant change in office inventory. Before the Camp Fire, vacancy rates for office space were low, rising slightly from 2 percent in 2010 to approximately 3 percent in 2017. In 2018, the Town experienced a significant change in office inventory because of the Camp Fire with the loss of close to 90,200 square feet within 23 buildings. Before the Camp Fire, the Town accounted for 6

<sup>13</sup> Net absorption is defined as the sum of square feet that became physically occupied, minus the sum of square feet that became physically vacant during a specific period.

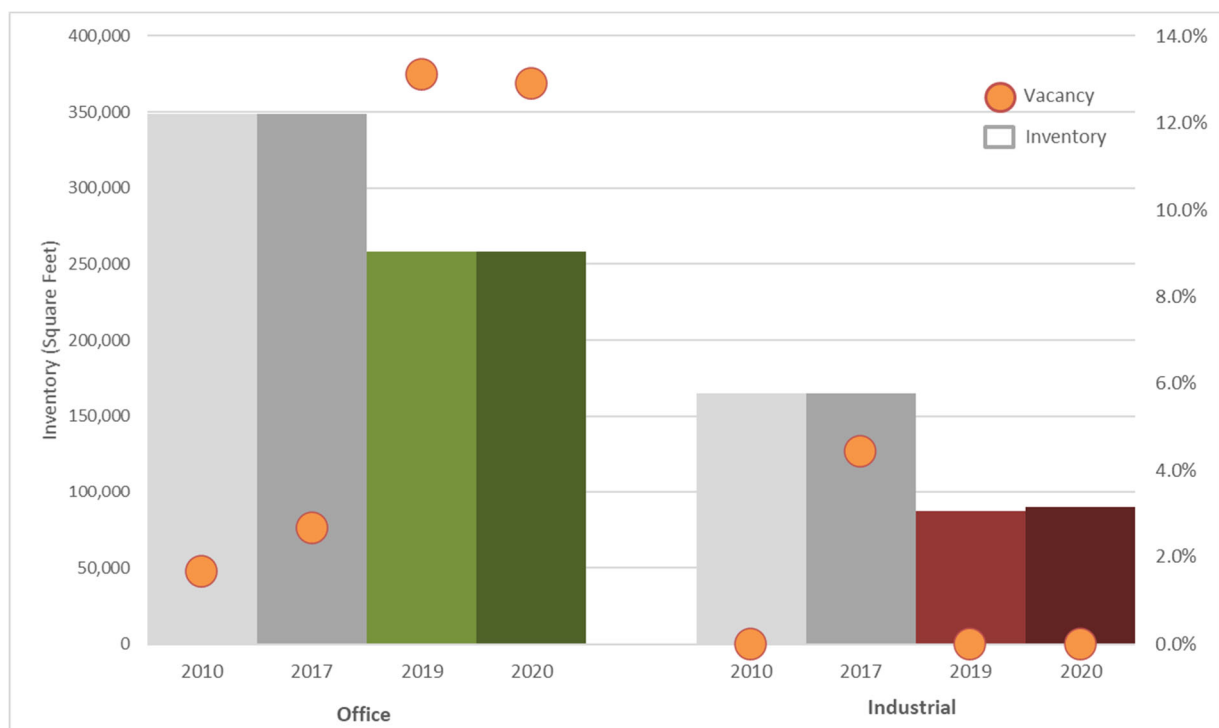
<sup>14</sup> Refer to **Table A-1** of **Appendix A** for a listing of existing retail space.

percent of the Region's office supply, dropping to 5 percent post-Fire. The vacancy rate in the Town's office market increased to 13 percent in 2019 and remained at this rate through 2020. Lease rates in 2018 through 2020 increased from a low of \$0.91 per square foot in 2016, peaking in 2018 and declining again in 2019 and 2020.

### Industrial

Between 2010 and 2017, the Town experienced no significant change in industrial inventory. The Camp Fire caused the loss of over 78,000 square feet of industrial space within 9 buildings within the Town. Before the Camp Fire, Paradise accounted for a little over 1 percent of the Region's industrial supply, dropping to less than 1 percent post-Fire. Paradise's industrial supply offered no vacant space in 2018 through 2020, while the Region saw an increase in vacancy between 2017 and 2020. Lease rates in 2018 through 2020 increased from a low of \$0.15 per square foot in 2012, peaking in 2018 and declining in 2019 and 2020.

**Figure 2-4. Office and Industrial Real Estate Trends: Paradise (2010-2020)**



Source: CoStar; EPS.

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### 3. Retail Demand Analysis

As the Town continues to recover from the Camp Fire, the anticipated growth of Town households will result in additional demand for goods and services beyond what the Town currently provides. This Analysis estimates the additional potential retail square footage that could be supported by the spending of these new households.

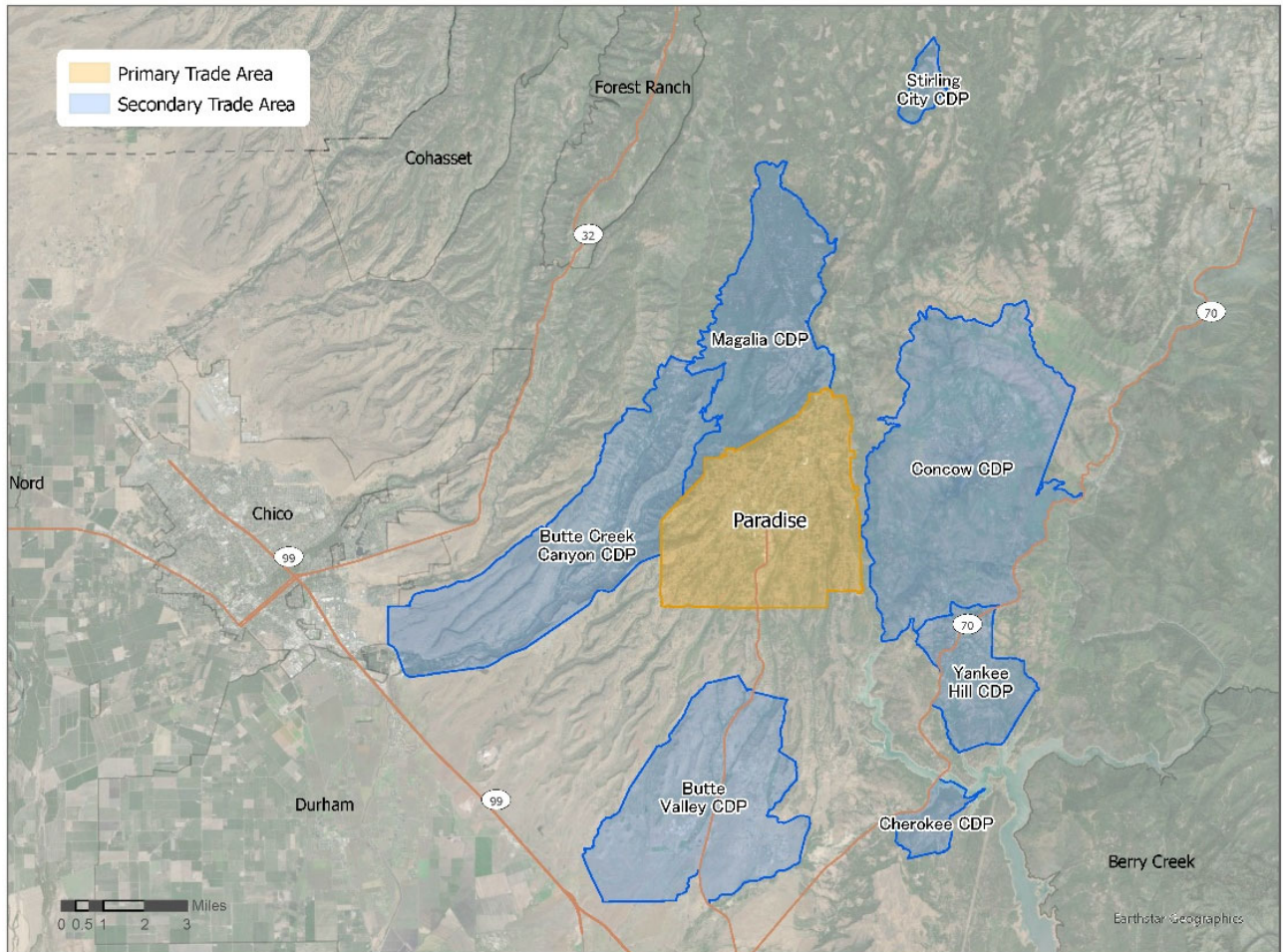
This Analysis also estimates existing retail leakage to evaluate the extent to which retail outlets in the defined market area attract or leak retail spending generated by market area households. Retail surplus or leakage represents a comparison between supply and demand. Retail leakage exists when households' demand for retail goods is not met by retail outlets in the market area and sales occur outside the market area (demand exceeds supply). However, the current dynamics of the Town's retail market present challenges regarding capitalizing on existing retail leakage. The retail leakage analysis and these challenges are described in further detail below.

#### Retail Market Areas

A retail market area represents the area in which *the majority of* customer patronage is expected to be drawn. A retail market area is influenced by a variety of factors, including the location and density of the targeted residential population, the location of key competitors, the relative distance or travel time for each of the above, geographic and psychological barriers, and existing commute and shopping patterns. In this Analysis, we delineated a primary and secondary market area to evaluate retail sector dynamics.

The Primary Market Area included in this Analysis is contiguous with the Town's boundaries and referred to as such throughout the report. In addition to retail sales demand generated by Town residents, retail outlets in the Town are assumed to capture a portion of retail demand generated by residents in the unincorporated Ridge communities surrounding the Town, defined in this Analysis as the Secondary Market Area. The Secondary Market Area includes unincorporated Butte County communities located within an approximately 25-minute drive time to the Town, including the Census Defined Places of Butte Creek Canyon; Butte Valley; Cherokee; Concow; Magalia; Stirling; and Yankee Hill. **Map 3-1** shows the Primary and Secondary Market Areas.

**Map 3-1. Town of Paradise Primary and Secondary Retail Market Areas**



## Existing Retail Demand

### Existing Retail Supply

As described in **Chapter 2**, there are approximately 552,000 square feet of retail located in the Town (Primary Market Area). Of this retail space, about 331,000 square feet is physically occupied, while 221,000 square feet is estimated to be vacant, which translates into a sizable vacancy rate of 40 percent.<sup>15</sup>

Based on a review of existing inventory, key retail tenants in the Town (Primary Market Area) include:<sup>16</sup>

<sup>15</sup> Refer to **Table A-1** of **Appendix A** for a listing of existing retail inventory (supply) by address.

<sup>16</sup> All shopping centers and freestanding retail space within the Primary Market Area are not listed.

- Three grocery stores (SaveMart; Holiday Market; and the newly-opened Grocery Outlet);
- Multiple national and local chain and unique local food services and drinking place stores (Taco Bell; Starbucks; Dutch Brothers; Nic's; Meehos; Debbie's; Izzy's Burger Spa; The Patty Wagon);
- An agricultural supply retailer (Tractor Supply Co.) and hardware supply retailer (Ace Hardware; Foothill Mill & Lumber Co);
- Multiple automotive supply stores (Les Schwab Tires; O'Reilly Auto Parts; Big O Tires; Jiffy Lube; AutoZone); and
- Multiple "Other Outlet" stores providing various services (bank branches; financial advisor; laundromat; upholstery cleaning).

The Secondary Market Area contains approximately 88,000 square feet of retail within 17 buildings with no vacancy, according to CoStar. The majority of this retail is located in Magalia and Butte Valley, comprising gas stations, general retail stores, convenience food stores, a hardware store, U-haul, and other small freestanding storefronts, and strip centers with mainly service-oriented retail.

Based on interviews with commercial real estate brokers in the Town, the level of vacant space indicated by CoStar includes space with various degrees of viability. Much of the currently vacant commercial space is dated, not well located, and may require additional tenant improvements to adequately serve incoming business needs.<sup>17</sup> The cost of the additional tenant improvements, in addition to the cost of resolving infrastructure deficiencies, are cost prohibitive for most tenants.<sup>18</sup>

### Taxable and Total Retail Sales Trends

This Analysis includes a review of sales tax receipts provided by the Town for the past decade spanning 2010 through 2020. In the full calendar year before the Camp Fire (2017), the Town's retail outlets generated \$160 million (2020\$) in **taxable** retail sales. After applying adjustments for nontaxable retail goods, this level of taxable sales equates to an estimated \$228.9 million (2020\$) in **total** retail sales in the Town.

In the most recent full calendar year post-Fire (2020), the Town's retail outlets are estimated to have generated about \$82.9 million (2020\$) in total retail sales in the Town (a 64 percent decline relative to pre-Fire retail sales), as shown in **Table 3-1**. Over half of the 2020 retail sales generated in the Town consists of spending at food and beverage stores, gasoline stations, and building materials and garden supply stores. Prior to the Fire, retail sales were concentrated at food and beverage stores, gasoline stations, and food service and drinking establishments. As shown, the retail categories with the largest

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<sup>17</sup> Informed through interviews with commercial real estate industry brokers with available space in the Town on August 31, 2021.

<sup>18</sup> Ibid.

declines in total retail sales include Clothing stores, General Merchandise stores, and Food Service and Drinking establishments.

**Table 3-1. Estimated Total Retail Sales (2020\$)**

Item	Town of Paradise Estimated Total Retail Sales (2020) [1]	
	Total	% of Total
<b>Retail and Food Services [2]</b>		
Motor Vehicle and Parts Dealers [3]	\$5,744,859	8.2%
Home Furnishings and Appliance Stores	\$3,174,044	4.5%
Bldg. Matrl. and Garden Equip. and Supplies	\$9,960,948	14.2%
Food and Beverage Stores	\$25,365,414	36.2%
Gasoline Stations	\$11,523,986	16.4%
Clothing and Clothing Accessories Stores	\$102,445	0.1%
General Merchandise Stores	\$2,575,785	3.7%
Food Services and Drinking Places	\$5,258,750	7.5%
Other Retail	\$6,390,490	9.1%
<b>Total Retail and Food Services</b>	<b>\$82,913,475</b>	<b>100.0%</b>

*retail sales*

Source: Town of Paradise; EPS.

[1] Reflects total sales generated within the Town of Paradise based on sales tax receipts provided by the Town Treasurer's office. For a detailed listing of sales tax receipts by business type, refer to Table A-2. Taxable sales are converted to total retail sales through adjustments for nontaxable retail spending as shown in Table A-3.

[2] Reflects spending on motor vehicle parts and supplies only (excludes vehicle purchases).

[3] Sales estimates for Motor Vehicles and Parts Dealers includes sales for Auto Parts, Accessories & Tire Stores only. See Table A-3 for more details.

Examining retail sales per capita is a common basis for comparing total retail sales over time or by geography. In 2017, the Town's retail outlets generated about \$8,700 in retail sales per capita (based on the Town's 2017 population of 26,400 residents). This level of per capita retail sales was consistent across all years of comparison before the Fire, with total annual retail sales ranging from \$8,700 to \$9,000 (in 2020\$) per capita, as shown in **Table 3-2** and **Table A-4** in **Appendix A**.

**Table 3-2. Total Retail Sales Trends (2020\$)**

Item	Town of Paradise Estimated Total Retail Sales [1]					
	2010	2017	2019	2020	2017-2020 Change	
					Total Change	% Change
<b>Population</b>	26,218	26,424	4,474	4,608	(21,816)	(82.6%)
<b>Retail and Food Services</b>						
Motor Vehicle and Parts Dealers [2]	\$7,594,539	\$9,233,127	\$6,174,967	\$5,744,859	(\$3,488,268)	(37.8%)
Home Furnishings and Appliance Stores	\$4,444,228	\$6,894,474	\$2,297,900	\$3,174,044	(\$3,720,430)	(54.0%)
Bldg. Matrl. and Garden Equip. and Supplies	\$17,623,991	\$16,922,428	\$5,087,974	\$9,960,948	(\$6,961,480)	(41.1%)
Food and Beverage Stores	\$79,812,914	\$75,646,873	\$17,437,322	\$25,365,414	(\$50,281,458)	(66.5%)
Gasoline Stations	\$42,234,499	\$36,822,123	\$8,945,532	\$11,523,986	(\$25,298,137)	(68.7%)
Clothing and Clothing Accessories Stores	\$1,230,429	\$593,059	\$139,142	\$102,445	(\$490,614)	(82.7%)
General Merchandise Stores	\$19,998,014	\$16,002,178	\$1,647,000	\$2,575,785	(\$13,426,392)	(83.9%)
Food Services and Drinking Places	\$25,262,121	\$28,680,081	\$2,276,734	\$5,258,750	(\$23,421,331)	(81.7%)
Other Retail	\$16,401,198	\$15,332,122	\$3,535,801	\$6,390,490	(\$8,941,632)	(58.3%)
All Other Outlets (Non-Store Retailers and Services)	\$19,548,188	\$22,816,386	\$13,316,079	\$12,816,754	(\$9,999,632)	(43.8%)
<b>Total Retail and Food Services</b>	<b>\$234,150,121</b>	<b>\$228,942,852</b>	<b>\$60,858,450</b>	<b>\$82,913,475</b>	<b>(\$146,029,376)</b>	<b>(63.8%)</b>
<i>Retail Sales per Capita</i>	<i>\$8,931</i>	<i>\$8,664</i>	<i>\$13,603</i>	<i>\$17,993</i>	<i>\$9,329</i>	<i>107.7%</i>

Source: Town of Paradise; EPS.

- [1] Reflects total sales generated within the Town of Paradise based on sales tax receipts provided by the Town Treasurer's office. For a detailed listing of sales tax receipts by business type, refer to Table A-2. Taxable sales are converted to total retail sales through adjustments for nontaxable retail spending as shown in Table A-3.
- [2] Reflects spending on motor vehicle parts and supplies only (excludes vehicle purchases).



Over the last few years following the Fire, annual retail sales per capita significantly increased relative to levels experienced by the Town before the Camp Fire. With the Town's diminished population in 2019 and 2020, the level of total retail sales in the Town increased from pre-Fire levels of approximately \$9,000 per capita to \$13,600 per capita in 2019 and nearly \$18,000 per capita in 2020, approximately double the level pre-Fire. With limited information from which to draw definitive conclusions, there are myriad factors that are likely contributing to these increased figures, including:

- A reduction in both the primary source of retail demand (the Town's residents) and the amount of operating retail space to support demand.
- Supplemental, temporary sources of demand, including an increase in the Town's daytime employment associated with recovery and rebuilding construction activity supporting increased spending on building materials, gasoline, and food and beverage stores. To that end, the Town has provided a preliminary, current estimate that nearly 5,000 employees are commuting into the Town daily. This estimate comprises approximately 4,600 employees associated with construction activity, as estimated by the Valley Contractors Exchange, and about 360 employees associated with ongoing utility recovery efforts, as estimated by Pacific Gas & Electric (PG&E). At this time, there are no estimates regarding the duration of, or changes to, this level of increased daytime employment. And it is important to highlight that this source of demand is temporary and coincident with the cyclical and dynamic nature of construction and recovery effort activity. That said, the number of daytime workers commuting into the Town is substantial and represents a source of residential demand, which could subsequently bolster demand for commercial space.
- The COVID-19 pandemic, which induced a period of increased spending on food and other household supplies.
- A recent increase in the cost of retail goods, in particular food and beverages, relative to historical averages.

For detailed information on taxable and total retail sales trends, **Table A-2** in **Appendix A** shows the annual retail sales tax receipts generated within the Town since 2009 and **Table A-3** estimates total retail sales and annual sales per capita.

### **Current Estimated Household Spending on Retail (Leakage Analysis)**

To quantify retail demand from existing households, EPS developed an analytical model that relies on current household income (discussed in **Chapter 2**) and consumer spending patterns on retail goods and services.<sup>19</sup> Assumptions underlying each

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<sup>19</sup> Average household income provided by the US Census American Community Survey and ESRI Business Analyst Online for the Town and secondary market area, respectively. Estimated percent of household income spent in retail stores provided by the US Census.

component of existing Primary and Secondary Market Area household demand can be found in **Appendix A**.<sup>20</sup>

Based on average household income data and the estimated percentage of annual income spent on retail goods and services, it is estimated that a household in the Town spends approximately \$25,000 on retail goods and services annually and a household within the Secondary Market Area spends approximately \$20,000 annually.<sup>21</sup> As shown on **Table 3-3**, existing Town households are anticipated to generate \$55.3 million in household spending on retail goods and services, annually. Secondary Market Area households are anticipated to generate \$88.9 million in household spending on retail, annually, as shown on **Table 3-4**.<sup>22</sup>

**Table 3-5** estimates the Town's potential capture of retail spending of existing households based on preliminary spending capture assumptions. At an estimated 80 percent capture of all Town and Secondary Market Area household spending for all retail categories, the Town is estimated to support demand for approximately \$115 million in retail spending.

As shown in **Table 3-6**, the retail leakage analysis reveals that, if the Town was able to capture 80 percent of Primary and Secondary Market Area spending, the existing Town retail supply (represented by estimated total retail sales in the Town as of 2020) would be insufficient in meeting current household retail spending. Consistent with the declines identified in comparing pre- and post-Fire retail sales in the Town, the retail categories with the largest percentage leakage include Clothing stores, General Merchandise stores, and Food Services and Drinking establishments. Food and Beverage stores appear to be at about equilibrium, and this small amount of leakage is likely to be addressed by the recent opening of Grocery Outlet (which is not reflected in the sales figures shown in **Table 3-6**). It is notable that two retail categories are currently experiencing retail surpluses (supply exceeds demand, at 80 percent capture of spending): Motor Vehicle and Parts Dealers and Building Materials and Garden Equipment and Supplies.

The results of the retail leakage analysis may offer support that there is existing demand for additional retail space for some retail categories, above and beyond the current supply of retail space in the Town. However, the Town's current retail market performance indicators (i.e., high vacancy; no new absorption), a lack of building permit or project entitlement activity from retailers in the years post-Fire; and limited, if any,

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<sup>20</sup> Consumer spending patterns exclude spending on e-commerce retail goods and services, which are, as a conservative assumption, not anticipated to contribute to demand for physical retail space.

<sup>21</sup> Refer to **Table A-9** in **Appendix A** for an estimated share of household income spent on retail goods.

<sup>22</sup> As reported by ESRI Business Analyst Online, the Secondary Market Area is estimated to contain 4,327 households with an average annual household income of nearly \$54,000, as of 2020. This data source was used to obtain a current estimate of the number of households and average household income; however, this data is likely based on pre-Fire US Census data and should be updated following the release of 2020 US Census data.

**Table 3-3. Estimated Retail Spending from Current Households – Primary Market Area (2020\$)**

Item	Percent Spent on Retail by Category [1]	Total Annual Retail Spending per Household [2]	Total Current Household Spending on Retail
<b>Assumptions</b>			
2021 Paradise Households [3]	2,193		
Average Household Income [4]	\$66,245		
Estimated Percent of HH Income Spent in Retail Stores [5]	38%		
Estimated Annual HH Spending in Retail Stores	\$25,249		
<b>Retail and Food Services</b>			
Motor Vehicle and Parts Dealers [6]	4.1%	\$1,024	\$2,245,455
Home Furnishings and Appliance Stores	7.2%	\$1,808	\$3,965,990
Bldg. Matrl. and Garden Equip. and Supplies	4.6%	\$1,165	\$2,554,881
Food and Beverage Stores	23.5%	\$5,937	\$13,020,811
Gasoline Stations	11.3%	\$2,845	\$6,238,691
Clothing and Clothing Accessories Stores	6.3%	\$1,578	\$3,461,272
General Merchandise Stores	7.8%	\$1,969	\$4,317,044
Food Services and Drinking Places	17.1%	\$4,313	\$9,459,455
Other Retail	8.8%	\$2,217	\$4,862,319
All Other Outlets (Non-Store Retailers and Services)	9.5%	\$2,392	\$5,246,461
<b>Total Retail and Food Services</b>	<b>100.0%</b>	<b>\$25,249</b>	<b>\$55,372,379</b>

*hh spend*

Source: US Census American Community Survey; U.S. Bureau of Labor Statistics; U.S. Census Bureau Monthly Retail Trade Survey; State of California Department of Finance; EPS.

- [1] See Table A-7 for estimated spending by retail category. Percentages have been adjusted to exclude e-commerce retail purchases and are intended to reflect purchases made at physical retail locations only.
- [2] Total Town of Paradise spending is derived by multiplying the estimated Town of Paradise average household income of \$66,245 by the estimated percentage of household income spent on retail of 38% and then multiplied by the percentages spent on retail for each category.
- [3] See Table 3-7.
- [4] Average household income per the U.S. Census American Community Survey for 2019, Table S1901. Adjusted to 2020\$ using CPI.
- [5] See Table A-6. Excludes spending on e-commerce retail goods and services.
- [6] Percent spent on Motor Vehicles and Parts Dealers includes spending on motor vehicle parts and supplies only (excludes vehicle purchases).

**Table 3-4. Estimated Retail Spending from Current Households – Secondary Market Area (2020\$)**

Item	Percent Spent on Retail by Category [2]	Total Annual Retail Spending per Household [3]	Total Current Household Spending on Retail
<b>Assumptions</b>			
2021 Secondary Market Area Households [4]	4,327		
Average Household Income [5]	\$53,897		
Estimated Percent of HH Income Spent in Retail Stores [6]	38%		
Estimated Annual HH Spending in Retail Stores	\$20,543		
<b>Retail and Food Services</b>			
Motor Vehicle and Parts Dealers [7]	4.1%	\$833	\$3,604,980
Home Furnishings and Appliance Stores	7.2%	\$1,471	\$6,367,224
Bldg. Matrl. and Garden Equip. and Supplies	4.6%	\$948	\$4,101,750
Food and Beverage Stores	23.5%	\$4,831	\$20,904,347
Gasoline Stations	11.3%	\$2,315	\$10,015,948
Clothing and Clothing Accessories Stores	6.3%	\$1,284	\$5,556,921
General Merchandise Stores	7.8%	\$1,602	\$6,930,826
Food Services and Drinking Places	17.1%	\$3,509	\$15,186,745
Other Retail	8.8%	\$1,804	\$7,806,242
All Other Outlets (Non-Store Retailers and Services)	9.5%	\$1,946	\$8,422,966
<b>Total Retail and Food Services</b>	<b>100.0%</b>	<b>\$20,543</b>	<b>\$88,897,949</b>

*hh spend 2*

Source: ESRI Business Analyst Online; U.S. Bureau of Labor Statistics; U.S. Census Bureau Monthly Retail Trade Survey; State of California Department of Finance; EPS.

- [1] The Secondary Market Area is defined as unincorporated Butte County communities within an approximately 25 minute drive time to the Town of Paradise (center), including: Butte Creek Canyon; Butte Valley; Cherokee; Concow; Magalia; Stirling; and, Yankee Hill.
- [2] See Table A-7 for estimated spending by retail category.
- [3] Total Market Area spending is derived by multiplying the estimated Market Area average household income of \$53,897 by the estimated percentage of household income spent on retail of 38% and then multiplied by the percentages spent on retail for for each category.
- [4] Estimated total Secondary Market Area Households provided by ESRI Business Analyst online.
- [5] Estimated average household income in 2020\$ provided by ESRI Business Analyst online.
- [6] See Table A-6. Excludes spending on e-commerce retail goods and services.
- [7] Percent spent on Motor Vehicles and Parts Dealers includes spending on motor vehicle parts and supplies only (excludes vehicle purchases).

**Table 3-5. Town of Paradise Capture of Current Household Spending by Retail Category (2020\$)**

Item	Total Household Retail Spending			Capture Rate [3]		Potential Town of Paradise Capture of Current Household Retail Spending		
	Town of Paradise [1]	Secondary Market Area [2]	Total	Town of Paradise	Secondary Market Area	Town of Paradise	Secondary Market Area	Total
<i>Formula</i>	<i>a</i>	<i>b</i>	<i>c = a + b</i>	<i>d</i>	<i>e</i>	<i>f = a * d</i>	<i>g = b * e</i>	<i>h = f + g</i>
<b>Retail and Food Services</b>								
Motor Vehicle and Parts Dealers	\$2,245,455	\$3,604,980	\$5,850,435	80%	80%	\$1,796,364	\$2,883,984	\$4,680,348
Home Furnishings and Appliance Stores	\$3,965,990	\$6,367,224	\$10,333,214	80%	80%	\$3,172,792	\$5,093,779	\$8,266,571
Bldg. Matrl. and Garden Equip. and Supplies	\$2,554,881	\$4,101,750	\$6,656,631	80%	80%	\$2,043,905	\$3,281,400	\$5,325,305
Food and Beverage Stores	\$13,020,811	\$20,904,347	\$33,925,158	80%	80%	\$10,416,649	\$16,723,478	\$27,140,127
Gasoline Stations	\$6,238,691	\$10,015,948	\$16,254,639	80%	80%	\$4,990,953	\$8,012,758	\$13,003,711
Clothing and Clothing Accessories Stores	\$3,461,272	\$5,556,921	\$9,018,193	80%	80%	\$2,769,017	\$4,445,537	\$7,214,554
General Merchandise Stores	\$4,317,044	\$6,930,826	\$11,247,870	80%	80%	\$3,453,635	\$5,544,661	\$8,998,296
Food Services and Drinking Places	\$9,459,455	\$15,186,745	\$24,646,200	80%	80%	\$7,567,564	\$12,149,396	\$19,716,960
Other Retail	\$4,862,319	\$7,806,242	\$12,668,561	80%	80%	\$3,889,855	\$6,244,993	\$10,134,849
All Other Outlets (Non-Store Retailers and Services) [4]	\$5,246,461	\$8,422,966	\$13,669,427	NA	NA	-	-	-
<b>Total</b>	<b>\$55,372,379</b>	<b>\$88,897,949</b>	<b>\$144,270,328</b>			<b>\$40,100,734</b>	<b>\$64,379,987</b>	<b>\$104,480,720</b>

capture

Source: EPS.

[1] Refer to Table 3-3 for details.

[2] Refer to Table 3-4 for details.

[3] Represents the portion of existing household spending with potential to be captured by retail outlets within the Town of Paradise.

[4] Excludes the capture of non-store retailers, as this category is not anticipated to create demand for new retail space.

**Table 3-6. Estimated Current Retail Surplus/Leakage and Supportable Space by Retail Category (2020\$)**

Item	Town of Paradise		Retail Surplus / (Leakage) [1]		Potential Supportable Retail Square Footage	
	Total Retail Sales (Supply)	Estimated Town and Secondary Market Area HH Retail Spending (Demand)			Sales per Square Foot [2]	Supportable Sq. Ft. (Rounded)
	Amount	Amount	Amount	%		
Source	Table 3-1	Table 3-5				
<b>Retail and Food Services</b>						
Motor Vehicle and Parts Dealers	\$5,744,859	\$4,680,348	\$1,064,511	18.5%	\$280	-
Home Furnishings and Appliance Stores	\$3,174,044	\$8,266,571	(\$5,092,527)	(61.6%)	\$560	9,000
Bldg. Matrl. and Garden Equip. and Supplies	\$9,960,948	\$5,325,305	\$4,635,643	46.5%	\$400	-
Food and Beverage Stores	\$25,365,414	\$27,140,127	(\$1,774,712)	(6.5%)	\$410	4,000
Gasoline Stations	\$11,523,986	\$13,003,711	(\$1,479,725)	(11.4%)	\$2,750	1,000
Clothing and Clothing Accessories Stores	\$102,445	\$7,214,554	(\$7,112,109)	(98.6%)	\$390	18,000
General Merchandise Stores	\$2,575,785	\$8,998,296	(\$6,422,511)	(71.4%)	\$400	16,000
Food Services and Drinking Places	\$5,258,750	\$19,716,960	(\$14,458,210)	(73.3%)	\$540	27,000
Other Retail	\$6,390,490	\$10,134,849	(\$3,744,359)	(36.9%)	\$230	16,000
All Other Outlets (Non-Store Retailers and Services) [3]	-	-	-	-	NA	-
<b>Total</b>	<b>\$70,096,721</b>	<b>\$104,480,720</b>	<b>(\$34,383,999)</b>	<b>(32.9%)</b>		<b>91,000</b>

surplus leakage

Source: EPS.

- [1] Retail surplus/(leakage) represents a comparison between supply and demand. Retail leakage, represented by a negative figure, exists when households' demand for retail goods is not met within the defined Market Area and sales occur outside of the Market Area. Conversely, retail surplus, represented by a positive figure, exists when retail outlets in the Market Area capture local spending plus attract spending from households outside of the Market Area.
- [2] Based on 2016 Retail sales data obtained from Bizminer adjusted to year-end 2020 based on the Consumer Price Index, All items in West urban, all urban consumers, not seasonally adjusted. All other outlets and other retail are assumed to have the same sales per square foot assumption. Refer to Table A-8.
- [3] Excludes non-store retailers, as this category is not anticipated to create demand for new retail space.

retail tenant interest revealed through conversations with local commercial real estate brokers, indicate that, while there may indeed be retail leakage occurring, the Town's population is not yet sized to attract new retail activity. In addition to waiting for additional population growth, retail tenants may also prefer to wait until infrastructure and safety projects that have been identified as high priorities (the TMP, proposed Town sewer project, additional broadband capacity, etc.) are constructed before making an investment in siting a business in the Town. As such, this Analysis provides a translation of captured leakage into supportable retail square feet (approximately **90,000 square feet of space**, as shown in **Table 3-6**) but this Analysis does not include demand for this additional retail space in our overall supportable space conclusions.

## Incremental New Retail Demand

This section estimates supportable retail in the Town from projected household growth and applies capture rates to estimate potential supportable retail sales and associated square footage. The potential capture for new retail located in the Town from new households will be based on the relation of household spending and the type of retail that may locate in the Town.

### Future Population Growth

Population and household characteristics play a vital role in determining the type and amount of retail demand in a particular area. Assuming average household incomes remain constant or increase over time, a growing population base generally will result in increased retail demand, providing additional market support for existing and new retail establishments.

#### *Population, Housing, and Household Projections*

As described in **Chapter 2**, the Town currently contains about 6,000 residents, 3,500 housing units, and almost 2,200 households as of 2021 per the California Department of Finance (DOF).

Based on population projections obtained from the Butte County Association of Governments (BCAG) Post Camp Fire Regional Population and Transportation Study, it is estimated that the Town may gain an additional 12,800 residents by 2030 for a total residential population of approximately 18,900 residents.<sup>23</sup>

Based on this population growth, the BCAG Study estimated the Town will add approximately 3,500 housing units (or nearly 400 new units annually, on average between 2021 and 2030) for a total estimated housing unit inventory in the Town of 5,860 units by 2030. Based on an estimated vacancy rate of 6 percent, the number of projected housing units can be translated into total households. As such, it is estimated

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<sup>23</sup> Fehr and Peers, Pre and Post Camp Fire Conditions and Regional Growth Forecast, Appendix A: Post Camp Fire Regional Population and Transportation Study. August 14, 2020.

that the Town will add about 3,300 households resulting in 5,508 total households by 2030. **Table 3-7** shows the current and projected population, housing units, and household estimates for the Town.

Based on the estimated projections, this level of growth is estimated to increase the Town's population by nearly 14 percent annually and households by nearly 11 percent annually between 2021 and 2030. Anticipated growth projections were not available for the Secondary Market Area. For this reason and to remain conservative, no demand related to growth in the Secondary Market Area is analyzed.

### **Projected Incremental Household Demand for Retail**

The Town is estimated to capture newly created demand from residential growth in the Town through the study period evaluated (2021 through 2030). As described previously, the Town is estimated to experience residential growth of just over 12,800 residents and 3,300 households by 2030, as shown in **Table 3-7**, which translates into approximately 2,400 new households in the Town by 2025 and an additional 950 new households by 2030.

Using average estimated Primary Market Area (Town) spending per household of approximately \$25,000, new households in the Town are estimated to add \$59.8 million in spending power by 2025 and a total of \$83.7 million by 2030, as shown in **Table 3-8**. At the end of the study period (2030), this new spending power represents an approximate 60 percent increase over the existing maximum spending power from households in the Town and Secondary Market Area.

This analysis shows new household growth in the Town is expected to generate demand for about **100,000 square feet of retail space by 2025**, and an additional 40,000 square feet by 2030 for a **total of 140,000 square feet of retail space by 2030**. The primary retail categories for which new household growth generates demand for retail space include:

- Food and beverage stores.
- Other retail (which includes drug stores, specialty stores, book and music stores, hobby stores, second-hand stores, and other miscellaneous retailers).
- Food services and drinking places.
- General merchandise stores.
- Clothing stores.



**Table 3-7. Town of Paradise Population and Employment Estimates and Projections**

Item	DOF Estimate [1]	BCAG Projections [2]		Total Growth 2021 - 2030	Average Annual Change 2021-2030	
	2021	2025	2030		Total	Percent
Town of Paradise						
Housing Units	2,333	4,851	5,860	3,527	392	10.8%
Estimated Vacancy Rate	6.0%	6.0%	6.0%	-	-	-
Estimated Households	2,193	4,560	5,508	3,315	368	10.8%
Population	6,046	14,101	18,867	12,821	1,425	13.5%
Persons Per Household	2.76	3.09	3.43	3.87	3.87	2.4%
Jobs-Housing Ratio (Countywide) [3]	92.0%	88.0%	86.0%	-	82.0%	(0.7%)
Employment [3]	2,146	4,269	5,040	2,893	321	9.9%

demo

Source: State of California Department of Finance, Report E-5, Population and Housing Estimates for Cities, Counties, and the State, January 1, 2011-2021, with 2010 Benchmark; EPS; Post Camp Fire Regional Population and Transportation Study Appendix A, prepared by Fehr & Peers for the Butte County Association of Governments; EPS.

[1] Housing unit, rounded vacancy rate, and population estimates for Paradise obtained from California Department of Finance 2021 estimates.

[2] Derived from the Post Camp Fire Regional Population and Transportation Study, Appendix A, Post Camp Fire Study 2018 – 2045 Forecast prepared by the Butte County Association of Governments (BCAG).

[3] Employment estimates for Paradise are based on the countywide average jobs-housing ratio for Butte County, estimated by BCAG.

**Table 3-8. Net New Estimated Retail Demand and Maximum Supportable Space by Retail Category**

Item	Spending per HH [1]	Incremental Net New Household Spending (2021 - 2030) (Demand) [2]			Capture Rate [3]	Incremental Potential Supportable Retail Square Footage (Rounded)			
		2025	2030	Total (Cumulative)		Sales per Square Foot [4]	2025	2030	Total (Cumulative)
<i>Formula</i>	<i>a</i>	<i>b = a * 2,367</i>	<i>c = a * 948</i>	<i>d = a * 3,315</i>	<i>e</i>	<i>f</i>	<i>g = b * e / f</i>	<i>h = c * e / f</i>	<i>i = g + h</i>
<b>Projected New Households [5]</b>		<b>2,367</b>	<b>948</b>	<b>3,315</b>					
<b>Retail and Food Services</b>									
Motor Vehicle and Parts Dealers	\$1,024	\$2,423,513	\$971,138	\$3,394,650	80%	\$280	7,000	3,000	10,000
Home Furnishings and Appliance Stores	\$1,808	\$4,280,481	\$1,715,252	\$5,995,733	80%	\$560	6,000	2,000	9,000
Bldg. Matrl. and Garden Equip. and Supplies	\$1,165	\$2,757,475	\$1,104,961	\$3,862,437	80%	\$400	6,000	2,000	8,000
Food and Beverage Stores	\$5,937	\$14,053,323	\$5,631,375	\$19,684,698	80%	\$410	27,000	11,000	38,000
Gasoline Stations	\$2,845	\$6,733,401	\$2,698,174	\$9,431,575	80%	\$2,750	2,000	1,000	3,000
Clothing and Clothing Accessories Stores	\$1,578	\$3,735,740	\$1,496,967	\$5,232,707	80%	\$390	8,000	3,000	11,000
General Merchandise Stores	\$1,969	\$4,659,373	\$1,867,080	\$6,526,452	80%	\$400	9,000	4,000	13,000
Food Services and Drinking Places	\$4,313	\$10,209,562	\$4,091,123	\$14,300,685	80%	\$540	15,000	6,000	21,000
Other Retail	\$2,217	\$5,247,886	\$2,102,906	\$7,350,792	80%	\$230	18,000	7,000	26,000
All Other Outlets (Non-Store Retailers and Services) [6]	\$2,392	\$5,662,490	\$2,269,044	\$7,931,534	NA	NA	-	-	-
<b>Total</b>	<b>\$25,249</b>	<b>\$59,763,244</b>	<b>\$23,948,020</b>	<b>\$83,711,264</b>			<b>98,000</b>	<b>39,000</b>	<b>139,000</b>

hh demand

Source: EPS.

[1] See Table 3-3.

[2] The demand from household growth is derived by multiplying total households by the amount of spending per household for each retail category.

[3] This analysis assumes 80% of new household spending will be captured by retail within the Town of Paradise. Conversely 20% will be captured by retail outside of the Town of Paradise.

[4] Based on 2016 Retail sales data obtained from Bizminer adjusted to year-end 2020 based on the Consumer Price Index, All items in West urban, all urban consumers, not seasonally adjusted. All other outlets and other retail are assumed to have the same sales per square foot assumption. Refer to Table A-8.

[5] See Table 3-7.

[6] Excludes non-store retailers, as this category is not anticipated to create demand for new retail space.

This amount of supportable retail space assumes an 80 percent capture rate, which may be challenging to achieve, especially in the near term, because of several factors, including: place of employment-related retail purchases (i.e., most Town residents commute to jobs outside of the Town and will spend a portion of their disposable income on retail goods and services near their place of employment); the size of the current population and number of establishments, limited or inconsistencies in business hours; and mismatches between local retail supply and demand for certain categories (i.e., clothing stores and general merchandise stores). However, this Analysis also *excludes* other sources of potential demand that are difficult to estimate, including: capture of any of the retail leakage described previously (**Table 3-6**); incremental growth in households in the Secondary Market Area; the capture of non-resident employee expenditures (employees who work but don't live in the Ridge); and visitor (tourist) spending in the Town. Thus, the findings of supportable retail space are based on the premise that the Town's existing and projected households will spend a portion (likely less than 80 percent) of their expenditures on goods and services in the Town and that other sources of demand will fill the "balance" of supportable space estimated.

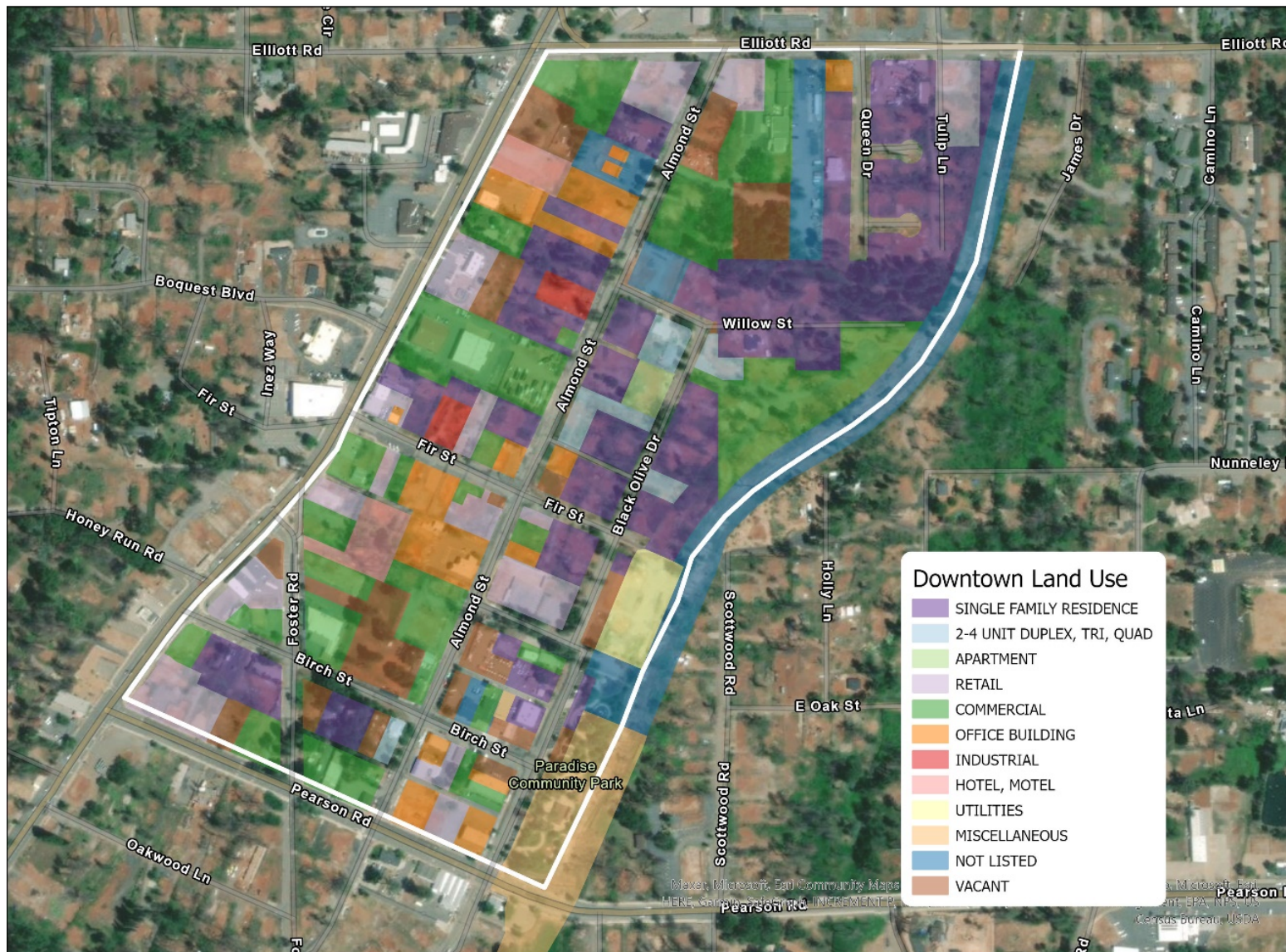
### Retail Demand Summary

In summary, this Analysis indicates that the Town has the potential to support about 140,000 square feet of retail by 2030 across all retail categories. In discussions with the Paradise Ridge Chamber of Commerce based on input from Town constituents, some potential focus areas for retail development, include home goods retailers, food and beverage stores (which may now be satisfied with the newly opened Grocery Outlet), and additional dining opportunities, in particular in the Town's downtown core (see **Map 3-2** for the boundaries of the downtown core).

Based on retail trends experienced by the Town prior to the Camp Fire, some of the retail categories demonstrating market support may be more likely to develop than others. For example, the Analysis suggests that the Town has the potential to capture at least 11,000 additional square feet of clothing and clothing accessory retailers by 2030. However, before the Camp Fire, clothing retail was the weakest performing retail sector within the Town, generating approximately \$590,000 in retail sales in 2017 (about 0.3 percent of all retail sales). While the Town's redevelopment and recovery efforts may create opportunities not previously experienced, this sector may not perform as predicted in the Analysis or may be captured in another retail category, such as a general merchandise retailer selling clothing and other goods.

As noted previously, a portion of the demand for additional retail space may be captured in the supply of existing vacant retail space. Within the last month, Grocery Outlet opened in a previously vacant 19,000-square-foot retail space. However, much of the currently vacant space in Town may not be viable to the extent that certain tenants, like restaurants, may be impeded by current sewer capacity limitations. And, installing, replacing, or upgrading septic system infrastructure, which is anticipated to be temporary

**Map 3-2. Downtown Paradise by Land Use Type**



and replaced by the Town's proposed sewer system project within the next several years, is cost prohibitive for many tenants. In addition, other factors related to existing vacant space, including the location, size and layout, age and physical condition, and other factors may not align with modern tenant requirements. For existing space that is not deemed viable, the Town's comprehensive economic development plan should set forth a redevelopment strategy involving interested property owners.

In addition to vacant retail space, commercially zoned vacant lots in Town present opportunities for new commercial retail construction, when market demand and financial feasibility can support new commercial building activity. The Town's downtown core, a key area of focus identified in the LTCR Plan for rebuilding the Town's commercial sector and restoring the Town's charm and community spirit, is estimated to have approximately 6.5 acres of vacant land that could accommodate about half (nearly 73,000 square feet) or more of the total retail estimated to be supported by incremental population growth through 2030. See **Map 3-2** and **Appendix A, Table A-13** for current land use designations in the downtown core including vacant parcels. However, certain desired land uses in the Town's downtown, including restaurants and multifamily residential, will not be feasible until the Town's sewer system has been constructed.

## 4. Economic Development Areas of Focus

As the Town continues to rebuild and add new households, demand for retail development will also increase and allow the Town to bolster retail goods and services to serve residents and visitors. Other elements of the Town's economic development efforts will be identified as part of the subsequent comprehensive economic development plan, an analysis that will define policies and programs, partnerships, and potential funding sources for implementation. As an initial step, this Analysis includes preliminary insights that are intended to serve as a foundation for the Town's comprehensive plan. The key areas of focus described in this chapter are based on strategies identified in the Town's LTRC Plan and on topics identified by Town staff at the outset of this study, and include: creation of a walkable downtown; supporting the construction industry; defining the Paradise Ridge as an outdoor destination; and attracting demand for other office uses and remote office professionals. This chapter also discusses key challenges to achieving these economic development goals.

### Economic Development Goals

#### Creating a Walkable Downtown

The notion of creating a walkable downtown was initially documented in the Town's 2010 Downtown Master Plan, acknowledging an understanding that pedestrian traffic is key to driving economic activity and a thriving downtown. Construction of requisite infrastructure improvements was slated to begin in late 2018 but the Fire disrupted this timeline. The Town reinstituted plans to improve infrastructure in 2019, spurred by renewed interest in rebuilding the community with a safe and walkable downtown, as documented in the LTRC Plan.

In April 2021, the Town initiated the first phase of infrastructure improvements needed to resolve long-standing deficiencies to create a safer, more walkable downtown. The street network in the downtown core, bounded by Skyway, Black Olive, Elliott, and Pearson, and including the internal roadways of Almond, Fir, and Birch, is in the process of being improved with consistent sidewalks, drainage, lighting and landscaping, interconnected pedestrian pathways, bike lanes, underground utilities, and repaved roads.<sup>24</sup>

In conjunction with this major public infrastructure investment in the downtown, creating a walkable downtown will mean supporting existing and future economic activity in the downtown core, including cultivating opportunities for a diversity of businesses,

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<sup>24</sup> "Downtown Paradise Is Expanding!" Available online at: <https://makeitparadise.org/community-rebuild-blog/paradisedowntownexpanding> [accessed August 2021].



amenities, and events. In anticipation of increased demand for additional commercial space, the Town can initiate actions to prepare vacant and underutilized sites for commercial development, identifying the mix of desired commercial tenants downtown, ensuring that sites are “shovel-ready” for desired uses, and effectively marketing the details of each site by making site details publicly available (i.e., creating a web-based opportunity site map) and collaborating with commercial real estate brokers and developers. As described in the previous chapter, there are an estimated 6.5 acres of vacant land that present opportunities for a mix of development opportunities, when other market and infrastructure hurdles have been cleared.

While insufficient market demand and sewer deficiencies may limit the short-term implementation of these actions, the Town should seek ways to utilize vacant and underutilized spaces downtown to hold community events and create temporary public spaces for the community to patronize existing businesses and enjoy existing adjacent amenities including the Paradise Community Park and Yellowstone Kelly Heritage Trailway.

### **Supporting the Construction Industry**

As described in the January 2021 Camp Fire Regional Economic Impact Analysis, the Region was estimated to experience one of the largest percentage of employment gains in the Construction industry, as aligned with expected development activity associated with recovery efforts.

Achievement of short-term and continued employment growth in the Construction industry will hinge, however, on the Town and surrounding Region’s ability to plan for and accommodate an adequate supply of housing, for the purpose of attracting and retaining a skilled labor force. Resources are available in the Paradise Ridge for supporting housing development, including the Town’s Building Resiliency Center (BRC) and the Rebuild Paradise Foundation. In addition, the Town and nonprofit organizations received funding to construct much-needed low-income housing.<sup>25</sup> And, in November 2020, the Town announced the availability of approximately \$25 million, secured through a Housing and Urban Development (HUD) grant for their Owner-Occupied Housing Rehabilitation Program, which the Town estimates could help about 150 households rebuild or make repairs to bring homes up to health and safety standards through low-interest deferred loans.<sup>26</sup> However, with a preponderance of larger and higher-valued housing being constructed and funding for low-income housing, there is a notable absence of entry-level and “missing middle” housing being constructed in the Ridge. Ongoing programmatic

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<sup>25</sup> Moench, M., 2020. ‘People are soul tired’: 2 years after the Camp Fire destroyed Paradise, only a fraction of homes have [sic] been rebuilt. *San Francisco Chronicle*, [online] Available at: <https://www.sfchronicle.com/california-wildfires/article/People-are-soul-tired-2-years-after-the-15708762.php> [Accessed November 2020]; Stakeholder correspondence, Town of Paradise, January 2021.

<sup>26</sup> Reynoso, E., 2020. *Town Provides Rebuilding Update As 2 Year Camp Fire Anniversary Approaches*. [online] KHSL News. Available at: <https://www.actionnewsnow.com/content/news/Town-of-Paradise-held-an-meeting-before-upcoming-anniversary--572989131.html> [Accessed November 2020].

efforts in the Region and in the Paradise Ridge, as well as specific regional and local workforce housing and trade labor initiatives, will be imperative to aid in replenishing housing stock destroyed in the Fire that is affordable to construction workers.

That said, the primary hurdles to achieving growth in the construction industry (employment gains and construction activity) – and importantly, realizing growth in housing production to meet the Region’s demand for housing as well as rebuilding the economy - relates to both a shortage of skilled workers in the Region and high building costs, made worse after the pandemic disrupted global supply chains and further increased material prices.<sup>27</sup> Construction labor shortages will require targeted policies and programs to ensure construction activity demands can be met.

### **Defining Paradise Ridge as an Outdoor Destination**

Butte County boasts a multitude of recreational amenities, including several lakes and waterways and an extensive trail system for hiking and mountain biking. The Ridge, in particular, is home to many of the County’s recreational amenities including the aforementioned Paradise Community Park and Yellowstone Kelly Heritage Trailway, the recently-reopened Bille Park, the Upper Ridge Nature Preserve, Lakeridge Park, Coutolenc Park, and Paradise Lake. As the Camp Fire recovery efforts continue, the Town and other Ridge communities have the potential to leverage the scenic beauty of the area and existing amenities and create opportunities for expanded amenities, and create a high quality of life for local residents while bolstering its reputation as a destination for recreational tourism.

The popularity of bicycling and mountain biking has taken off since the onset of the pandemic with mountain bike trail usage counts increasing from 50 to 100 percent since 2019 and sales surging.<sup>28</sup> Currently, the majority of mountain biking amenities, including bike rental, sales, and service retailers are located in the cities of Chico and Oroville with only one bike store in the Town that offers bike sales, parts, accessories, and repair.<sup>29 30</sup> Many people that are active mountain bikers also participate in other adventure sports or travel as mountain biking is part of a larger lifestyle.

In alignment with the Town’s efforts in creating a walkable downtown, successful recreation and trail communities tend to focus on offering outdoor events and other open-air amenities, including farmer’s markets, festivals, and outdoor concerts focused in their downtowns.<sup>31</sup> The purpose of recreational tourism attraction efforts is to provide a hub to serve as a starting point or destination for outdoor activities. And, a focus on

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<sup>27</sup> Ibid; Stakeholder interview with Rebuild Paradise, June 2020.

<sup>28</sup> Newcomb, Tim, 2020. Amid Cycling Surge, Sport of Mountain Biking is Seeing Increased Sales and Trail Usage. Forbes, [online], Available at <https://www.forbes.com/sites/timnewcomb/2020/07/13/amidst-cycling-surge-sport-of-mountain-biking-seeing-increased-sales-trail-usage/?sh=1b30a16c3ddf> [Accessed November 2021].

<sup>29</sup> Based on information provided by Explore Butte County available on ExploreButteCounty.com.

<sup>30</sup> <https://shop.paradisebikes.com/> [Accessed November 2021].

<sup>31</sup> Based on articles provided by International Mountain Biking Association.



safe, outdoor, open-air community facilities has the potential to attract new and existing recreational tourism businesses that will support the outdoor adventure market. Examples of businesses include retail sales for outdoor adventure apparel and gear, bicycle stores, bicycle rentals, vehicle rentals such as kayaks, canoes, and off-roaders, fishing gear, camping rentals, services such as hiking and biking tours, and instructional classes for activities like fishing, kayaking, and archery. The increase in recreational tourism will also increase opportunities for lodging, restaurants, breweries, and pubs that will not only attract visitors, but help serve the existing community.

The Paradise Recreation and Park District (PRPD) is an expansive district that currently manages over 70 acres of developed park land and nearly 360 acres of natural open space. PRPD offers recreational programming, hosts innovative and novel events (i.e., Astronomy on the Lake program), cultivates community partnerships, and has identified the creation of defensible spaces within existing and newly-purchased recreational assets as a top priority for increasing wildfire safety in the community.<sup>32</sup> The PRPD is a vital leader and valuable partner to the Town in helping the Ridge continue to provide high-quality recreational amenities and events for residents and visitors.

To supplement PRPD's efforts, a potential funding opportunity for strengthening the Town's recreational tourism efforts is through the Recreation Economy for Rural Communities (RERC) program created by the U.S. Environmental Protection Agency to help communities identify strategies to increase their outdoor recreation economy and invigorate their Main Streets.<sup>33</sup>

### **Attracting Demand for Office Space**

Both before and after the Fire, the Town did not have a significant or growing office market. Paradise's economy before the Camp Fire was predominantly composed of employment in industries that served the local population. Before the Fire, about 5 percent of total employment (fewer than 500 of 12,000 jobs were in base-sector activities, including sectors that fulfill demand for office space like Real Estate, Finance and Insurance, and Information industries. Absent targeted economic development efforts to expand office-sector employment beyond those industries to serve the local population, demand for office space will likely remain nominal.

### **Attracting Remote Office Professionals**

The pandemic greatly disrupted labor markets globally and will likely have lasting impacts on the future of employment and workplace dynamics. As a public health precaution, many businesses went from in-office to fully remote operations, requiring significant technological and operational adjustments. As businesses make plans to reopen physical office spaces, many employers and employees are opting for the increased flexibility of remote working, reducing the need for office and professional workers to be located near

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<sup>32</sup> <https://www.paradisepdpd.com/> [Accessed November 2021].

<sup>33</sup> <https://www.epa.gov/smartgrowth/recreation-economy-rural-communities#background> [Accessed November 2021].

the main headquarter office of an employer.<sup>34</sup> As such, many technical and professional workers are relocating from more expensive urban and coastal cities to more affordable communities with unique amenities.

Given housing price escalation, increased traffic, and quality of life factors, the State of California has documented interstate migration trends from coastal to inland counties. The housing stock in smaller communities located outside of California's major metropolitan areas offers a strong value proposition for new residents who are freed from the responsibility of living near their employer. Thus, significantly increasing the Town's housing supply and ensuring a range of housing options to meet demand is a key priority in attracting remote office professionals.

Another characteristic that factors into the decision to migrate to smaller towns is the community's quality of life outside of work. Those who have already made the move to smaller communities extoll the virtues of frequenting expansive natural parks and active sports such as mountain biking.<sup>35</sup> However, communities must also contain amenities that mimic the urban experience, including co-working spaces, quick access to retail outlets that provide technology and other home office supplies, a diversity of food and beverage establishments (that are open after business hours), and museums, performing arts, and other civic amenities.<sup>36</sup> In addition, communities should have access to reliable high-speed broadband, although there is some evidence that relocated residents are willing to pay for premium satellite services in the absence of quality broadband.<sup>37</sup>

## Economic Development Considerations

### Rebuilding and Repopulation Challenges

In the first 2 years following the fire, 400 single-family homes and 70 units in multi-family buildings were rebuilt in Paradise and an additional 100 homes in unincorporated areas of Butte County, representing approximately 4 percent of the homes that were lost. As of August 2021, 981 single-family homes and 176 multi-family units were rebuilt. The recent uptick indicates some of the hurdles to rebuilding that existed in the first two years have been mitigated, including the recent completion of debris removal, clearing damaged trees threatening public roads, the testing and clearing of drinking water in Paradise Irrigation District's main water line, and the establishment of a program to replace service laterals.

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<sup>34</sup> McKinsey Global Institute. February 2021. The Future of Work after COVID-19. Available at: Chron [online] Available at: <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19> [Accessed July 2021]

<sup>35</sup> Johanson, M. 2021. 'Zoom Towns' luring remote workers to rural enclaves. BBC. [online] Available at: <https://www.bbc.com/worklife/article/20210604-the-zoom-towns-luring-remote-workers-to-rural-enclaves> [Accessed August 2021].

<sup>36</sup> Northwest Arkansas Council. 2021. About. *Northwest Arkansas Council* [online] Available at: <https://nwacouncil.org/about/> [Accessed August 2021].

<sup>37</sup> Bloomberg Quicktake. 2021. Why is Rural America's Internet So Bad? *Bloomberg News*. [online] Available at: <https://www.youtube.com/watch?v=pY8VDYTFb70> [Accessed August 2021].

Despite these successes, challenges continue to pervade. In addition to the impact of the pandemic on recovery efforts, the following factors are likely to continue to hinder rebuilding and repopulation of the Ridge: widespread underinsurance among households damaged or destroyed by the Fire; difficulty obtaining or renewing insurance payments and long waiting periods for disbursement of PG&E settlement funds (Fire Victims Trust); the high cost of rebuilding based on a general shortage of building contractors and an increased cost of building materials; and the limited interest or ability to build larger housing projects.<sup>38</sup> These challenges may result in slower growth and fewer households than estimated by BCAG, translating into less demand for incremental new retail space by 2030 than shown in this Analysis.

### **Sewer Capacity Limitations**

Identified as a hindrance to residential and commercial growth before the Fire, the Plan identified the need for the construction of a sewer system. This system would consist of collection, transport, and treatment phases that will eventually discharge treated Paradise sewage along with Chico wastewater into the Sacramento River. Benefits include advantages for denser housing development and other high-water intensity uses including restaurants, lower risks for business activity, doing away with septic tank discharges, and attracting the potential funding of oversight agencies such as the Central Valley Regional Water Quality Control Board. In 2020, the Paradise Town Council initiated an Environmental Review using both State and federal assistance, which is slated to reach final certification in 2022. The next milestone was reached soon after in February 2021, with both Chico and Paradise city councils agreeing to a State Water Board compliant multi-jurisdictional authority. Per current projections, construction is set to commence in summer 2024.<sup>39</sup> As described throughout this report, the Town will not be able to fully realize the types and density of uses envisioned for a thriving downtown until the sewer project is completed.

### **Broadband Capacity Limitations**

As identified in the Plan, one way to change the dynamics of the local economy would be to improve broadband capacity for Town and Ridge residents to improve commerce within the region as well as improve access to the vast markets outside of it. A commissioned 2021 feasibility study finds that an important step to achieving widespread adoption amid all socioeconomic groups, especially highly underserved children, is leveraging the Town's ownership over a key underground conduit to streamline the construction process and force price and speed competition between Internet service providers (ISP).<sup>40</sup> It is clear

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<sup>38</sup> Town of Paradise & Make it Paradise, Weekly Recovery Update [online] Available at <https://makeitparadise.org/weekly-update> [Accessed September 2021].

<sup>39</sup> Town of Paradise. Paradise Sewer Project [online] Available at <https://www.townofparadise.com/pwe/page/paradise-sewer-project> [Accessed October 2021].

<sup>40</sup> Town of Paradise. Paradise Broadband Feasibility Study [online] [https://www.townofparadise.com/sites/default/files/fileattachments/recovery/page/2071/paradise\\_broadband\\_feasibility\\_study.pdf](https://www.townofparadise.com/sites/default/files/fileattachments/recovery/page/2071/paradise_broadband_feasibility_study.pdf) [Accessed October 2021].

from a review of current ISP coverage maps that nationwide corporations with operations in the Town do not have the strongest incentives to offer their maximum advertised speeds. These speeds are an absolute prerequisite if the Town wants to attract remote workers to vibrant coworking spaces. President Biden's recently-signed infrastructure bill aims to improve broadband capacity in rural areas and may offer the best source for funding this essential amenity.

### **Pending Construction of Emergency Warning System and Ongoing Wildfire Threats**

One significant endeavor to enhance security for existing and potential new residents is through completion of an emergency notification system.<sup>41</sup> As of early 2021, the Town's application for a FEMA Hazard Mitigation Grant is pending completion for the development and implementation of an early warning system called the Early Warning System, which allows for notification by every communication medium from landline to social media. Construction is anticipated to be completed in 2023.<sup>42</sup>

Extremely dry conditions and heatwaves tied to climate change continue to pose threats to areas throughout the State, particular in wildland-urban interface areas including the Ridge.<sup>43</sup> The Town is using PG&E settlement funds to fund all or a portion of the Town's highest priority fire-related recovery activities to improve current and ongoing public safety, including the hardening of standing structures to strengthen fire resistance; implementing the Early Warning System described above; updating code enforcement policies and procedures; managing vegetation to reduce fuel loads and fire risk; and hydroseeding/revegetation, given the extensive loss of trees from the fire. As mentioned, PRPD is also endeavoring to mitigate the threat of ongoing wildfire events through the purchase of private land to serve as buffer zones between public open space and private development. Every safety enhancement, including the Early Warning System, creation of buffers between forests and urbanized development and improvements identified in the TMP to improve traffic flows in the event of an evacuation, will inspire increased confidence in attracting new residents and investment activity in the Ridge.

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<sup>41</sup> Lopez, K. 2020. Town of Paradise Moving Forward with Early Warning System. *Action News Now* [online] Available at <https://www.actionnewsnow.com/content/news/Town-of-Paradise-moving-forward-with-Early-Emergency-Alert-System-572811341.html> [Accessed September 2021]

<sup>42</sup> Town of Paradise, 2021. Infrastructure Recovery Projects. [online] Available at [https://www.townofparadise.com/sites/default/files/fileattachments/recovery/page/2071/paradise\\_infrastructure\\_project\\_summaries\\_01-27-2021\\_public.pdf](https://www.townofparadise.com/sites/default/files/fileattachments/recovery/page/2071/paradise_infrastructure_project_summaries_01-27-2021_public.pdf) [Accessed October 2021]

<sup>43</sup> Associated Press, 2021. Wildfire Erupts Near Paradise, Site of Devastating 2018 Camp Fire. [online] Available at: <https://www.kqed.org/news/11881312/wildfire-erupts-near-paradise-site-of-devastating-2018-camp-fire> [Accessed August 2021].

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## APPENDIX A:

### Supporting Market Analysis Tables

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**Table A-1**  
**Town of Paradise**  
**Market Analysis**  
**Existing Retail Supply Located In and Near the Market Area**

Location	Property Details	Retail Sq. Ft. (RBA)	Year Built
<b>Town of Paradise</b>			
<b>Occupied Retail Space</b>			
6848 Skyway	Paradise Shopping Center (Holiday Market, TriCounty Bank)	55,000	1965
6636 Clark Rd	Paradise Plaza (SaveMart Grocery Store)	37,110	1978
5720 Clark Rd	Ace Hardware	27,063	1965
6600 Clark Rd	Paradise Plaza (Tractor Supply)	24,973	1978
5921 Clark Rd	James Square (The Patty Wagon, misc. retailers)	20,514	1979
6800 Skyway	Grocery Outlet (Formerly CVS)	19,300	1992
6007 Clark Rd	Rite Aid	17,326	2010
6626 Clark Rd	Paradise Plaza (Mountain Mike's, Paradise Fitness, Dollar Tree)	15,786	1978
7576 Skyway	Walgreens	13,700	1996
6574 Clark Rd	Dollar General	9,002	2014
6616 Clark Rd	Paradise Plaza (Subway, Smoke Shop)	2,172	1978
6308 Skyway	Les Schwab Tires	8,156	1978
7368 Skyway	O'Reilly Auto Parts	8,135	2013
7967 Skyway	Debbie's Restaurant	6,200	1978
7542 Skyway	Auto Zone	5,400	1997
6669 Clark Rd	Chase Bank	5,386	1984
6678 Clark Rd	Bank of America	5,183	1981
6930 Skyway	Wells Fargo	4,500	1975
5990 Clark Rd	Auto Parts	4,480	1983
5995 Skyway	Big O Tires	4,439	1991
672 Pearson Rd	Rabobank N.A.	4,200	1976
5837 Clark Rd	Laundromat	3,600	2007
5835 Clark Rd	Westside Pizza	3,576	2008
5859 Clark Rd	Taco Bell	2,520	1995
6256 Skyway	Restaurant	2,500	1952
6400 Skyway	Building 1	2,500	1960
6344 Skyway	Starbucks	2,482	2018
8279 Skyway	Small engine repair	2,300	1946
7515 Skyway Rd	Upholstery cleaning	2,100	1974
6420 Clark Rd	Jiffy Lube	2,100	1987
6067 Skyway	Engineering firm	1,901	1948
8247 Skyway	Antique Store	1,860	1939
6311 Skyway	Knit Wits, Financial Advisors	1,520	1952
491 Pearson Rd	Consignment Store	1,206	1954
6627 Clark Rd	Integrity Restoration & Remodeling LLC	882	1950
8229 Skyway	Gas and Liquor	800	1960
770 Birch St	Nail Studio	774	1930
6901 Skyway	Dutch Bros. Coffee	367	2009
<b>Subtotal Occupied Retail Space</b>		<b>331,013</b>	



**Table A-1**  
**Town of Paradise**  
**Market Analysis**  
**Existing Retail Supply Located In and Near the Market Area**

Location	Property Details	Retail Sq. Ft. (RBA)	Year Built
<b>Vacant Retail Space</b>			
6606 Clark Rd	Paradise Plaza	56,979	1979
6646 Clark Rd	Paradise Plaza	34,043	1979
6626 Clark Rd	Paradise Plaza	10,368	1979
6701 Clark Rd	Former Cinema	25,152	1999
5923 Clark Rd	Vacant Retail	9,492	1980
7126 Skyway	Skyway, formerly Country Harvest	9,450	1977
6625 Skyway	Dollar General	9,421	2013
208 Pearson Rd	Retail Property in Paradise	8,300	1950
6295 Skyway	Vacant Retail	7,881	1976
6616 Clark Rd	Paradise Plaza	6,244	1979
6640 Clark Rd	Paradise Plaza	5,974	1979
6405 Clark Rd	Vacant Lot, formerly Bank of the West	4,812	1979
6653 Clark Rd	Vacant Retail	4,640	1980
6044 Skyway	Vacant lot	4,134	1948
6160 Center St	Automotive	3,660	1995
7575 Skyway	Former Arco gas	3,600	1982
633 Pearson Rd	Vacant Retail	3,500	1963
5309 Skyway	Former Gas Stations	2,301	NA
6333 Skyway	Vacant Retail	2,200	1957
5542 Clark Rd	Former Old Barn Kitchen	1,665	1953
5725 Clark Rd	Vacant Retail	1,650	NA
6294 Skyway Rd	Former Dance and Circus Center	1,300	NA
5145 Pentz Rd	Vacant Retail	1,242	NA
605 Birch St	Vacant Retail	894	NA
6523 Clark Rd	Vacant Retail	880	1960
475 Pearson Rd	Vacant Retail	880	1960
<b>Subtotal Vacant Space</b>		<b>220,662</b>	
<b>Total Occupied and Vacant Retail Space in Paradise</b>		<b>551,675</b>	

**Table A-1**  
**Town of Paradise**  
**Market Analysis**  
**Existing Retail Supply Located In and Near the Market Area**

Location	Property Details	Retail Sq. Ft. (RBA)	Year Built
<b>Secondary Market Area</b>			
<b>Occupied Retail Space</b>			
140004 Lakeridge Cir	Dollar General	9,026	2015
3772 Durham Pentz Rd	Clear Creek Crossing Gast Station	6,000	1985
14154 Skyway	Shopping Center, Partially Occupied	4,725	1978
14468 Skyway	Construction Company	3,040	1974
14439 Skyway Dr	Red Lion Plaza	2,880	1978
13990 Lakeridge Cir	Valero	1,104	1989
<b>Subtotal Occupied Retail Space</b>		<b>26,775</b>	
<b>Vacant Retail Space</b>			
14001 Lakeridge Cir	Former Mechanics Bank	28,000	1989
14144 Lakeridge Ct	Vacant Retail	6,160	1998
15305 Skyway	Vacant Retail	5,900	NA
14086 Skyway	Vacant Lot	5,440	1978
14028 Lakeridge Cir	Vacant Retail	3,600	2009
14449 Skyway	Vacant Retail	3,360	1956
14618 Skyway	Vacant Retail	2,691	1979
14096 Lakeridge Cir	Vacant Retail	2,000	2008
13915 S Park Dr	Vacant Retail	1,600	1973
13721 Skyway	Vacant Retail	1,488	1928
5260 Miocene Cir	Critter Care Center	1,200	NA
14096 Lakeridge Cir	Building 2	1,000	2008
<b>Subtotal Vacant Retail Space</b>		<b>62,439</b>	
<b>Total Occupied and Vacant Retail Space in Secondary Market Area</b>		<b>89,214</b>	
<b>Total Existing Town of Paradise and Secondary Market Area Retail</b>			
Occupied Retail Space		357,788	
Vacant Retail Space		283,101	
<b>Total All Existing Retail Space</b>		<b>640,889</b>	
<b>Proposed Town of Paradise Retail Development</b>			
1490 Wagstaff Rd		6,534	2022
<b>Total Proposed Retail</b>		<b>6,534</b>	

inventory

Source: CoStar; EPS.

NOTE: This list reflects data available through a subscription-based resource, CoStar. All shopping center and freestanding retail space within the Market Area may not be depicted.

[1] The list of tenants is not exhaustive, it is given to provide insight into center type.

**Table A-2**  
**Town of Paradise**  
**Market Analysis**  
**Historical Town of Paradise Retail Sales Tax Revenue Estimates by Business Type**

Item	Town of Paradise Sales Tax Revenues [1]											
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Major Category / Business Type [2]</b>												
Motor Vehicle & Parts Dealers, Excl. Vehicles Sales	\$63,039	\$61,076	\$62,030	\$64,503	\$67,526	\$66,903	\$68,365	\$71,424	\$85,511	\$75,278	\$60,693	\$57,449
Home Furnishings and Appliance Stores	\$34,293	\$35,741	\$38,146	\$35,541	\$36,834	\$39,592	\$50,116	\$68,146	\$63,852	\$51,328	\$22,586	\$31,740
Bldg. Matrl. and Garden Equip. and Supplies	\$148,775	\$141,734	\$148,560	\$149,411	\$137,924	\$142,334	\$151,291	\$149,086	\$156,723	\$136,768	\$50,009	\$99,609
Food and Beverage Stores	\$193,435	\$192,143	\$189,348	\$191,716	\$194,482	\$196,333	\$205,137	\$208,770	\$209,723	\$177,615	\$51,306	\$75,932
Gasoline Stations	\$291,970	\$339,653	\$388,756	\$407,450	\$406,746	\$400,761	\$328,100	\$307,896	\$341,020	\$352,489	\$87,924	\$115,240
Clothing and Clothing Accessories Stores	\$9,919	\$9,895	\$10,090	\$8,373	\$8,085	\$8,865	\$6,858	\$6,492	\$5,492	\$4,654	\$1,368	\$1,024
General Merchandise Stores	\$117,438	\$120,221	\$123,010	\$127,866	\$137,135	\$136,919	\$130,948	\$124,002	\$110,783	\$85,372	\$12,101	\$19,255
Food Services and Drinking Places	\$199,487	\$203,160	\$203,257	\$212,412	\$220,979	\$234,859	\$251,427	\$255,981	\$265,614	\$235,475	\$22,378	\$52,588
Other Retail	\$137,941	\$91,191	\$93,274	\$94,548	\$95,188	\$94,155	\$100,476	\$98,732	\$98,171	\$80,743	\$24,027	\$44,182
All Other Outlets	\$162,008	\$157,208	\$169,505	\$158,917	\$160,465	\$176,062	\$191,787	\$202,773	\$211,309	\$194,677	\$130,882	\$128,168
<b>Total All Outlets (Excluding Motor Vehicle Sales)</b>	<b>\$1,358,305</b>	<b>\$1,391,768</b>	<b>\$1,459,829</b>	<b>\$1,483,876</b>	<b>\$1,502,555</b>	<b>\$1,530,696</b>	<b>\$1,522,603</b>	<b>\$1,531,549</b>	<b>\$1,582,752</b>	<b>\$1,423,312</b>	<b>\$470,440</b>	<b>\$625,187</b>

hist

Source: Town of Paradise; EPS.

[1] Based on historical sales tax receipts as provided by the Town of Paradise.

[2] Allocation of businesses to major category based on EPS evaluation of category description and applicable NAICS code.

**Table A-3**  
**Town of Paradise**  
**Market Analysis**  
**Estimated Taxable and Total Retail Sales by Retail Category**

**Estimated Town of Paradise**  
**Total Retail Sales**

Item	Town of Paradise (2020\$)		
	Taxable Retail Sales	Total Retail Sales Estimate [1] Amount	%
<i>Formula</i>	<i>a</i>	<i>b = a * non-taxable adjustment</i>	<i>c</i>
<b>Total Sales by Retail Category</b>			
Motor Vehicle and Parts Dealers [3]	\$5,744,859	\$5,744,859	6.9%
Home Furnishings and Appliance Stores	\$3,174,044	\$3,174,044	3.8%
Bldg. Matrl. and Garden Equip. and Supplies	\$9,960,948	\$9,960,948	12.0%
Food and Beverage Stores [1]	\$7,593,223	\$25,365,414	30.6%
Gasoline Stations	\$11,523,986	\$11,523,986	13.9%
Clothing and Clothing Accessories Stores	\$102,445	\$102,445	0.1%
General Merchandise Stores [1]	\$1,925,455	\$2,575,785	3.1%
Food Services and Drinking Places	\$5,258,750	\$5,258,750	6.3%
Other Retail [1]	\$4,418,188	\$6,390,490	7.7%
All Other Outlets	\$12,816,754	\$12,816,754	15.5%
<b>Total</b>	<b>\$62,518,652</b>	<b>\$82,913,475</b>	<b>100.0%</b>
<i>tot sales</i>			

Source: California Department of Tax and Fee Administration; Town of Paradise; EPS.

- [1] Taxable retail sales have been adjusted to include non-taxable items to arrive at total retail sales. The percentage adjustments are based on calculations provided in Table A-5. Sales for Food and Beverage Stores, General Merchandise, and the Health and Personal Care Stores portion of the "Other Retail" category given by the CDTFA only include the taxable sales, while a portion of the total sales include non-taxable items. In order to estimate the sales for the non-taxable items this analysis uses the average percent taxable calculated for California as shown below. The State estimates are used, as data for the Market Area was not readily available.

Food and Beverage Stores	30%
General Merchandise	75%
Other Retail (Health and Personal Care Stores)	53%

- [2] Total Town of Paradise retail sales by category provided by the Town of Paradise. Refer to Table A-2 for details.
- [3] Sales estimates for Motor Vehicles and Parts Dealers only includes sales for Auto Parts, Accessories & Tire Stores. The specific sales breakdown of Motor Vehicle and Parts Dealers is not available at the county level. The percentage of Auto Parts, Accessories & Tire Stores for the State of California was applied to the total Motor Vehicles and Parts Dealers County figure.

**Table A-4**  
**Town of Paradise**  
**Market Analysis**  
**Estimated Total Sales per Capita - Town of Paradise (2020\$)**

Item	Formula	Historical Trends										
		2010	2011	2012	2013	2014	2015	2016	2017	2018 (Camp Fire)	2019	2020
Town of Paradise Population	a	26,218	26,273	26,174	26,152	26,165	26,184	26,290	26,424	26,581	4,474	4,608
Estimated Occupied Retail Square Feet		803,319	800,509	819,574	824,576	815,471	828,640	840,522	837,254	849,745	403,620	328,844
Occupied Retail Square Feet per Capita		30.6	30.5	31.3	31.5	31.2	31.6	32.0	31.7	32.0	90.2	71.4
<b>Estimated Total Sales [1]</b>	<b>b</b>											
Motor Vehicle and Parts Dealers [2]		\$7,594,539	\$7,500,150	\$7,635,005	\$7,876,036	\$7,660,690	\$7,737,900	\$7,931,029	\$9,233,127	\$7,865,078	\$6,174,967	\$5,744,859
Home Furnishings and Appliance Stores		\$4,444,228	\$4,612,254	\$4,206,899	\$4,296,242	\$4,533,458	\$5,672,440	\$7,567,076	\$6,894,474	\$5,362,773	\$2,297,900	\$3,174,044
Bldg. Matrl. and Garden Equip. and Supplies		\$17,623,991	\$17,962,716	\$17,685,357	\$16,086,995	\$16,297,888	\$17,123,880	\$16,554,878	\$16,922,428	\$14,289,484	\$5,087,974	\$9,960,948
Food and Beverage Stores		\$79,812,914	\$76,479,775	\$75,806,245	\$75,775,705	\$75,098,397	\$77,561,985	\$77,441,200	\$75,646,873	\$61,990,891	\$17,437,322	\$25,365,414
Gasoline Stations		\$42,234,499	\$47,005,371	\$48,228,686	\$47,441,412	\$45,888,914	\$37,136,083	\$34,189,452	\$36,822,123	\$36,827,979	\$8,945,532	\$11,523,986
Clothing and Clothing Accessories Stores		\$1,230,429	\$1,220,046	\$991,064	\$942,961	\$1,015,030	\$776,191	\$720,921	\$593,059	\$486,268	\$139,142	\$102,445
General Merchandise Stores		\$19,998,014	\$19,896,916	\$20,247,085	\$21,397,324	\$20,973,068	\$19,827,385	\$18,420,102	\$16,002,178	\$11,932,374	\$1,647,000	\$2,575,785
Food Services and Drinking Places		\$25,262,121	\$24,576,221	\$25,142,604	\$25,774,213	\$26,892,415	\$28,457,834	\$28,424,699	\$28,680,081	\$24,602,362	\$2,276,734	\$5,258,750
Other Retail		\$16,401,198	\$16,312,581	\$16,187,189	\$16,058,568	\$15,593,887	\$16,449,089	\$15,857,468	\$15,332,122	\$12,201,840	\$3,535,801	\$6,390,490
All Other Outlets		\$19,548,188	\$20,495,200	\$18,810,569	\$18,716,047	\$20,159,876	\$21,707,447	\$22,516,393	\$22,816,386	\$20,339,846	\$13,316,079	\$12,816,754
<b>Total</b>		<b>\$234,150,121</b>	<b>\$236,061,231</b>	<b>\$234,940,701</b>	<b>\$234,365,503</b>	<b>\$234,113,624</b>	<b>\$232,450,235</b>	<b>\$229,623,220</b>	<b>\$228,942,852</b>	<b>\$195,898,896</b>	<b>\$60,858,450</b>	<b>\$82,913,475</b>
<b>Estimated Total Sales per Capita</b>	<b>c = b / a</b>											
Motor Vehicle and Parts Dealers [2]		\$290	\$285	\$292	\$301	\$293	\$296	\$302	\$349	\$296	\$1,380	\$1,247
Home Furnishings and Appliance Stores		\$170	\$176	\$161	\$164	\$173	\$217	\$288	\$261	\$202	\$514	\$689
Bldg. Matrl. and Garden Equip. and Supplies		\$672	\$684	\$676	\$615	\$623	\$654	\$630	\$640	\$538	\$1,137	\$2,162
Food and Beverage Stores		\$3,044	\$2,911	\$2,896	\$2,898	\$2,870	\$2,962	\$2,946	\$2,863	\$2,332	\$3,897	\$5,505
Gasoline Stations		\$1,611	\$1,789	\$1,843	\$1,814	\$1,754	\$1,418	\$1,300	\$1,394	\$1,386	\$1,999	\$2,501
Clothing and Clothing Accessories Stores		\$47	\$46	\$38	\$36	\$39	\$30	\$27	\$22	\$18	\$31	\$22
General Merchandise Stores		\$763	\$757	\$774	\$818	\$802	\$757	\$701	\$606	\$449	\$368	\$559
Food Services and Drinking Places		\$964	\$935	\$961	\$986	\$1,028	\$1,087	\$1,081	\$1,085	\$926	\$509	\$1,141
Other Retail		\$626	\$621	\$618	\$614	\$596	\$628	\$603	\$580	\$459	\$790	\$1,387
All Other Outlets		\$746	\$780	\$719	\$716	\$770	\$829	\$856	\$863	\$765	\$2,976	\$2,781
<b>Total</b>		<b>\$8,931</b>	<b>\$8,985</b>	<b>\$8,976</b>	<b>\$8,962</b>	<b>\$8,948</b>	<b>\$8,878</b>	<b>\$8,734</b>	<b>\$8,664</b>	<b>\$7,370</b>	<b>\$13,603</b>	<b>\$17,993</b>
		-	1%	(0%)	(0%)	(0%)	(1%)	(2%)	(1%)	(15%)	85%	32%

Source: State of California Department of Finance, Report E-5, Population and Housing Estimates for Cities, Counties, and the State, January 1, 2011-2021, with 2010 Benchmark; Town of Paradise; EPS.

[1] Refer to Table A-2 for sales tax revenues received by the Town. Estimated taxable sales are based on a 1 percent sales tax rate.

[2] Including auto supply and parts retail only.

**Table A-5**  
**Town of Paradise**  
**Market Analysis**  
**Comparison of Taxable and Total Sales (2020\$)**

Item	NAICS Code [1]	US Census 2017 Taxable and Total Retail Sales (\$1,000s) [2]	Adjusted Paradise Retail Sales from Taxable to Total Estimated
		California	Town of Paradise
<b>Food and Beverage Stores</b>	445		
Taxable Sales [3]		\$28,799,044	\$7,593,223
Total Sales [4]		\$96,204,165	\$25,365,414
<b>Percent Taxable [4]</b>		<b>30%</b>	<b>30%</b>
<b>General Merchandise</b>	452		
Taxable Sales [3]		\$54,684,182	\$1,925,455
Total Sales [4]		\$73,153,989	\$2,575,785
<b>Percent Taxable [4]</b>		<b>75%</b>	<b>75%</b>
<b>Health and Personal Care Stores [5]</b>	446		
Taxable Sales [3]		\$13,669,415	\$1,043,196
Total Sales [4]		\$35,424,552	\$1,972,302
<b>Percent Taxable [4]</b>		<b>53%</b>	<b>53%</b>

*tax comp*

Source: California Department of Tax and Fee Administration (CDTFA); U.S. Economic Census; EPS.

[1] NAICS is the North American Industrial Classification System.

[2] Total retail sales for the Town of Paradise is not available from the Economic Census; therefore, the analysis utilizes data from the State of California from the Census.

[3] Taxable retail sales obtained from the CDTFA Taxable Sales in California Report, Calendar Year 2017. Sales figures kept in 2017 dollars for the purpose of establishing a relationship with data from the 2017 Economic Census.

[4] Total retail sales derived from the 2017 Economic Census. Figures kept in 2017 dollars. The percent of taxable goods is used to adjust the taxable retail sales provided by the Town, as shown in Table A-3.

[5] Taxable sales for Health and Personal Care Stores are included as part of the "Other Retail" category. The taxable sales adjustment is applied only to an estimated 24% of Other Retail sales based on the percentage of Health and Personal Care stores sales within the "Other Retail" category for the State.

**Table A-6**  
**Town of Paradise**  
**Market Analysis**  
**U.S. Household Income Spent on Retail (2019\$)**

Household Income Range	Average HH Income	Estimated Total Amount Spent on Retail [1]	% of Total Spent on E-Commerce [2]	Total Est. Amount Spent on E-Commerce	Adjusted Amount Spent at Retail Stores	Adjusted % of HH Income Spent at Retail Stores
<i>Formula</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D = B * C</i>	<i>E = B - D</i>	<i>F = E / A</i>
<b>All Households</b>	\$82,852	\$26,549	8.2%	\$2,177	\$24,372	29%
<b>\$30,000 - \$39,999</b>	\$34,772	\$18,698	5.8%	\$1,080	\$17,618	51%
<b>\$40,000 - \$49,000</b>	\$44,831	\$21,574	6.7%	\$1,438	\$20,136	45%
<b>\$50,000 - \$69,999</b>	\$59,328	\$24,461	7.6%	\$1,848	\$22,613	38%
<b>\$70,000 - \$99,999</b>	\$83,558	\$28,856	8.9%	\$2,572	\$26,284	31%
<b>\$100,000 - \$149,999</b>	\$121,433	\$35,369	10.9%	\$3,864	\$31,505	26%
<b>\$150,000 - \$199,999</b>	\$171,061	\$44,376	13.7%	\$6,082	\$38,294	22%

*hh income*

Source: U.S. Bureau of Labor Statistics, "Table 1203. Income before taxes: Annual expenditure means, shares, standard errors, and coefficients of variation, Consumer Expenditure Survey, 2019"; U.S. Census Bureau Monthly Retail Trade Survey, "Estimated Quarterly U.S. Retail Sales: Total and E-commerce, 2018"; EPS.

- [1] Retail comprises the categories most closely matched with those categorized from sales tax receipts from the Town of Paradise.
- [2] Based on the U.S. Census Bureau Monthly Retail Trade Survey, "Estimated Quarterly U.S. Retail Sales (Not Adjusted): Total and E-commerce, 2018." Similar e-commerce spending data by income level is not available at the State level or lower. Percentages for income spent on e-commerce are adjusted relative to average amount spent on retail for each income category.

**Table A-7**  
**Town of Paradise**  
**Market Analysis**  
**United States Consumer Expenditures (2019\$)**

<b>Retail and Food Services</b>	<b>Total Spending on Retail (in 000's) [1]</b>	<b>% Spent on E-Commerce [2]</b>	<b>Adjusted Spending at Retail Stores (in 000's)</b>	<b>Adj. % of Spending at Retail Stores by Retail Category</b>
Motor Vehicle and Parts Dealers	\$331,663,647	3.0%	\$321,666,585	4.1%
Home Furnishings and Appliance Stores	\$730,988,339	22.3%	\$568,137,201	7.2%
Bldg. Matrl. and Garden Equip. and Supplies	\$379,815,065	3.6%	\$365,992,579	4.6%
Food and Beverage Stores	\$1,881,018,545	0.8%	\$1,865,261,329	23.5%
Gasoline Stations	\$893,706,924	0.0%	\$893,706,924	11.3%
Clothing and Clothing Accessories Stores	\$589,439,773	15.9%	\$495,835,165	6.3%
General Merchandise Stores	\$653,364,932	5.3%	\$618,426,506	7.8%
Food Services and Drinking Places	\$1,355,088,831	0.0%	\$1,355,088,831	17.1%
Other Retail	\$757,969,737	8.1%	\$696,538,422	8.8%
All Other Outlets	\$762,950,918	1.5%	\$751,567,720	9.5%
<b>Total</b>	<b>\$8,336,006,712</b>		<b>\$7,932,221,264</b>	<b>100.0%</b>

*ret spend*

Source: U.S. Bureau of Labor Statistics, "Table 1203. Income before taxes: Annual expenditure means, shares, standard errors, and coefficients of variation, Consumer Expenditure Survey, 2019"; U.S. Retail Trade Sales - Total and E-commerce (2017-2018); Sales for U.S. Electronic Shopping and Mail-Order Houses (NAICS 4541) - Total and E-commerce by Primary Business Activity (2015-2018); EPS.

[1] Data per the Bureau of Labor Statistics, Consumer Expenditure Survey 2019 released September 2020.

[2] Based on the following 2018 U.S. Census reports regarding e-commerce: U.S. Retail Trade Sales - Total and E-commerce; and, Sales for U.S. Electronic Shopping and Mail-Order Houses (NAICS 4541) - Total and E-commerce by Primary Business Activity (2015-2018).



**Table A-8**  
**Town of Paradise**  
**Market Analysis**  
**Total and Taxable Retail Sales per Square Feet (2020\$)**

Item	Sales per Square Foot (Rounded)	
	Original Data [see Note]	Escalated Data (2020\$) [1]
<b>Total Retail Sales per Square Foot</b>		
Motor Vehicle and Parts Dealers [2]	\$250	\$280
Home Furnishings and Appliance Stores	\$500	\$560
Bldg. Matrl. and Garden Equip. and Supplies	\$360	\$400
Food and Beverage Stores [3]	\$370	\$410
Gasoline Stations [4]	\$2,550	\$2,750
Clothing and Clothing Accessories Stores	\$350	\$390
General Merchandise Stores	\$360	\$400
Food Services and Drinking Places	\$490	\$540
Other Retail	\$210	\$230
All Other Outlets	\$210	\$230
<b>Total</b>		

*biz miner*

Note: Original data is based on an average of multiple sources and is presented in 2016\$ unless noted otherwise in footnotes.

Source: BizMiner 2016; State of California Board of Equalization (BOE) Publication 61; U.S. Economic Census; Bureau of Labor Statistics, "CPI-All Urban Consumers (Current Series) - West Urban"; EPS.

- [1] Sales adjusted to year-end 2020 based on the Consumer Price Index, All items in West urban, all urban consumers, not seasonally adjusted:

<u>Year</u>	<u>CPI</u>	<u>Adjustment to 2020\$</u>
2016	247.71	11.0%
2017	254.74	8.0%
2018	263.26	4.5%
2020	275.06	-

- [2] Reflects motor vehicle parts only; excludes taxable sales per square foot for dealerships.
- [3] Sales per square foot for Food and Beverage stores estimated based on the averages from BizMiner, RetailSales, eMarketer, and annual 10-K reports, escalated to 2020\$.
- [4] Estimated using the 2017 U.S. Economic Census total sales per establishment and an average of 2,200 square feet per establishment for gas stations, escalated to 2020\$.

**Table A-9**  
**Town of Paradise**  
**Market Analysis**  
**Consumer Expenditure Patterns by Income Bracket Summary (2019\$)**

Item	All Consumer Units	Income Bracket								
		<\$15K	\$15K- \$30K	\$30K- \$40K	\$40K- \$50K	\$50K- \$70K	\$70K- \$100K	\$100K- \$150K	\$150K- \$200K	>200K
Consumer Units in Survey (in thousands)	<b>132,242</b>	15,848	19,856	12,991	11,208	17,470	19,119	18,225	8,266	9,260
Percent of Total	<b>100%</b>	12%	15%	10%	8%	13%	14%	14%	6%	7%
Annual Income before Taxes	<b>\$82,852</b>	\$7,574	\$22,189	\$34,772	\$44,831	\$59,328	\$83,558	\$121,433	\$171,061	\$343,498
Annual Income after Taxes	<b>\$71,487</b>	\$7,743	\$22,672	\$34,981	\$42,723	\$55,500	\$75,811	\$106,439	\$144,046	\$258,975
Avg. Annual Expenditures	<b>\$63,036</b>	\$26,194	\$34,201	\$40,942	\$47,299	\$54,212	\$66,801	\$84,994	\$109,020	\$160,318
Expenditures as a Percent of Pretax Income	<b>76%</b>	346%	154%	118%	106%	91%	80%	70%	64%	47%
<b>Taxable Expenditures [1]</b>	<b>\$19,510</b>	<b>\$8,155</b>	<b>\$10,748</b>	<b>\$13,087</b>	<b>\$15,301</b>	<b>\$17,987</b>	<b>\$21,328</b>	<b>\$26,374</b>	<b>\$33,567</b>	<b>\$43,497</b>
Percent of Total Expenditures	<b>31%</b>	31%	31%	32%	32%	33%	32%	31%	31%	27%
<b>Taxable Expenditures as a Percent of Pretax Income</b>	<b>24%</b>	<b>108%</b>	<b>48%</b>	<b>38%</b>	<b>34%</b>	<b>30%</b>	<b>26%</b>	<b>22%</b>	<b>20%</b>	<b>13%</b>

bracket

Source: Bureau of Labor Statistics, Consumer Expenditure Survey 2019, data released September 2020; EPS.

[1] Taxable expenditures includes 100% of BLS reported average annual expenditures in Food away from home; Alcoholic beverages; Other household expenses; Housekeeping supplies; Household furnishings and equipment; Apparel and Services for Men and boys, Women and girls, Children under 2 and Footwear; Vehicle purchases; Gasoline and motor oil; Medical supplies; Audio & visual equipment & services; Pets, toys, and playground equipment; Reading; Tobacco products and smoking supplies; Miscellaneous; and 50% and 25% of average annual expenditures in Drugs and Personal care products/services, respectively.

**Table A-10**  
**Town of Paradise**  
**Market Analysis**  
**Consumer Expenditure Patterns by Income Bracket (2019\$)**

Taxable Expenditures	Retail Category	Total Surveyed	Income Bracket								
			<\$15K	\$15K-\$30K	\$30K-\$40K	\$40K-\$50K	\$50K-\$70K	\$70K-\$100K	\$100K-\$150K	\$150K-\$200K	>200K
Expenditure Category											
Food away from home	FA	\$3,526	\$1,389	\$1,806	\$2,155	\$2,865	\$3,051	\$3,689	\$4,725	\$5,847	\$9,148
Alcoholic beverages	FA/FH	\$579	\$184	\$229	\$372	\$410	\$427	\$616	\$872	\$1,042	\$1,618
Other household expenses	BM	\$1,081	\$476	\$687	\$772	\$859	\$915	\$1,109	\$1,301	\$1,672	\$2,959
Housekeeping supplies	GM	\$766	\$410	\$507	\$568	\$687	\$697	\$794	\$982	\$1,283	\$1,381
Household furnishings and equipment	HF	\$2,098	\$764	\$1,090	\$1,224	\$1,447	\$1,761	\$2,173	\$2,858	\$3,732	\$5,899
Apparel and Services [1]	CA	\$1,646	\$769	\$783	\$1,045	\$1,267	\$1,420	\$1,680	\$2,284	\$2,959	\$3,971
Vehicle purchases	MV	\$4,394	\$1,607	\$2,091	\$2,728	\$3,088	\$4,379	\$5,176	\$6,191	\$8,761	\$8,996
Gasoline and motor oil	GS	\$2,094	\$970	\$1,170	\$1,699	\$1,864	\$2,153	\$2,496	\$2,927	\$3,181	\$3,283
Medical supplies	OR	\$194	\$70	\$196	\$140	\$176	\$146	\$228	\$224	\$252	\$397
Audio & visual equipment & services	OO	\$1,000	\$534	\$725	\$815	\$821	\$954	\$1,061	\$1,371	\$1,421	\$1,701
Pets, toys, and playground equipment	OR	\$821	\$285	\$481	\$563	\$564	\$754	\$948	\$1,210	\$1,557	\$1,473
Reading	OR	\$92	\$53	\$78	\$54	\$96	\$77	\$94	\$118	\$117	\$181
Tobacco products and smoking supplies	OR	\$320	\$291	\$308	\$338	\$344	\$376	\$409	\$320	\$201	\$155
Miscellaneous	GM	\$899	\$353	\$597	\$614	\$813	\$877	\$855	\$991	\$1,542	\$2,335
Drugs	OR	\$486	\$273	\$372	\$516	\$444	\$473	\$505	\$557	\$706	\$725
Personal care products/services	OO	\$786	\$340	\$428	\$584	\$647	\$718	\$841	\$1,052	\$1,234	\$1,796
Food at home	FH	\$4,643	\$2,528	\$3,185	\$3,636	\$4,329	\$4,318	\$4,983	\$5,908	\$6,917	\$7,954
Other Apparel Products & Services	OO	\$237	\$93	\$129	\$148	\$133	\$166	\$219	\$281	\$478	\$835
Vehicle maintenance & repairs	MV	\$887	\$382	\$553	\$727	\$720	\$799	\$980	\$1,197	\$1,474	\$1,714
Total Retail expenditures		\$26,549	\$11,771	\$15,415	\$18,698	\$21,574	\$24,461	\$28,856	\$35,369	\$44,376	\$56,521
Expenditures as a Percent of Pretax Income		36%	150%	69%	54%	48%	41%	34%	29%	26%	18%
Total Retail Expenditures Excluding Vehicle Purchases		\$22,155	\$10,164	\$13,324	\$15,970	\$18,486	\$20,082	\$23,680	\$29,178	\$35,615	\$47,525

income

Source: Bureau of Labor Statistics, Consumer Expenditure Survey 2019, data released September 2020; EPS.

[1] Excludes "other apparel products & services".

**Table A-11**  
**Town of Paradise**  
**Market Analysis**  
**Consumer Expenditure Patterns by Retail Category (2019\$)**

<b>Item</b>	<b>Consumer Expenditure Pattern by %</b>	<b>Total Expenditures by Retail Category</b>
	<i>Table A-10</i>	<i>Table A-9</i>
<b>Retail Category</b>		
Motor Vehicle Parts Dealers	4.0%	\$331,663,647
Home Furnishings and Appliance Stores	8.8%	\$730,988,339
Bldg. Matrl. and Garden Equip. and Supplies	4.6%	\$379,815,065
Food and Beverage Stores	22.6%	\$1,881,018,545
Gasoline Stations	10.7%	\$893,706,924
Clothing and Clothing Accessories Stores	7.1%	\$589,439,773
General Merchandise Stores	7.8%	\$653,364,932
Food Services and Drinking Places	16.3%	\$1,355,088,831
Other Retail	9.1%	\$757,969,737
All Other Outlets	9.2%	\$762,950,918
<b>Total</b>	<b>100.0%</b>	<b>\$8,336,006,712</b>

*pattern*

Source: EPS.

[1] Total expenditures are consumer units multiplied by average annual expenditures in Table A-9.

**Table A-12**  
**Town of Paradise**  
**Market Analysis**  
**Commercial Real Estate Trends: Retail - Town of Paradise and Butte County**

**Retail Trends**

Item [1]	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Difference (2010-2020)	Average Annual % Change (2010-2020)
<b>Inventory (Sq. Ft.)</b>													
Town of Paradise	851,065	851,065	851,065	860,486	869,488	869,488	869,488	869,488	551,860	551,860	551,795	(299,270)	(4.2%)
Butte County	10,512,108	10,519,432	10,539,548	10,549,339	10,589,854	10,614,493	10,772,550	10,782,980	10,519,160	10,527,960	10,453,102	(59,006)	(0.1%)
<b>Inventory (Buildings)</b>													
Town of Paradise	121	121	121	122	123	123	123	123	59	59	59	(62)	(6.9%)
Butte County	1,046	1,047	1,049	1,050	1,055	1,058	1,060	1,060	1,000	1,002	1,039	(7)	(0.1%)
<b>Vacancy Rate (Percent)</b>													
Town of Paradise	5.6%	5.9%	3.7%	4.2%	6.2%	4.7%	3.3%	3.7%	2.3%	26.9%	40.4%	34.8%	21.8%
Butte County	6.9%	7.7%	6.2%	6.7%	6.0%	5.3%	3.9%	5.8%	2.7%	5.5%	5.4%	(1.5%)	(2.4%)
<b>Vacant Space (Sq. Ft.)</b>													
Town of Paradise	47,746	50,556	31,491	35,910	54,017	40,848	28,966	32,234	12,531	148,240	222,951	175,205	16.7%
Butte County	725,560	809,609	657,924	711,822	637,720	566,486	420,659	621,724	288,710	581,273	563,987	(161,573)	(2.5%)
<b>Net Absorption (Annual) [2]</b>													
Town of Paradise	(20,839)	(2,810)	19,065	4,607	(9,105)	13,169	11,882	(293,383)	(7,810)	(164,464)	19,494	--	--
Butte County	102	(76,725)	171,801	(44,502)	114,617	95,873	293,829	(190,635)	16,946	(283,763)	3,678	--	--
<b>Net Absorption (Cumulative) [2]</b>													
Town of Paradise	(20,839)	(23,649)	(4,584)	23	(9,082)	4,087	15,969	(277,414)	(285,224)	(449,688)	(430,194)	--	--
Butte County	102	(76,623)	95,178	50,676	165,293	261,166	554,995	364,360	381,306	97,543	101,221	--	--
<b>Lease Rate NNN/Sq. Ft./Year</b>													
Town of Paradise	\$0.00	\$0.75	\$0.75	\$0.75	\$1.32	\$1.32	\$1.25	\$0.00	\$0.65	\$0.81	\$0.79	--	--
Butte County	\$1.51	\$1.50	\$1.44	\$1.44	\$1.14	\$1.16	\$1.15	\$1.15	\$1.38	\$1.04	\$0.95	(\$0.56)	(4.5%)

retail trends

Source: CoStar data retrieved June 2021; EPS.

[1] Unless otherwise noted, data reflects Q4 of each year.

[2] Net absorption is for the entire calendar year.

**Table A-13**  
**Town of Paradise**  
**Market Analysis**  
**Downtown Paradise Land Use by Type**

Item	Downtown Paradise			Estimated Net Building Sq. Ft. [1]
	Parcels			
	Acreage	Gross Sq. Ft.	% of Total	
<b>Building Assumptions [1]</b>				
Net-to-Gross				85%
Floor-Area-Ratio				30%
<b>LAND USE</b>				
<b>Residential</b>				
Single-Family	19.6	851,742	26.6%	217,194
Multifamily	2.0	85,665	2.7%	21,845
<b>Total Residential</b>	<b>21.5</b>	<b>937,407</b>	<b>29.3%</b>	<b>239,039</b>
<b>Nonresidential</b>				
Retail	7.2	314,071	9.8%	80,088
Commercial	16.3	711,406	22.2%	181,409
Office	4.6	200,946	6.3%	51,241
Industrial	0.7	29,938	0.9%	7,634
Hotel	1.5	66,389	2.1%	16,929
<b>Subtotal Nonresidential</b>	<b>30.4</b>	<b>1,322,750</b>	<b>41.4%</b>	<b>337,301</b>
<b>Other</b>				
Utilities	1.2	53,404	1.7%	13,618
Misc.	4.6	200,850	6.3%	51,217
Not listed	9.1	397,834	12.4%	101,448
<b>Subtotal Other</b>	<b>15.0</b>	<b>652,088</b>	<b>20.4%</b>	<b>166,282</b>
<b>Vacant</b>	<b>6.6</b>	<b>285,853</b>	<b>8.9%</b>	<b>72,893</b>
<b>TOTAL DOWNTOWN</b>	<b>73.4</b>	<b>3,198,098</b>	<b>100.0%</b>	<b>815,515</b>

Source: EPS.

[1] Estimated net building square footage is calculated by applying an industry standard net-to-gross deduction of 15% to allow for right-of-way land uses to the gross parcel square footage and a floor-area-ratio of 0.3 for downtown uses.

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**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 8,2022**

**Agenda Item: 6(e)**

**ORIGINATED BY:** Garrett Sjolund, Fire Chief  
**REVIEWED BY:** Kevin Phillips, Town Manager  
**SUBJECT:** Fuel Reduction & Land Clearing Burn Permits

**LONG TERM** No  
**RECOVERY PLAN:**

**COUNCIL ACTION REQUESTED:**

1. Consider directing staff to make changes to the Fuel Reduction and Land Clearing Burn Permits; or
2. Make no change to current burn permit(s).

**Background:**

The Council has received public comment and presentations at recent council meetings regarding broadcast burning and the allowance of overnight burning to reduce vegetation growth and the removal of dead or dying vegetation.

**Analysis:**

The Fuel Reduction Permit allows for a pile larger than 6ft x 6ft on 2/3 of an acre or larger to be burned after a site inspection. Burn hours are 8:45 am until dusk. An addition to this permit would be the allowance of broadcast burning after an inspection.

The Land Clearing Permit allows for the burning of vegetative material for commercial or residential development of a property after an inspection. Burn hours are 8:45 am until dusk. A change to this permit would be the allowance of 24 hour burning.

**Financial Impact:**

Potential increase to the number of field inspections by Fire Inspector staff and/or the Fire Department.

Potential increase to Fire Department responses to overnight burning operations.





## TOWN OF PARADISE Fuel Reduction Permit

**ALL BURNING SUSPENDED  
DURING RED FLAG CONDITIONS**

**Permit must be on site when burning**

**Effective 2021-June 30, 2022 Burn Season**

Upon issuance, this permit is valid for the following address *only*: \_\_\_\_\_

Site Address

Print Name

24-hour Contact Telephone/Cell

Mailing Address (if different than site address)

E-mail Address

### **Inspection:**

**A site inspection is required prior to burning. Once approved, the permit is issued on location and becomes valid at that time.**

### **Prior to inspection:**

- ☐ Be familiar with the requirements outlined within this permit.
- ☐ Allow 14 days for drying fresh cut, green materials.
- ☐ Have burn pile(s) in place with required clearances.
- ☐ Have appropriate extinguishing materials in place.

### **What can be burned:**

Vegetative or wood waste from trees, vines, or bushes on parcels two-thirds (2/3) an acre or larger, as produced on the property for which this permit is issued.

Butte County Air Quality Management District determines burn days. Call (530)332-9407 or Toll Free (855)332-9407

For daily burn day status. Press option 2 to listen to specific information for Paradise.

I understand that the Town of Paradise may revoke the permit and/or fine permit applicant at any time due to unsafe burning practices or violations of the permit, and that I, as the applicant am liable for fire suppression costs incurred by a fire caused by negligence or violation of law.

I certify that I own, rent, or otherwise legally control the land at the address noted herein, or that I am authorized by the person(s) in such control of the said land to burn there. **I agree to comply with all fire laws, ordinances, and terms of this permit and understand that failure to do so may result in a fine and/or revocation of permit.** I attest that all information given on this permit is accurate.

**By signing this, I have read, agree to, and understand all terms and conditions on *both sides* of this permit.**

Applicant Signature

Date

Compliance with Code Requirements: ☐ Yes ☐ No

Special Remarks/Requirements:

Inspected by:

(Print)

(Sign)

(Date)

**Permit sale is final – NO refunds**

## IMPORTANT CONDITIONS OF USE

### What cannot be burned:

**Any** non-vegetative waste products including, but not limited to: Garbage, paper products, demolition or construction materials or debris, petroleum waste, tires, plastics, cloth, et cetera.

### Allowable burning with permit:

- Burn pile(s) must be more than 50' from any structure and adequate provision must be made to prevent the fire from spreading to within 50' of any structure.
- Area within 10' of piles must be maintained free and clear of all flammable material and vegetation.
- Burn pile must be attended at all times by a responsible person until fire is completely extinguished each day.
- Do not burn unless weather conditions (particularly wind) are considered safe. **NO BURNING ON RED FLAG DAYS**
- An active water hose or other approved fire extinguishing equipment that can readily put out the fire, reaching all parts of the burn site, must be present at all times during burning.
- One pile only (unless otherwise noted).
- Effective Jan 1, 2004, burn barrels are no longer permitted in the State of California.

### When burning is allowed:

- With a valid permit. A site inspection is required prior to burning. Once approved, the permit is issued on location.
- Burning allowed on an annual basis, July 1<sup>st</sup> through June 30<sup>th</sup> and may be suspended, restricted or prohibited as determined by the Fire Chief.
- Burn days are determined by Butte County Air Quality Management District.  
Call **(530)332-9407 or Toll Free (855)332-9407** for *daily* status. Current information is available after 8:45am.
- Burn hours are 8:45 a.m. to dusk. Your pile must be completely extinguished before any pile is left unattended.

Please note, if requirements are not met at the time of the inspection, an additional inspection fee of \$38.08 may be assessed for each additional inspection required.

**IN AN EMERGENCY CALL 9-1-1**

**ALL BURNING IS SUSPENDED DURING RED FLAG CONDITIONS**



## TOWN OF PARADISE

ALL BURNING SUSPENDED  
DURING RED FLAG CONDITIONS

### Land Clearing Permit to Burn

Permit must be on site when burning

Effective \_\_\_\_\_ until dusk on \_\_\_\_\_

The Land Clearing Permit to Burn is issued by the Town of Paradise to clear wood waste from trees, vines or bushes generated from a property being cleared for commercial or residential development. Commercial land clearing for the development of five (5) acres or more requires an additional permit from Butte County Air Quality Management District (BCAQMD).

#### Prior to inspection:

- ☐ If required, obtain a permit from BCAQMD and submit a copy with this application.
- ☐ Complete and sign this permit application and submit it with payment of \$85.96 (cash or check made payable to the Town of Paradise) to Paradise Fire & Rescue at 767 Birch Street. Regular office hours are Monday through Friday from 9:00am-1:00pm.
- ☐ Provide 24-hour contact information for the individual doing the burning to confirm an appointment time to meet at the burn site. 48-hour notice is required.
- ☐ Establish a burn site at least 50 feet from any structure and have adequate provision made to prevent fire from spreading within 50 feet of structure(s).
- ☐ Establish a minimum 10 foot clearance around the pile to mineral soil. A greater distance may be required based on the size of the pile.
- ☐ Have a water supply which will reach the outer circle of fire and is capable of extinguishment. This, or other approved fire extinguishing equipment (backhoe, water tenders, bulldozer), must be on site **at all times** during burning.
- ☐ Please note, if requirements are not met at the time of the inspection, an additional inspection fee may be assessed for each additional inspection required.

Upon issuance, this permit is valid for the following parcel *only*: \_\_\_\_\_

_____ Name	_____ 24-hour Contact Number of Person Doing the Burning
_____ Mailing Address (if different than site address)	_____ E-mail Address

I certify that I own, or otherwise legally control the land at the address noted herein, or that I am authorized by the person(s) in such control of the said land to burn there. **I agree to comply with all fire laws, ordinances, and terms of this permit and understand that failure to do so may result in a fine or revocation of permit.** I attest that all information given on this permit is accurate.

**By signing this, I verify that I have read, agree to, and understand all of terms and the Conditions of Use on both pages of this permit; I agree to and understand all terms and conditions herein.**

_____ Applicant Signature	_____ Date
------------------------------	---------------

Inspector Comments/Requirements: \_\_\_\_\_

Inspected by:

_____ (Print)	_____ (Sign)	_____ (Date)
------------------	-----------------	-----------------

## CONDITIONS OF USE

**What can be burned:** Only natural growth from the project site that has been dried at least fourteen (14) days. Materials from other locations may not be hauled to the burn site.

**What cannot be burned:** *Any* non-vegetative waste products including, but not limited to: demolition and construction materials/debris, garbage, paper products, petroleum waste, tires, plastics, cloth, et cetera.

### **Prior to burning:**

- ☐ A permit must be issued from Paradise Fire & Rescue. This permit is not valid until the site inspection is complete and the permit is signed by applicant and fire staff.
- ☐ Call BCAQMD (332-9407) **each day** you plan to burn in accordance with your permit, to determine that it is an allowable burn day. If conditions do not warrant sufficient burn time within the dates of the permit, please contact Paradise Fire & Rescue (872-6264) to inquire about an extension.
- ☐ Call Paradise Dispatch **each day** (872-6270) at least one hour before burning and notify them of your intent. Do not burn unless weather conditions (particularly wind) are considered safe.

### **When burning:**

- ☐ The burn pile(s) must be **attended by a responsible adult at all times**.
- ☐ Have a water supply or other approved fire extinguishing equipment on site **at all times** (see above).
- ☐ Manage your burn as to allow all materials on the burn pile to be consumed and the **fire has burned down by dusk**. Your pile(s) must be completely extinguished before any pile is left unattended.

### **Other cautions:**

- ☐ The Town of Paradise, or their authorized representatives, may revoke the permit and/or fine permit applicant due to unsafe burning practices or violation of the Conditions of Use as outlined herein.
- ☐ The applicant is liable for fire suppression costs incurred by a fire caused by negligence or violation of law.
- ☐ If the permit expires prior to all vegetation being burned, the unburned materials must be disposed of by other means. The cut vegetative material cannot remain at the burn site through fire season or in any way increase the fire risk to the Town of Paradise.
- ☐ There is **no burning during Red Flag Conditions** – No exceptions.
- ☐ This permit is not transferable.

Access the Fire Dept site using your Smartphone



**IN AN EMERGENCY CALL 9-1-1**

.....  
For Office Use Only

\$85.96

Amount

Cash / Check No:

Payment Method

[ ] Notice to Dispatch

Received by \_\_\_\_\_

\_\_\_\_\_ Date



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 8, 2022**

**Agenda Item: 6(f)**

**ORIGINATED BY:** Garrett Sjolund, Fire Chief  
**REVIEWED BY:** Kevin Phillips, Town Manager  
**SUBJECT:** California Department of Forestry and Fire Protection (CAL FIRE) Cooperative Fire Programs  
Fire Protection Reimbursement Agreement – Amendment

**LONG TERM RECOVERY PLAN:** No

**COUNCIL ACTION REQUESTED:**

Consider adopting Resolution No. \_\_\_\_ “A Resolution of the Town Council of the Town of Paradise Approving the Agreement Amendment of California Department of Forestry and Fire Protection (CAL FIRE) for services from July 1, 2021 through June 30, 2025 for a maximum amount not to exceed \$18,620,847 OR direct staff to negotiate an alternative agreement with CAL FIRE with a reduced level of service and reduced costs.

**Background:**

On March 9, 2021 the Town Council of the Town of Paradise approved the California Department of Forestry and Fire Protection (CAL FIRE) contract for services from July 1, 2021 through June 30, 2025 for a maximum amount not to exceed \$17,082,951.

The Town of Paradise FY 22/23 through FY 24/25 budget will need to increase in order to maintain service levels provided within the Fire Department. The following factors have contributed to a \$1,537,896 increase.

In FY 21/22, the Department experienced an increase of 7.62% in employee salaries associated with the current MOU with CALFIRE Firefighters.

In addition, the retirement rate within an employee's benefit rate increased 20.41%. California's Budget Act of 2019 provided for a \$2.5 billion supplement pension payment with the goal of achieving immediate savings to the State's general fund. As a result, state employer CalPERS contribution rates were supplanted (temporarily lowered) in fiscal years 20/21 and 21/22. The Town of Paradise saw a reduction in the Fire Department's cost for those fiscal years due to the rate reduction. The benefits of the supplanting pension payments drop off in 2022-23, resulting in an increase to the actuarially determined rates across all state plans.

These Increases to CALFIRE employee's salaries and benefits have created a \$1,537,896 shortfall in FY 22/23 through 24/25.

The contract is billed based on actual costs to provide services. It potentially has some savings built in as the maximum contract assumes that everyone is paid at the top step of the salary range. The following shows the contracted amount versus what was paid (actual) from FY17/18 through FY20/21.

	Contract	Actual	Savings
2017/18	\$3,764,406	\$3,450,532	\$313,874
2018/19**	\$3,874,279	\$2,945,047	\$929,232
2019/20	\$3,988,633	\$3,578,765	\$409,868
2020/21***	\$4,568,472	\$3,587,715	\$980,757

\*\* Due to station closure after Camp Fire, then re-staffed

\*\*\*Increase due to FEMA SAFER Grant March-June

### Analysis:

The fire protection amended agreement is from July 1, 2021 through June 30, 2025. The agreement proposes funding for the same number of personnel and the same level of service.

### Financial Impact:

The four-year contract is not to exceed \$18,620,847. However, there is a potential reimbursement savings from the FEMA SAFER Grant the first two years, which would lower the contract costs.

	Contract	Potential Savings
2021/22	\$4,307,949	12 mo FEMA Grant - \$549,976
2022/23	\$4,937,037	8 mo FEMA Grant - \$366.633
2023/24	\$4,642,406	
2024/25	\$4,733,455	
Total	\$18,620,847	

This contract would be funded out of the General Fund with Measure V funding \$250,000 yearly.

**COOPERATIVE FIRE PROGRAMS  
FIRE PROTECTION REIMBURSEMENT AGREEMENT AMENDMENT**

LG-1A REV. 11/2020

AGREEMENT  
NUMBER

AMENDMENT  
NUMBER

☐ CHECK HERE IF ADDITIONAL PAGES ARE ATTACHED

Pages

**2CA05233**

**1**

1. This Agreement is entered into between the State Agency and the Local Agency named below:

STATE AGENCY'S NAME

California Department of Forestry and Fire Protection – (CAL FIRE)

LOCAL AGENCY'S NAME

Town of Paradise

2. The term of this Agreement is: July 1, 2021 through June 30, 2025

3. The maximum amount of this Agreement is: \$ 18,620,847.00  
Eighteen million, six hundred twenty thousand, eight hundred forty seven dollars and no cents

4. The parties agree to comply with the terms and conditions of the following exhibits which are by this reference made a part of the Agreement.

This amendment increases funding to an existing contract for years 22/23 through 24/25. This increase is due to benefit rate increases and MOU salary adjustments. The original contract was for \$17,082,951.00 this amendment increases the 4-year contract by \$1,537,896.00 to a total of \$18,620,847.00. Fiscal year 21/22 includes a grant for (4) positions that will be reimbursed through February 2023.

All other terms and conditions shall remain the same.

IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

**LOCAL AGENCY**

LOCAL AGENCY'S NAME  
Town of Paradise

BY (Authorized Signature)



DATE SIGNED(Do not type)

PRINTED NAME AND TITLE OF PERSON SIGNING  
Kevin Phillips, Town Manager

ADDRESS  
5555 Skyway, Paradise, CA 95969

**STATE OF CALIFORNIA**

AGENCY NAME  
California Department of Forestry and Fire Protection

BY (Authorized Signature)



DATE SIGNED(Do not type)

PRINTED NAME AND TITLE OF PERSON SIGNING  
Chris Anthony, Assistant Deputy Director, Cooperative Fire Protection, Training & Safety

ADDRESS P.O. Box 944246, Sacramento, CA 94244-2460

*California Department of General  
Services Use Only*



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 8, 2022**

**Agenda Item: 6(g)**

**ORIGINATED BY:** Eric Reinbold, Chief of Police  
Scott Huber, Town Attorney  
**REVIEWED BY:** Kevin Phillips, Town Manager  
**SUBJECT:** Consider Introducing an Ordinance Adding Section 9.70 to the Paradise Municipal Code Relating to Military Equipment Use

**LONG TERM RECOVERY PLAN:** No

**COUNCIL ACTION REQUESTED:**

Upon conclusion of public discussion of the proposed ordinance regarding the use of military equipment, consider adopting either the recommended action or an alternative action:

1. Consider waiving the first reading of the Town of Paradise Ordinance No. \_\_\_\_\_ and read by title only; and, 2. Introduce Town of Paradise Ordinance No. \_\_\_\_\_ "An Ordinance Adding Section 9.70 to the Paradise Municipal Code Relating to Military Equipment Use"; or, 3. Provide alternative action (ROLL CALL VOTE)

**Background:**

Assembly Bill 481 (AB 481 or the Bill), codified at Government Code sections 7070 through 7075 requires a law enforcement agency (LEA) to obtain approval from its governing body, via adoption of a "military equipment" use policy (the Policy) by Ordinance prior to the LEA funding, acquiring, or using military equipment. Staff has prepared the attached Ordinance and Policy for consideration by Council.

**Analysis:**

Items deemed to be "military equipment" by AB 481 are used as a component of overall best practices for LEAs throughout the country. These tools have been tested in the field, and are used by LEAs to enhance citizen safety, officer safety. Loss of these items would jeopardize the welfare of citizens and peace officers within the Town of Paradise Police Department (PPD).

The term "military equipment", as used in AB 481, in fact does not necessarily indicate equipment that has been used by the military. Pursuant to AB 481, items deemed to be "military equipment" include, but are not limited to, unmanned aerial or ground vehicles, armored vehicles, command and control vehicles, pepper balls, less lethal shotguns, less lethal 40mm projectile launchers, long range acoustic devices, and flashbangs.

PPD is committed to using the most up to date tools and equipment to safeguard the citizens of the Town of Paradise. Some of the items deemed to be "military equipment" by AB 481 are utilized



by PPD, and LEA's across the country, in order to specifically reduce risk to community members. These items provide peace officers with the ability to safely resolve volatile situations which otherwise might rise to the level of a lethal force encounter. The items listed in the Military Equipment Use Policy, also provide PPD's peace officers with vital tools that facilitate compliance with its stringent use of force policy.

Following a review of the items listed in AB 481 and comparing that to the inventory of equipment in use by PPD, it has been determined that PPD uses some, but certainly not all, of the allowed military equipment which can be used by LEAs.

**Financial Impact:**

Pepper-Ball Launcher: A device that discharges irritant projectiles:

- (a) Pepper-Ball FTS CARBINE, cost: \$700, quantity 1. The Full Tactical Carbine (FTS) is a compressed-air powered launcher designed to fire non-lethal Pepper-Ball projectiles.
- (b) Pepper-Ball LIVE PROJECTILE, cost: \$2 per projectile, quantity 90. The basic Pepper-Ball projectile contains 2% PAVA pepper powder, and is designed for direct impact and area saturation, especially in confined, interior spaces. Discharged from a Pepper-Ball Launcher, the projectile has a velocity of 280-350 FPS. The projectile has a direct impact of 60ft and an area of saturation of 150+ft. The projectile contains 0.5% PAVA Powder.
- (c) Pepper-Ball LIVE-X PROJECTILE, cost: \$3 per projectile, quantity 90. The LiveProjectile contains a concentrated amount of PAVA pepper powder. One round of LIVE-X contains the equivalent to 10 Pepper-Ball rounds. Discharged from a Pepper-Ball Launcher, the projectile has a velocity of 280-350 FPS. The projectile has a direct impact of 60ft and an area of saturation of 150+ft. The projectile contains 5% PAVA Powder.

Total fiscal impact of \$1,150 to be taken from the Firearms Budget which currently hold enough funds to cover this cost.

**Attachments:**

Proposed Ordinance  
Military Equipment Use Policy

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

**AN ORDINANCE ADDING SECTION 9.70 TO THE PARADISE MUNICIPAL CODE  
RELATING TO MILITARY EQUIPMENT USE**

**SECTION 1.** Findings. The Town Council of the Town of Paradise finds:

- A. On September 30, 2021, the Governor of the State of California signed into law Assembly Bill 481, relating to the use of military equipment by law enforcement agencies.
- B. Assembly Bill 481, codified at California Government Code sections 7070 through 7075, requires law enforcement agencies to obtain approval of the applicable governing body, by an ordinance adopting a “military equipment” use policy, at a regular meeting held pursuant to open meeting laws, prior to taking certain actions relating to the funding, acquisition, or use of military equipment. The term “military equipment” is defined in California Government Code section 7070.
- C. Assembly Bill 481 allows the governing body of a Town to approve the funding, acquisition, or use of military equipment within its jurisdiction only if it makes specified determinations.
- D. The proposed military equipment use policy enacted by this Ordinance will be maintained by the Paradise Police Department.
- E. The proposed military equipment use policy enacted by this Ordinance will be published prior to enactment, and will be reviewed annually by the Town Council.
- F. The proposed military equipment use policy enacted by this Ordinance meets the requirements of California Government Code section 7070, subdivision (d).

**SECTION 2.** Chapter 9.70 of the Paradise Municipal Code is added to read as follows:

Chapter 9.70  
“MILITARY EQUIPMENT” USE ORDINANCE

Sections:

- 9.70.010 Name of Ordinance
- 9.70.020 Definitions
- 9.70.030 Military Equipment Use Policy Requirement
- 9.70.040 Use In Exigent Circumstances
- 9.70.050 Reports on the Use of Controlled Equipment
- 9.70.060 Enforcement
- 9.70.070 Whistleblower Protections
- 9.70.080 Severability

9.70.010 Name of Ordinance

A. This Ordinance shall be known as the Military Equipment Use Ordinance.

#### 9.70.020 Definitions

A. "Military Equipment" includes all of the following (pursuant to California Government Code §7070):

1. Unmanned, remotely piloted, powered aerial or ground vehicles.
2. Mine-resistant ambush-protected (MRAP) vehicles or armored personnel carriers. However, police versions of standard consumer vehicles are specifically excluded from this subdivision.
3. High mobility multipurpose wheeled vehicles (HMMWV), commonly referred to as Humvees, two and one-half-ton trucks, five-ton trucks, or wheeled vehicles that have a breaching or entry apparatus attached. However, unarmored all-terrain vehicles (ATVs) and motorized dirt bikes are specifically excluded from this subdivision.
4. Tracked armored vehicles that provide ballistic protection to their occupants and utilize a tracked system instead of wheels for forward motion.
5. Command and control vehicles that are either built or modified to facilitate the operational control and direction of public safety units.
6. Weaponized aircraft, vessels, or vehicles of any kind.
7. Battering rams, slugs, and breaching apparatuses that are explosive in nature. However, items designed to remove a lock, such as bolt cutters, or a handheld ram designed to be operated by one person, are specifically excluded from this subdivision.
8. Firearms of .50 caliber or greater. However, standard issue shotguns are specifically excluded from this subdivision.
9. Ammunition of .50 caliber or greater. However, standard issue shotgun ammunition is specifically excluded from this subdivision.
10. Specialized firearms and ammunition of less than .50 caliber, including assault weapons as defined in Sections 30510 and 30515 of the Penal Code, with the exception of standard issue service weapons and ammunition of less than .50 caliber that are issued to officers, agents, or employees of a law enforcement agency or a state agency.
11. Any firearm or firearm accessory that is designed to launch explosive projectiles.
12. "Flashbang" grenades and explosive breaching tools, "tear gas," and "pepper balls," excluding standard, service-issued handheld pepper spray.
13. Taser Shockwave, microwave weapons, water cannons, and the Long Range Acoustic Device (LRAD).
14. The following projectile launch platforms and their associated munitions: 40mm projectile launchers, "bean bag," rubber bullet, and specialty impact munition (SIM) weapons.

15. Any other equipment as determined by a governing body or a state agency to require additional oversight.
  16. Notwithstanding paragraphs (1) through (15), "Military Equipment" does not include general equipment not designated as prohibited or controlled by the federal Defense Logistics Agency.
- B. "Town" means any department, agency, bureau, and/or subordinate division of the Town of Paradise.
- C. "Police Department" means any division, section, bureau, employee, volunteer and/or contractor of the Town of Paradise Police Department.
- D. "Town Council" means the governing body that is the Town of Paradise Town Council.
- E. "Military Equipment Use Policy" means a publicly released, written document that includes, at a minimum, all of the following:
1. A description of each type of Military Equipment, the quantity sought, its capabilities, expected lifespan, and product descriptions from the manufacturer of the Military Equipment.
  2. The purposes and authorized uses for which the law enforcement agency or the state agency proposes to use each type of Military Equipment.
  3. The fiscal impact of each type of Military Equipment, including the initial costs of obtaining the equipment and estimated annual costs of maintaining the equipment.
  4. The legal and procedural rules that govern each authorized use.
  5. The training, including any course required by the Commission on Peace Officer Standards and Training, that must be completed before any officer, agent, or employee of the law enforcement agency or the state agency is allowed to use each specific type of Military Equipment to ensure the full protection of the public's welfare, safety, civil rights, and civil liberties and full adherence to the Military Equipment use policy.
  6. The mechanisms to ensure compliance with the Military Equipment use policy, including which independent persons or entities have oversight authority, and, if applicable, what legally enforceable sanctions are put in place for violations of the policy.
  7. For a law enforcement agency, the procedures by which members of the public may register complaints or concerns or submit questions about the use of each specific type of Military Equipment, and how the law enforcement agency will ensure that each complaint, concern, or question receives a response in a timely manner.

- F. "Exigent Circumstances" means a law enforcement agency's good faith belief that an emergency involving the danger of, or imminent threat of death or serious physical injury to any person is occurring, has occurred, is about to occur, or may reasonably occur in the near future.
- G. "State agency" means the law enforcement division of every state office, officer, department, division, bureau, board, and commission or other state body or agency, except those agencies provided for in Article IV (except Section 20 thereof) or Article VI of the California Constitution.
- H. "Type" means each item that shares the same manufacturer model number.

#### 9.70.030 Military Equipment Use Policy Requirement

- A. The Paradise Police Department shall obtain approval of the Town Council, by an ordinance adopting a Military Equipment Use Policy (MEUP) at a regular meeting of the Town Council held pursuant to the Bagley-Keene Open Meeting Act (Article 9 (commencing with Section 11120) of Chapter 1 of Part 1 of Division 3 of Title 2) or the Ralph M. Brown Act (Chapter 9 (commencing with Section 54950) of Part 1 of Division 2 of Title 5), as applicable, related to the use of the following:
  - 1. Requesting Military Equipment made available pursuant to Section 2576a of Title 10 of the United States Code.
  - 2. Seeking funds for Military Equipment, including, but not limited to, applying for a grant, soliciting or accepting private, local, state, or federal funds, in-kind donations, or other donations or transfers.
  - 3. Acquiring Military Equipment either permanently or temporarily, including by borrowing or leasing.
  - 4. Collaborating with another law enforcement agency in the deployment or other use of Military Equipment within the territorial jurisdiction of the Town of Paradise.
  - 5. Using any new or existing Military Equipment for a purpose, in a manner, or by a person not previously approved by the governing body pursuant to this chapter.
  - 6. Soliciting or responding to a proposal for, or entering into an agreement with, any other person or entity to seek funds for, apply to receive, acquire, use, or collaborate in the use of, Military Equipment.
  - 7. Acquiring Military Equipment through any means not provided by this section.
- B. No later than May 1, 2022, if seeking to continue the use of any Military Equipment that was acquired prior to January 1, 2022, the Paradise Police Department shall commence a Town Council approval process in accordance with this section. If the Town Council does not approve the continuing use of Military Equipment, including by adoption pursuant to a Military Equipment Use Policy submitted pursuant to this code, within 180

days of submission of the proposed Military Equipment Use Policy to Town Council, the Paradise Police Department shall cease its use of the Military Equipment until it receives the approval of Town Council in accordance with this code.

- C. In seeking the approval of Town Council, the Paradise Police Department shall submit a proposed Military Equipment Use Policy to Town Council and make those documents available on the Police Department's internet website at least 30 days prior to any public hearing concerning the Military Equipment at issue.
- D. The governing body shall consider a proposed Military Equipment Use policy as an agenda item for an open session of a regular meeting and provide for public comment in accordance with the Bagley-Keene Open Meeting Act (Article 9 (commencing with Section 11120) of Chapter 1 of Part 1 of Division 3 of Title 2) or the Ralph M. Brown Act (Chapter 9 (commencing with Section 54950) of Part 1 of Division 2 of Title 5), as applicable.
- E. The governing body shall only approve a Military Equipment Use Policy pursuant to this chapter if it determines all of the following:
  - 1. The Military Equipment is necessary because there is no reasonable alternative that can achieve the same objective of officer and civilian safety.
  - 2. The proposed Military Equipment use policy will safeguard the public's welfare, safety, civil rights, and civil liberties.
  - 3. If purchasing the equipment, the equipment is reasonably cost effective compared to available alternatives that can achieve the same objective of officer and civilian safety.
  - 4. Prior Military Equipment use complied with the Military Equipment Use Policy that was in effect at the time, or if prior uses did not comply with the accompanying Military Equipment Use Policy, corrective action has been taken to remedy nonconforming uses and ensure future compliance.
- F. In order to facilitate public participation, any proposed or final Military Equipment Use Policy shall be made publicly available on the internet website of the Police Department for as long as the Military Equipment is available for use.
- G. The Town Council shall review any ordinance that it has adopted pursuant to this Chapter approving the funding, acquisition, or use of Military Equipment at least annually and vote on whether to renew the ordinance at a regular meeting held pursuant to the Bagley-Keene Open Meeting Act (Article 9 (commencing with Section 11120) of Chapter 1 of Part 1 of Division 3 of Title 2) or the Ralph M. Brown Act (Chapter 9 (commencing with Section 54950) of Part 1 of Division 2 of Title 5), as applicable.

#### 9.70.040 Use in Exigent Circumstances

- A. Notwithstanding the provisions of this Chapter, the Police Department may acquire, borrow and/or use Military Equipment in Exigent Circumstances without following the requirements of this code. Exigent Circumstances shall be determined by the Paradise Chief of Police is his or her absolute and sole discretion.
- B. If the Police Department acquires, borrows, and/or uses Military Equipment in Exigent Circumstances, in accordance with this section, it must take all of the following actions:
  - 1. Provide written notice of that acquisition or use to the Town Council within 30 days following the commencement of such Exigent Circumstance, unless such information is confidential or privileged under local, state or federal law.
  - 2. If it is anticipated that the use will continue beyond the Exigent Circumstance, submit a proposed amended Military Equipment Use Policy to the Town Council within 90 days following the borrowing, acquisition and/or use, and receive approval, as applicable, from the Town Council.
  - 3. Include the Military Equipment in the Police Department's next annual Military Equipment Report.

#### 9.70.050 Reports on the Use of Military Equipment.

- A. The Police Department shall submit to Town Council an annual Military Equipment Report for each type of Military Equipment approved by the Town Council within one year of approval, and annually thereafter for as long as the Military Equipment is available for use.
- B. The Police Department shall also make each annual Military Equipment Report required by this section publicly available on its internet website for as long as the Military Equipment is available for use.
- C. The annual Military Equipment Report shall, at a minimum, include the following information for the immediately preceding calendar year for each type of Military Equipment:
  - 1. A summary of how the Military Equipment was used and the purpose of its use.
  - 2. A summary of any complaints or concerns received concerning the Military Equipment.
  - 3. The results of any internal audits, any information about violations of the Military Equipment Use Policy, and any actions taken in response.
  - 4. The total annual cost for each type of Military Equipment, including acquisition, personnel, training, transportation, maintenance, storage, upgrade, and other

ongoing costs, and from what source funds will be provided for the Military Equipment in the calendar year following submission of the annual Military Equipment Report.

5. The quantity possessed for each type of Military Equipment.
  6. If the law enforcement agency intends to acquire additional Military Equipment in the next year, the quantity sought for each type of Military Equipment.
- D. Within 30 days of submitting and publicly releasing an annual Military Equipment Report pursuant to this section, the Police Department shall hold at least one well-publicized and conveniently located community engagement meeting, at which the general public may discuss and ask questions regarding the annual Military Equipment report and the law enforcement agency's funding, acquisition, or use of Military Equipment.
- E. The Town Council shall determine, based on the annual Military Equipment Report submitted pursuant to this section, whether each type of Military Equipment identified in that report has complied with the standards for approval set forth in this code and the Military Equipment Use Policy. If the Town Council determines that a type of Military Equipment identified in that annual Military Equipment Report has not complied with the standards for approval, the Town Council shall either disapprove a renewal of the authorization for that type of Military Equipment or require modifications to the Military Equipment Use Policy in a manner that will resolve the lack of compliance.

#### 9.70.060 Enforcement.

- A. Remedies for Violations of this Ordinance
1. This Chapter does not provide a private right of action upon any person or entity to seek injunctive relief against the Town or any employee unless that person or entity has first provided written notice to the Town Manager by serving the Town Clerk, regarding the specific alleged violations of this Chapter.
  2. If a specific alleged violation is not remedied within 90 days of that written notice, a person or entity may seek injunctive relief in a court of competent jurisdiction.
  3. If the alleged violation is substantiated and subsequently cured, a notice shall be posted in a conspicuous manner on the Town's website that describes, to the extent permissible by law, the corrective measures taken to address the violation.
  4. If it is shown that the violation is the result of arbitrary or capricious action by the Town or an employee or agent thereof in his or her official capacity, the prevailing complainant in an action for relief may collect from the Town reasonable attorney's fees in an amount not to exceed \$5,000 if they are personally obligated to pay such fees.



9.70.070 Whistleblower Protections.

All provisions of Paradise's Protection of Whistleblowers Workplace Policy, and including any updates or replacements thereto, shall apply.

9.70.080 Severability

- A. If any section, subsection, sentence, clause, phrase, or word of this Chapter, or any application thereof to any person or circumstance, is held to be invalid or unconstitutional by a decision of a court of competent jurisdiction, such decision shall not affect the validity of the remaining portions or applications of this Chapter.
- B. The Town Council hereby declares that it would have passed this Chapter and each and every section, subsection, sentence, clause, phrase, and word not declared invalid or unconstitutional without regard to whether any other portion of this Chapter or application thereof would be subsequently declared invalid or unconstitutional.

**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.

**PASSED AND ADOPTED** BY THE Town Council of the Town of Paradise, County of Butte, State of California, on this \_\_\_\_ day of \_\_\_\_\_ 2022, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

\_\_\_\_\_  
Steve Crowder, Mayor

ATTEST:

\_\_\_\_\_  
DINA VOLENSKI, CMC, Town Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Scott E. Huber, Town Attorney

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## Military Equipment

### 708.1 PURPOSE AND SCOPE

The purpose of this policy is to provide guidelines for the approval, acquisition, and reporting requirements of military equipment (Government Code § 7070; Government Code § 7071; Government Code § 7072).

#### 708.1.1 DEFINITIONS

Definitions related to this policy include (Government Code § 7070):

**Governing body** – The elected or appointed body that oversees the [Department](#).

**Military equipment** – Includes but is not limited to the following:

- Unmanned, remotely piloted, powered aerial or ground vehicles.
- Mine-resistant ambush-protected (MRAP) vehicles or armored personnel carriers.
- High mobility multipurpose wheeled vehicles (HMMWV), two-and-one-half-ton trucks, five-ton trucks, or wheeled vehicles that have a breaching or entry apparatus attached.
- Tracked armored vehicles that provide ballistic protection to their occupants.
- Command and control vehicles that are either built or modified to facilitate the operational control and direction of public safety units.
- Weaponized aircraft, vessels, or vehicles of any kind.
- Battering rams, slugs, and breaching apparatuses that are explosive in nature. This does not include a handheld, one-person ram.
- Firearms and ammunition of .50 caliber or greater, excluding standard-issue shotguns and standard-issue shotgun ammunition.
- Specialized firearms and ammunition of less than .50 caliber, including firearms and accessories identified as assault weapons in Penal Code § 30510 and Penal Code § 30515, with the exception of standard-issue firearms.
- Any firearm or firearm accessory that is designed to launch explosive projectiles.
- Noise-flash diversionary devices and explosive breaching tools.
- Munitions containing tear gas or OC, excluding standard, service-issued handheld pepper spray.
- TASER® Shockwave, microwave weapons, water cannons, and long-range acoustic devices (LRADs).
- Kinetic energy weapons and munitions.
- Any other equipment as determined by a governing body or a state agency to require additional oversight.

# Paradise Police Department

Policy 708 pending Council Approval

## *Military Equipment*

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### **708.2 POLICY**

It is the policy of the [Paradise Police Department](#) that members of this [department](#) comply with the provisions of Government Code § 7071 with respect to military equipment.

### **708.3 MILITARY EQUIPMENT COORDINATOR**

The [Chief of Police](#) should designate a member of this [department](#) to act as the military equipment coordinator. The responsibilities of the military equipment coordinator include but are not limited to:

- (a) Acting as liaison to the governing body for matters related to the requirements of this policy.
- (b) Identifying [department](#) equipment that qualifies as military equipment in the current possession of the [Department](#), or the equipment the [Department](#) intends to acquire that requires approval by the governing body.
- (c) Conducting an inventory of all military equipment at least annually.
- (d) Collaborating with any allied agency that may use military equipment within the jurisdiction of [the Paradise Police Department](#) (Government Code § 7071).
- (e) Preparing for, scheduling, and coordinating the annual community engagement meeting to include:
  - 1. Publicizing the details of the meeting.
  - 2. Preparing for public questions regarding the [department's](#) funding, acquisition, and use of equipment.
- (f) Preparing the annual military equipment report for submission to the [Cheif of Police](#) and ensuring that the report is made available on the [department](#) website (Government Code § 7072).
- (g) Establishing the procedure for a person to register a complaint or concern, or how that person may submit a question about the use of a type of military equipment, and how the [Department](#) will respond in a timely manner.

### **708.4 MILITARY EQUIPMENT INVENTORY**

The following constitutes a list of qualifying equipment for the [Paradise Police Department](#):

[Insert attachment here]

#### **(a) Less Lethal Shotgun:**

Less Lethal Shotgun is used to deploy the less lethal 12-gauge Super-Sock Beanbag Round.

- (a) 1. Description, quantity, capabilities, and purchase cost
  - (a) REMINGTON 870 LESS LETHAL SHOTGUN, cost: \$946, quantity: 7. The Remington 870 Less Lethal Shotgun is used to deploy the less lethal 12-gauge Super-Sock Beanbag Round up to a distance of 75 feet. The range of the weapon system helps to maintain space between officers and a

# Paradise Police Department

Policy 708 pending Council Approval

## Military Equipment

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suspect reducing the immediacy of the threat which is a principle of De-escalation.

- (b) 12-GAUGE SUPER-SOCK BEANBAG ROUND, cost: \$5, quantity: 300. A less lethal 2.4-inch 12-gauge shotgun round firing a ballistic fiber bag filled with 40 grams of lead shot at a velocity of 270-290 feet per second (FPS). CTS Super-Sock rounds are discharged from a dedicated 12-gauge shotgun that is distinguishable by an orange butt stock and fore grip. This round provides accurate and effective performance when fired from the approved distance of not fewer than five (5) feet. The maximum effective range of this munition is up to 75 feet from the target. The Model 2581 Super-Sock is in its deployed state immediately upon exiting the barrel. It does not require a minimum range to "unfold" or "stabilize." The Super-Sock is an aerodynamic projectile. However, accuracy is relative to the shotgun, barrel length, environmental conditions, and the operator. The Super-Sock is very accurate. However, effectiveness depends on many variables, such as distance, clothing, stature, and the point where the projectile impacts.

- (a) (b) Purpose To limit the escalation of conflict where employment of lethal force is prohibited or undesirable.

- (a) (c) Authorized Use Situations for use of the less lethal weapon systems may include, but are not limited to:

- (a) Self-destructive, dangerous and/or combative individuals.
- (b) Riot/crowd control and civil unrest incidents.
- (c) Circumstances where a tactical advantage can be obtained.
- (d) Potentially vicious animals.
- (e) Training exercises or approved demonstrations.

- (d) Lifespan

Remington 870 Less Lethal Shotgun- 25 years. Super Sock Round- No listed expiration date.

### e. Fiscal Impact

Annual maintenance is approximately \$50 for each shotgun.

### f. Training

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All officers are trained in the 12 gauge less lethal shotgun as a less lethal option by in-service training.

### g. Legal and Procedural Rules

Use is established under PPD Policy 308.9, 308.10, and 308.11. It is the policy of the PPD to utilize the less lethal shotgun only for official law enforcement purposes, and pursuant to State and Federal law, including those regarding the use of force.

- (b) **Distraction Devices:** A distract device is ideal for distracting dangerous suspects during assaults, hostage rescue, room entry or other high-risk arrest situations.

- (a) Description, quantity, capabilities, and purchase cost
- (a) DEFENSE TECHNOLOGY, 8901SC FLASH-BANG, cost: \$45, quantity: 11. A non-bursting, non-fragmenting multi-bang device that produces a thunderous bang with an intense bright light. Ideal for distracting dangerous suspects during assaults, hostage rescue, room entry or other high-risk arrest situations.
- (b) DEFENSE TECHNOLOGY, 1082 CS GRENADE, cost: \$30, quantity: 12. The Riot Control CS Grenade is designed specifically for outdoor use in crowd control situations with a high volume continuous burn that expels its payload in approximately 20-40 seconds through four gas ports located on the top of the canister. This grenade can be used to conceal tactical movement or to route a crowd. The volume of smoke and agent is vast and obtrusive. This launchable grenade is 6.0 in. by 2.35 in. and holds approximately 2.7 oz. of active agent.

- (b) Purpose

To produce atmospheric over-pressure and brilliant white light and, as a result, can cause short-term (6 - 8 seconds) physiological/psychological sensory deprivation to give officers a tactical advantage.

- (c) Authorized Use

Diversionary Devices shall only be used:

- (a) By officers who have been trained in their proper use.
- (b) In hostage and barricaded subject situations.
- (c) In high-risk warrant (search/arrest) services where there may be extreme hazards to officers.
- (d) During other high-risk situations where their use would enhance officer safety.

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(e) During training exercises.

(d) Lifespan

Until used.

(e) Fiscal Impact

No annual maintenance.

(f) Training

Prior to use, officers must attend diversionary device training that is conducted by Post certified instructors.

(g) Legal and Procedural Rules

Use is established under Paradise Police Policy 408. It is the policy of the PPD to utilize diversion devices only for official law enforcement purposes, and pursuant to State and Federal law regarding the use of force.

(c) **Rifles:** Guns that are fired from shoulder level, having a long spirally grooved barrel intended to make bullets spin and thereby have greater accuracy over a long distance.

(a) Description, quantity, capabilities, and purchase cost

(a) Colt M16A1 RIFLE, Converted to Semi-Automatic AR-15, received from military at no cost. cost: \$150 to convert and outfit rifles for police use, quantity: 5. The M16 rifle, officially designated Rifle, Caliber 5.56MM.

(b) Palmetto State Armory Semi-Automatic AR-15, cost: \$750, for patrol use, quantity: 15, officially designated Rifle, Caliber 5.56MM

(c) SPEER GOLD DOT.223 CALIBER 62 GRAIN RIFLE ROUND, cost: \$260 per case of 500, quantity: 8 cases. Remington ammo made by Speer is reloadable, features nickel plated brass cases and Boxer primers and this is a non-corrosive round. The Gold Dot LE ammunition goes through a process of joining the jacket and core one molecule at a time, thanks to this Speer eradicates the potential for the leading cause of bullet failure (jacket/core separation). This process will guarantee extraordinary weight retention through barriers as strong as auto-glass. In addition to its remarkable strength, Gold Dot rifle ammunition asserts remarkable accuracy. With exact tolerances and unparalleled bullet uniformity of jacket thickness.

(d) WOLF GOLD.223 55GR RIFLE ROUND, cost: \$170 per case of 1000, quantity: 2 cases. Wolf Gold 223 Remington ammo features a 55 Grain FMJ bullet, brass casing and a non-corrosive primer. This 223 Rem ammunition is 100% reloadable if you

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## *Military Equipment*

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choose to save your brass and reload your 223 ammo. The Wolf Gold.223 ammo offers muzzle velocity of 3250 feet per second and muzzle energy of 1290 ft lbs.

### (b) Purpose

To be used as precision weapons to address a threat with more precision and/or greater distances than a handgun, if present and feasible.

### (c) Authorized Use

Only members that are POST certified are authorized to use a rifle.

### (d) Lifespan

- Colt M16A1 rifle converted to semi-automatic AR-15- no expiration.
- Palmetto State Armory AR-15 – No expiration

### (e) Fiscal Impact

Annual maintenance is approximately \$50 for each rifle.

### (f) Training

Prior to using a rifle, officers must be certified by POST instructors in the operation of the rifle. Additionally, all members that operate any rifle are required to pass a range qualification two times a year.

### (g) Legal and Procedural Rules

Use is established under PPD Policy 312. It is the policy of the PPD to utilize rifles only for official law enforcement purposes, and pursuant to State and Federal law regarding the use of force.

- (d) **Simunition Equipment (SIM):** The GLOCK Training Pistols were developed with the purpose of enabling reality-based tactical operations training using color marking or plastic projectile ammunition.

#### (a) Description, quantity, capabilities, and purchase cost

- (a) GLOCK 17T, cost: \$500, quantity 10. These pistols use the popular FX or FOF ammunition, which are used by military and law enforcement units around the world. The Modular back strap system makes it possible to

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instantly customize its grip to accommodate any hand size. The reversible magazine catch makes it ideal for left and right-handed shooters.

- (b) FX 9mm TRAINING SIMUNITION, cost: \$50 per box of 50 rounds, quantity: 50 boxes. The FX® marking cartridges, which come in six colors, are at the core of the FX® Training System known as "the world's most realistic close-range combat training system". The patented, reduced-energy, non-lethal cartridges leave a detergent-based, water-soluble color-marking compound. The visible impacts allow accurate assessment of simulated lethality. The cartridges are available in .38 cal. and 9mm and feature tactical accuracy up to 25 feet (7.6 meters). The 5.56mm is tactically accurate with ball cartridges to 100 feet (30 meters). No special ballistic facilities are required. They meet the need for a force-on-force and man-to-man training system that is realistic, effective, inexpensive, adaptable and fully portable.
- (b) Purpose
  - (a) To provide officers with realistic, tactical scenarios while maintaining a safe environment for training.
- (c) Authorized Use
  - (a) Only those officers who have been trained in the use of Simunitions.
- (d) Training
  - (a) Sworn members utilizing Simunitions are trained in their use by POST certified less lethal and firearm instructors.
- (e) Lifespan
  - (a) Glock 17T training handgun does not expire
  - (b) Simunition FX training rounds – three years
- (f) Fiscal Impact
  - (a) Annual maintenance of the Glock 17T - \$10 per year, per training handgun
  - (b) FX Simunitions – Replacement costs when used
- (g) Legal and Procedural Rules
  - (a) Use is established under Paradise Police Policy 312.6. It is the policy of the PPD to utilize Simunitions only for official law enforcement purposes, and pursuant to State and Federal law, including those regarding the use of force.

## **MILITARY USE EQUIPMENT – Purchase Request**



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- (a) **PepperBall Launcher:** A device that discharges irritant projectiles.
  - 1. Description, quantity, capabilities, and purchase cost
- (a) PepperBall FTS CARBINE, cost: \$700, quantity 1. The Full Tactical Carbine (FTS) is a compressed-air powered launcher designed to fire non-lethal PepperBall projectiles.
- (b) PepperBall LIVE PROJECTILE, cost: \$2 per projectile, quantity 90. The basic PepperBall projectile contains 2% PAVA pepper powder, and is designed for direct impact and area saturation, especially in confined, interior spaces. Discharged from a PepperBall Launcher, the projectile has a velocity of 280-350 FPS. The projectile has a direct impact of 60ft and an area of saturation of 150+ft. The projectile contains 0.5% PAVA Powder.
- (c) PepperBall LIVE-X PROJECTILE, cost: \$3 per projectile, quantity 90. The Live Projectile contains a concentrated amount of PAVA pepper powder. One round of LIVE-X contains the equivalent to 10 PepperBall rounds. Discharged from a PepperBall Launcher, the projectile has a velocity of 280-350 FPS. The projectile has a direct impact of 60ft and an area of saturation of 150+ft. The projectile contains 5% PAVA Powder.
- 2. Purpose

To limit the escalation of conflict where employment of lethal force is prohibited or undesirable. Situations for use of the less lethal weapon systems may include but are not limited to:

- (a) Self-destructive, dangerous and/or combative individuals.
- (b) Riot/crowd control and civil unrest incidents.
- (c) Circumstances where a tactical advantage can be obtained.
- (d) Potentially vicious animals.
- (e) Training exercises or approved demonstrations.
- (c) Authorized Use

Only those officers who have been trained in the use of PepperBall launchers are authorized to use the PepperBall launchers.

- (a) (d) Training

Sworn members utilizing PepperBall launchers and projectiles are trained in their use by POST certified less lethal and chemical agent instructors.

- 0 (e) Lifespan
  - (a) PepperBall FTC Carbine- 20 years
  - (b) PepperBall Live Projectile- 3 years
  - (c) PepperBall Live-X Projectile- 3 years
- (f) Fiscal impact

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Annual maintenance is approximately \$50 for each PepperBall launcher.

(a) (g) Legal and Procedural Rules

Use is established under Paradise Police Policy 308.7.2. It is the policy of the PPD to utilize PepperBall only for official law enforcement purposes, and pursuant to State and Federal law, including those regarding the use of force.

(a) (h) MAINTENANCE OF MILITARY USE SUPPLY LEVELS

When stocks of military equipment have reached significantly low levels or have been exhausted, the Department may order up to 10% of stock in a calendar year without city council approval to maintain essential availability for the Department's needs.

### **708.5 APPROVAL**

The [Chief of Police](#) or the authorized designee shall obtain approval from the governing body by way of an ordinance adopting the military equipment policy. As part of the approval process, the [Chief of Police](#) or the authorized designee shall ensure the proposed military equipment policy is submitted to the governing body and is available on the [department](#) website at least 30 days prior to any public hearing concerning the military equipment at issue (Government Code § 7071). The military equipment policy must be approved by the governing body prior to engaging in any of the following (Government Code § 7071):

- (a) Requesting military equipment made available pursuant to 10 USC § 2576a.
- (b) Seeking funds for military equipment, including but not limited to applying for a grant, soliciting or accepting private, local, state, or federal funds, in-kind donations, or other donations or transfers.
- (c) Acquiring military equipment either permanently or temporarily, including by borrowing or leasing.
- (d) Collaborating with another law enforcement agency in the deployment or other use of military equipment within the jurisdiction of this [department](#).
- (e) Using any new or existing military equipment for a purpose, in a manner, or by a person not previously approved by the governing body.
- (f) Soliciting or responding to a proposal for, or entering into an agreement with, any other person or entity to seek funds for, apply to receive, acquire, use, or collaborate in the use of military equipment.
- (g) Acquiring military equipment through any means not provided above.

### **708.6 COORDINATION WITH OTHER JURISDICTIONS**

Military equipment should not be used by any other law enforcement agency or member in this jurisdiction unless the military equipment is approved for use in accordance with this policy.

# Paradise Police Department

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## *Military Equipment*

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### **708.7 ANNUAL REPORT**

Upon approval of a military equipment policy, the [Chief of Police](#) or the authorized designee should submit a military equipment report to the governing body for each type of military equipment approved within one year of approval, and annually thereafter for as long as the military equipment is available for use (Government Code § 7072).

The [Chief of Police](#) or the authorized designee should also make each annual military equipment report publicly available on the [department](#) website for as long as the military equipment is available for use. The report shall include all information required by Government Code § 7072 for the preceding calendar year for each type of military equipment in [department](#) inventory.

### **708.8 COMMUNITY ENGAGEMENT**

Within 30 days of submitting and publicly releasing the annual report, the [Department](#) shall hold at least one well-publicized and conveniently located community engagement meeting, at which the [Department](#) should discuss the report and respond to public questions regarding the funding, acquisition, or use of military equipment.



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 8, 2022**

**Agenda Item: 6(h)**

**ORIGINATED BY:** Eric Reinbold, Chief of Police  
**REVIEWED BY:** Kevin Phillips, Town Manager  
**SUBJECT:** Accept Police Department Reports on Dispatch Services Costs, Direction on Restoration of Dispatch Services

**LONG TERM RECOVERY PLAN:** No

**COUNCIL ACTION REQUESTED:**

1. Consider accepting the Paradise Police Department Report on the options for Dispatch services; and,
2. Provide direction to the Police Department for the future provision of dispatch services.

**Background:**

Prior to the Camp Fire on November 8, 2018, the Paradise Police Department housed and staffed the primary Public Safety Answering Point (PSAP) for the Town of Paradise. After the Camp Fire, due to the devastation of the Town's radio infrastructure and staffing challenges, the Town of Paradise contracted with the Butte County Sheriff's Office to provide PSAP services for the Town of Paradise full-time, beginning January 1, 2020. The contract with the Butte County Sheriff's Office (BCSO) ends June 30, 2024. If the Town of Paradise desires to restore the Paradise PSAP, the Town must begin the process now to be able to restore services in time to be operational and staffed by the end of the contract with the Sheriff's Office.

**Analysis:**

The summary of the Police Department's extensive study of the options to provide PSAP services to the Town of Paradise is included in the attached reports. The Police Department found that the least expensive option in the short term would be to continue to contract out PSAP services. Unfortunately, there are several hard and soft costs that come with this solution. The BCSO Dispatch Services Contract represents 3 FTE Dispatch positions and requires the Town to continue to employ a Support Services Supervisor and staff a Records Clerk position. The Town will still have to make an immediate investment in restoring communications infrastructure and equipment, at a cost of approximately \$1 million.

Under the current contract with BCSO, BCSO utilizes their own processes and procedures, which do not fully meet the needs of the Town. The contract does not have any mechanisms for the Town to influence the processes used or the quality of services provided. Additionally, BCSO has failed to meet the contractual requirement that they provide Dispatch staffing for the Town of Paradise to have a dedicated radio channel. BCSO has only intermittently provided a PPD

channel for a few shifts. With the volume of radio traffic on BCSO's main channel that PPD must consequently share, there are frequent incidents of Paradise Officers and other staff not being able to communicate their locations and activities. Additionally, other Town staff have expressed that they do not feel comfortable using the channel. Most critically, if the Town does not restore 24/7 PSAP services to an internal PSAP, the Town will not be able to in the future until Paradise receives an average of 1,200 9-1-1 calls per month. This volume of 911 calls is not expected until the Town population returns 25,000- 30,000 people.

Even with the disadvantages of outsourced Dispatch services, Management Partners estimates that contracting out the Town's PSAP responsibilities will cost the Town \$25,200,000 for 25 years of service. After accounting for all Town expenditures and withdrawals, outsourcing Dispatch services will leave an estimated \$59,000,000 balance in the PG&E Settlement Fund in 2046.

The Police Department and Management Partners considered four (4) other options to fully or partially restore PSAP services to Paradise. After considering all options, the Police Department does not recommend fully or partially outsourcing PSAP services on a long-term basis, as identified in option one (1) or option three (3) in the Management Partners report, for the reasons mentioned above. Of the three (3) remaining options, the Police Department recommends restoring internal PSAP services over the coming three (3) years, following option four (4). This option restores the Paradise PSAP to pre-Camp Fire staffing levels. Records tasks, however, would be completed by Dispatchers the Police Department would not have separate Records Clerks like before the Camp Fire. Once the population and work volume increases enough to require it, the Town can restore the Records Clerks positions in the future.

Option four (4) best balances the short and long-term costs while providing sufficient staffing to restore Dispatch services. Including the cost of hiring and training 6 Dispatchers, and the cost of phasing out contracted services over a period of three (3) years, it will only cost an additional estimated \$7,700,000 more than contracting out PSAP responsibilities over the same 25 years. The increased annual average cost of approximately \$308,000, still leaves an estimated \$51 million balance in the PG&E Settlement Fund after all Town expenditures in the year 2046.

To accommodate implementation timelines, the Police Department recommends the Town move to purchase and install all needed radio infrastructure as soon as possible, and phase-in internal PSAP services with a staffing of six (6) full-time Dispatchers and the current Support Services Supervisor, over a period of three years. To meet staffing challenges that may arise beyond the BCSO contract, the Police Department will seek to strengthen current Dispatch Mutual Aid agreements with other PSAP's within Butte County to provide some additional flexibility utilizing a "virtually consolidated PSAP" approach.

### **Financial Impact:**

The Town engaged Management Partners to consider all reasonably known implementation costs for a variety of approaches to Town PSAP services into the future, utilizing a complex fiscal prediction model. The Police Department's recommended path to full restoration of an in-house PSAP in three (3) years will cost the Town an estimated \$32,900,000 over the coming 25 years. This funding will come from a combination of sources, including the General Fund and the PG&E Settlement Fund, with some funding potentially coming from other identified sources, such as the \$615,000 grant proposed in the FY 2022 Federal Budget, \$312,000 from Camp Fire insurance settlements, and any other sources identified along the way. This approach will only cost \$7.7 million more than outsourcing Dispatch over 25 years. In combination with all other anticipated Town expenditures and revenues, is predicted to leave an estimated balance of approximately \$51,000,000 in the PG&E Settlement Fund as of 2046.



To: Kevin Phillips, Town Manager, Town of Paradise

From: Bob Leland, Special Advisor  
Jarrod Burguan, Special Advisor  
Mike Casey, Partner

Subject: Fiscal Impact of Public Safety Dispatch and Radio Systems

Date: February 16, 2022

## Executive Summary

The Town of Paradise is evaluating the future of its public safety dispatch program and communications infrastructure. The 2018 Camp Fire devastated the Town's existing radio infrastructure and the only viable solution to continue operations in the months following the fire was to contract with the Butte County Sheriff's Office for police dispatch and radio services.

As part of the recovery and rebuilding process, Town leaders are now positioned to make long-term decisions about the future of dispatch operations and radio infrastructure needs. Management Partners has been tasked with evaluating the fiscal impact of the various options being considered. The extent of our work and analysis does not reach into recommended best practices for the operational areas being considered. That work has already been completed and taken into consideration by Town personnel. The focus of this report is on costs.

Management Partners has worked with staff and reviewed several documents, including contract proposals and the staff report prepared by the Police Department that outlines the various options being considered. The projected costs from that staff report have been used to populate the financial modeling tool Management Partners developed for Paradise, with certain adjustments as described below. All five options examined are projected to leave the Town with a PG&E Settlement Fund balance in the range of \$43 to \$59 million by FY 2046.

## Public Safety Answering Point (PSAP) Options and Cost Considerations

The staff report identified the three options below for providing dispatch services.

- Outsource to Butte County. This is the status quo, and assumes the service continues to be provided by contract. This is the least expensive option, although cost is not the Town's only consideration.
- In-house Public Safety Answering Point. Under this option the Town reassumes operation of its own PSAP, phased in over three years. While more costly than out-

sourcing due to the need to add six dispatcher positions, this approach offers the advantage of having internal control over service quality and service philosophies, potential operating efficiencies, better understanding of issues unique to the Town and its recovery, and improved support of other Town operations.

- **Hybrid Approach.** This ultimately results in an in-house PSAP, but it does so over a five-year phase-in period. This option may be utilized if it takes longer to staff up to the six additional dispatchers. The overall cost is very close to the in-house PSAP option with six dispatchers.

In this report, we add two more options to provide additional perspective on potential costs. The first new option is an in-house PSAP that adds eight dispatchers rather than six, which is a placeholder for additional costs that may be incurred in backfilling dispatchers absent due to vacations, illness, or other reasons. Such costs may include overtime, contracting with the county for coverage, or adding positions.

The second new option is a variation on the hybrid approach, where only four dispatchers are added and the Town continues to contract with the county for the remaining service during non-peak hours. Under this option it is assumed that the cost of the contract will continue with 3% growth from the FY 2026 level shown in the staff report.

There are several areas of the staff report that may require additional consideration as Town leaders proceed, as discussed below.

- **Dispatch Center Staffing Coverage.** The staff report assumes six full-time equivalent (FTE) dispatchers and one FTE supervisor to operate the dispatch center. Although this number is adequate to handle the historical and anticipated workload in the near term, if the Town elects to reassume all dispatch operations from Butte County at some point in the future, this staffing is unlikely to be sufficient to maintain the state-recommendation of two dispatchers on duty within a PSAP call center over a full 24 hours.

The staffing in the Police Department's report would provide one to three dispatchers on duty at any given time, depending on scheduling (see Appendix A). To maintain two dispatchers on duty 24/7, a total of 17,520 hours would have to be staffed (24 hours x 365 days x 2 FTE), which is equivalent to 8.4 FTE. However, after accounting for sick and vacation leave, it would take approximately 9.3 FTE to cover two-person staffing 24/7. Appendix A shows how Police Department staff proposes to optimize staffing of shifts if only six dispatchers are available, but these schedules do not account for absences.

Realistically, the Communications budget should incorporate increased expenditures for shift coverage and anticipated employee absences, in the form of additional overtime costs, extra training to provide cross-trained employees from other department operations, or additional part-time or full-time employees. If the Police Department elects to limit staffing to the six dispatchers and one supervisor, it may also want to

consider a formal ongoing contract with Butte County for dispatch services when Town staffing falls below two on-duty personnel.

- ***Tower Station Upgrade.*** This line item (\$188,470) is work that must be performed on existing equipment owned by the Town regardless of the policy decision being considered now. The only alternative to avoiding these costs would be to remove the existing tower. We have been told that removing the tower is not an option because this equipment serves other functions in addition to radio and dispatch operations. The cost is the same for all options.
- ***Microwave Link.*** This line item (\$152,732) is only necessary if Town leader decide to reestablish a dispatch center. The microwave link will not be needed if contract dispatch services are continued and it is not necessary to connect the Town's radios to the Butte Regional Interoperable Communications System (BRICS) network. All BRICS radio infrastructure costs are included in the BRICS agreement.
- ***Butte Regional Interoperable Communications System Fees.*** The report calculates an annual fee paid to BRICS based on the current monthly costs of \$46.20 per month, per radio. The existing contract stipulates that the fee will be monitored and periodically adjusted by the county. It is likely that the annual expense will increase in future years, and our projections include a 2% annual growth in these fees. The Town also has the ability to control these annual expenses by adjusting the number of radios it elects to have subscribed to the BRICS system.

## Fiscal Impact of PSAP Options

The forecast model projects communications costs based on the assumptions detailed below.

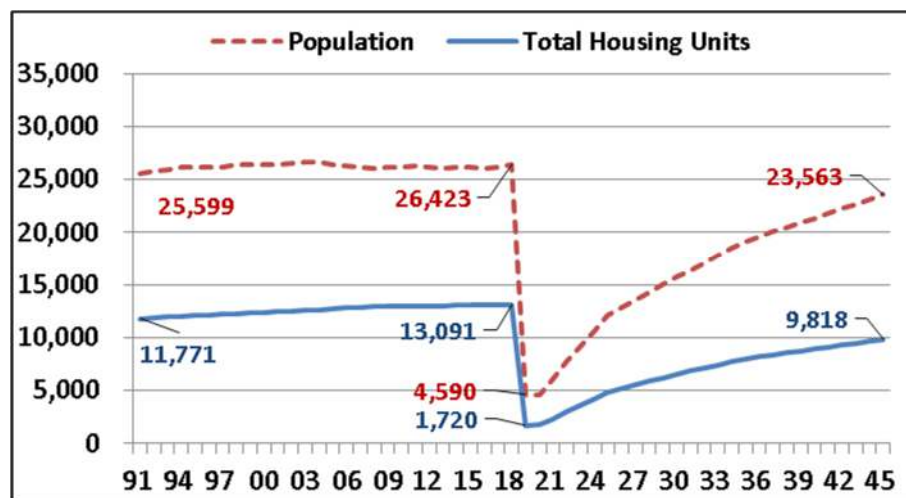
- ***Staffing Levels.*** The in-house option with six dispatchers assumes two dispatchers added per year in FY 2023, FY 2024, and FY 2025, while the version with eight dispatchers adds three positions in FY 2024 and FY 2025. The hybrid option assumes two dispatchers added per year in FY 2023, FY 2024, and FY 2027. Under both options we assume the records clerk position is eliminated in FY 2023, as the staff report indicates that until the Town population and workload demand additional assistance in this area, dispatch personnel would handle various records tasks, and the supervisor would continue responsibility for managing the flow of Public Records Act (PRA) requests and the Evidence Unit. Per discussion with staff, we assume the records clerk position would be restored when the Town reaches a population of 20,000, which is projected to occur in FY 2037. The records clerk position is retained with the outsource option.
- ***Personnel Costs.*** These costs are computed in our projection as described below.
  - The primary difference between our costs and those in the staff report is that we do not add pension unfunded accrued liability (UAL) payments for new employees, as



- these are billed as a fixed amount by CalPERS. Since this cost does not change with staffing levels, the existing UAL amounts would simply be spread over a larger number of employees. Normal pension costs, which are computed as a percent of payroll, are included.
- Salaries, incentives and Fair Labor Standards Act (FLSA) amounts are based on current mid-range amounts per the Finance Department. These amounts grow at 2% for annual COLAs, and at 5% for step increases the two years after being added. Starting in the third year, these positions grow at COLAs plus 0.5% (the assumed net impact of step increases and employee turnover savings across the workforce as a whole).
  - Health costs are based on the average per FTE with 6% growth.
  - Retiree medical costs are computed per the actuarial forecast.
  - Other personnel costs are computed consistent with such costs in the model.
  - Grant credits are continued at the \$61,358 amount budgeted in FY 2022.
- **BRICS Annual Subscription and Dispatch Radio Annual Charges.** Under all three options, initial year costs are provided by staff, and we inflate those costs annually by 2% to reflect future long-term inflation.

The forecast model is driven by the assumed rate of growth in **housing units and population**, which in turn drives most General Fund revenues. Figure 1 shows the assumed level of housing units and population in the current forecast model. Even after 25 years, it is assumed that Paradise will be below pre-fire population and housing unit levels.

Figure 1. Paradise Housing Unit and Population Level Forecast



It is assumed that 90% of the \$220 million **PG&E Settlement** is set aside to support General Fund operations, and the remaining 10% is available for capital projects and grant matching. Settlement funds would be transferred to the General Fund to close the revenue gap and maintain an adequate fund balance. Revenues are down significantly due to a 63% reduction in assessed value and a 43% reduction in sales tax in the wake of the Camp Fire destruction.

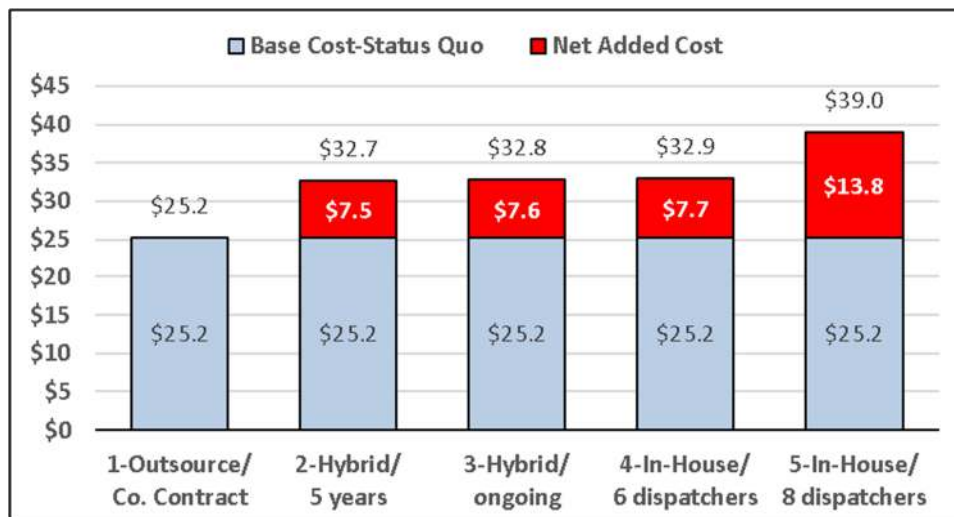
Since expenditures are being maintained at the level required by a population of 26,000, and the 2021 population was just over 6,000, expenditures continue to grow from pre-fire levels. The result is a current revenue gap of over \$9 million that must be filled by Settlement funds. This gap will diminish over time as the population and revenue base grow.

In this analysis Management Partners has analyzed the cost of the three PSAP options in the staff report, plus the two alternate versions described previously. These options are as follows, in ascending order of cost:

1. Outsource to County (the status quo) – staff proposal
2. Hybrid Approach (five-year phase-in with six dispatchers) – staff proposal
3. Hybrid Approach (with four in-house dispatchers and an ongoing contract with County to provide non-peak coverage) – added by Management Partners
4. In-house PSAP (three-year phase-in with six dispatchers) – staff proposal
5. In-house PSAP (three-year phase-in with eight dispatchers) – added by Management Partners

Figure 2 shows that Options 2, 3 and 4 are very close in cost. Option 5 reflects the potential of a higher cost for an in-house PSAP to fully cover two-person staffing 24/7, as noted above. To the extent that “soft cost” alternatives can be employed, such as using the supervisor to cover certain absences, or cross training other police staff to temporarily fill in, then such additional costs may be lower than reflected in Option 5. Note that the county may increase contract costs in the future, which could drive up the costs of Options 1, 2 and 3.

*Figure 2. Twenty-five-year Cost Comparison Among PSAP Options*



The following tables and figures show communications costs by type and staffing levels over the next ten years for each option, as well as the projected use of the PG&E Settlement Fund for each of the five PSAP options over the next 25 years. The forecast model has been updated to allow any of these options to be incorporated into the long-range projections.

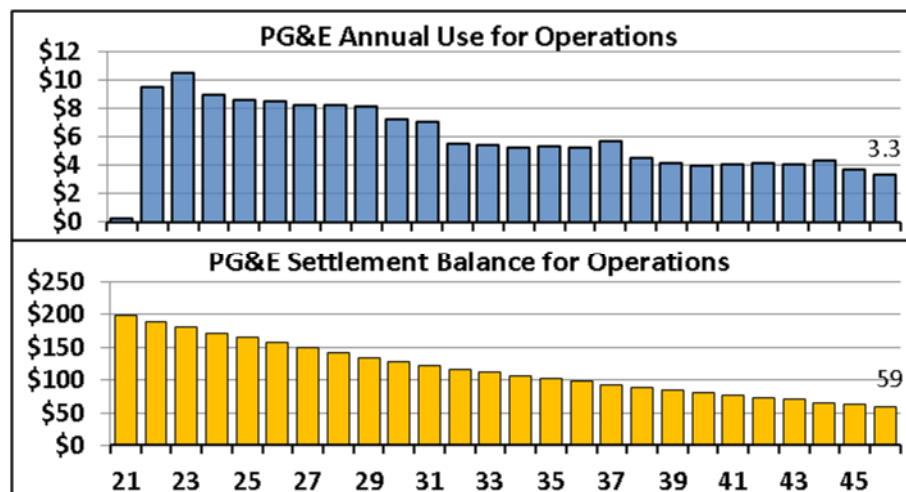
**Option 1.** The 10-year impact of the **Outsource Option** (current contract with the county) is shown in Table 1, This is the lowest cost approach. Only two positions (the current supervisor and records clerk) are retained by the Town. The county contract continues with an assumed growth rate of 3%.

Table 1. Option 1: Outsource to County; 10-Year Fiscal Impact Summary

(\$ in 000)	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
<b>Communications Cost &amp; Staff:</b>										
Personnel	\$224	\$233	\$239	\$247	\$260	\$266	\$273	\$281	\$289	\$298
BCSO Contract	357	369	380	391	403	415	428	441	454	467
BRICS Charges	23	142	58	59	60	61	62	64	65	66
Dispatch Radio Equipment	-	-	-	-	-	-	-	-	-	-
Field Radio Equipment	768	-	-	-	-	-	-	-	-	-
Tower Upgrade Equipment	188	-	-	-	-	-	-	-	-	-
Microwave Link	-	-	-	-	-	-	-	-	-	-
Other O&M	46	47	48	49	50	51	52	53	54	55
<b>Total Expenditures</b>	<b>1,419</b>	<b>791</b>	<b>725</b>	<b>747</b>	<b>773</b>	<b>794</b>	<b>815</b>	<b>838</b>	<b>862</b>	<b>887</b>
Supervisor FTE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dispatcher FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Records Clerk FTE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total FTE</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
<b>General Fund Summary:</b>										
Revenue (before Settlement)	6,775	7,306	8,198	9,152	9,711	10,373	10,772	11,452	12,296	13,179
Expenditures	16,610	17,183	17,138	17,607	18,083	18,517	18,932	19,489	19,522	20,109
Net Annual	(9,836)	(9,877)	(8,939)	(8,455)	(8,373)	(8,144)	(8,160)	(8,037)	(7,226)	(6,930)
Settlement Use	9,467	10,478	8,966	8,571	8,474	8,222	8,230	8,151	7,253	7,054
Ending Unassigned Balance	2,271	2,864	2,856	2,934	3,014	3,086	3,155	3,248	3,254	3,351
Balance as % of Expense	13.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%

The key factor in evaluating each communications option is its impact on total expenditures, and thus the drawdown on PG&E Settlement funds. Figure 3 shows that Settlement Funds used to support operations decline slowly to \$3.3 million over 25 years, and that by FY 2046, the balance would be \$59 million. At this rate of drawdown, the Settlement is projected to last another 18 years beyond FY 2046.

Figure 3. Option 1: Outsource to County; 25-Year Settlement Fund Use (\$ in millions)



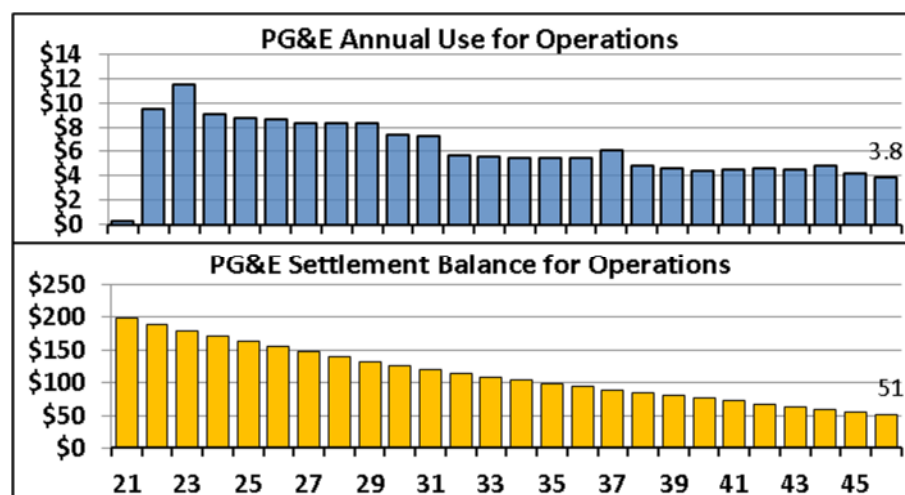
**Option 2.** The 10-year impact of the **Hybrid Approach (with six dispatchers and a five-year phase-in)** is shown in Table 2. Over 25 years, this option adds \$7.5 million in cost compared with the Outsource Option (status quo), for an average of \$300,000 per year. This is equivalent to a 1.39% increase in total General Fund expense over the same period.

Table 2. Option 2: Hybrid Approach/5-year phaseout; 10-Year Fiscal Impact Summary

(\$ in 000)	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
<b>Communications Cost &amp; Staff:</b>										
Personnel	\$224	\$432	\$530	\$549	\$576	\$804	\$817	\$847	\$872	\$895
BCSO Contract	357	369	190	196	202	-	-	-	-	-
BRICS Charges	23	142	58	59	60	61	62	64	65	66
Dispatch Radio Equipment	459	40	40	41	42	43	44	45	45	46
Field Radio Equipment	768	-	-	-	-	-	-	-	-	-
Tower Upgrade Equipment	188	-	-	-	-	-	-	-	-	-
Microwave Link	153	-	-	-	-	-	-	-	-	-
Other O&M	46	47	48	49	50	51	52	53	54	55
<b>Total Expenditures</b>	<b>2,219</b>	<b>1,029</b>	<b>866</b>	<b>893</b>	<b>930</b>	<b>959</b>	<b>975</b>	<b>1,009</b>	<b>1,036</b>	<b>1,063</b>
Supervisor FTE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dispatcher FTE	0.0	2.0	4.0	4.0	4.0	6.0	6.0	6.0	6.0	6.0
Records Clerk FTE	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total FTE</b>	<b>2.0</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>
<b>General Fund Summary:</b>										
Revenue (before Settlement)	6,775	7,302	8,199	9,152	9,711	10,373	10,772	11,452	12,297	13,179
Expenditures	17,410	17,414	17,268	17,743	18,230	18,665	19,076	19,643	19,679	20,267
<b>Net Annual</b>	<b>(10,636)</b>	<b>(10,112)</b>	<b>(9,070)</b>	<b>(8,591)</b>	<b>(8,519)</b>	<b>(8,292)</b>	<b>(8,303)</b>	<b>(8,191)</b>	<b>(7,383)</b>	<b>(7,088)</b>
Settlement Use	9,467	11,551	9,080	8,708	8,622	8,371	8,373	8,307	7,410	7,213
Ending Unassigned Balance	1,471	2,902	2,878	2,957	3,038	3,111	3,179	3,274	3,280	3,378
Balance as % of Expense	8.5%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%

Figure 4 shows that under the Outsource Option (status quo) Settlement Funds used to support operations decline slowly to \$3.8 million over 25 years, and that by FY 2046, the balance would be \$51 million. At this rate of drawdown, the Settlement is projected to last another 14 years beyond FY 2046.

Figure 4. Option 2: Hybrid Approach/5-year phaseout; 25-year Settlement Use (\$ in millions)





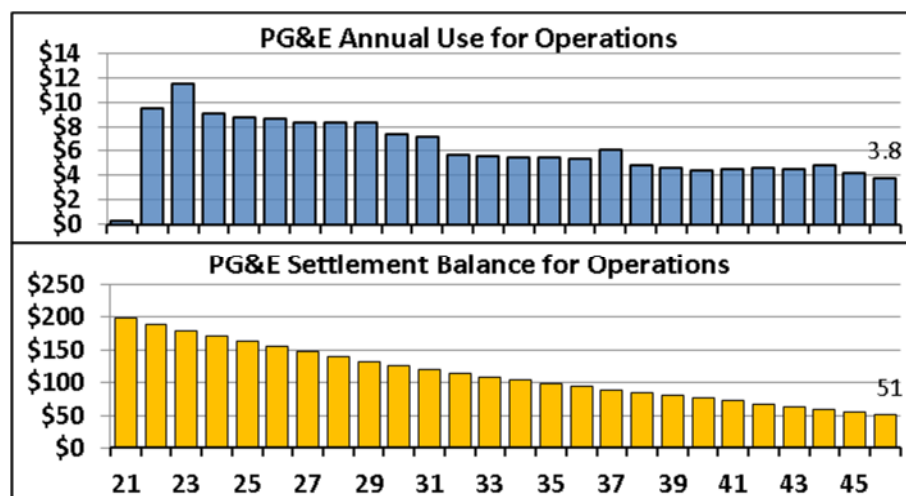
**Option 3.** The impact of a **Hybrid Approach (with four dispatchers and a contract with the county for non-peak coverage)** is shown in Table 3. Over 25 years, this option adds \$7.55 million in cost compared with the Outsource Option (status quo), for an average of \$302,000 per year. This is equivalent to a 1.40% increase in total General Fund expense over this period.

Table 3. Option 3: Hybrid Approach/Ongoing Contract; 10-Year Fiscal Impact Summary

(\$ in 000)	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
<b>Communications Cost &amp; Staff:</b>										
Personnel	\$224	\$432	\$530	\$549	\$576	\$589	\$603	\$619	\$637	\$654
BCSO Contract	357	369	190	196	202	208	214	220	227	234
BRICS Charges	23	142	58	59	60	61	62	64	65	66
Dispatch Radio Equipment	459	40	40	41	42	43	44	45	45	46
Field Radio Equipment	768	-	-	-	-	-	-	-	-	-
Tower Upgrade Equipment	188	-	-	-	-	-	-	-	-	-
Microwave Link	153	-	-	-	-	-	-	-	-	-
Other O&M	46	47	48	49	50	51	52	53	54	55
<b>Total Expenditures</b>	<b>2,219</b>	<b>1,029</b>	<b>866</b>	<b>893</b>	<b>930</b>	<b>952</b>	<b>975</b>	<b>1,000</b>	<b>1,028</b>	<b>1,056</b>
Supervisor FTE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dispatcher FTE	0.0	2.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Records Clerk FTE	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total FTE</b>	<b>2.0</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
<b>General Fund Summary:</b>										
Revenue (before Settlement)	6,775	7,302	8,199	9,152	9,711	10,373	10,772	11,452	12,297	13,179
Expenditures	17,410	17,414	17,268	17,743	18,230	18,665	19,082	19,641	19,678	20,267
<b>Net Annual</b>	<b>(10,636)</b>	<b>(10,112)</b>	<b>(9,070)</b>	<b>(8,591)</b>	<b>(8,519)</b>	<b>(8,292)</b>	<b>(8,310)</b>	<b>(8,189)</b>	<b>(7,381)</b>	<b>(7,088)</b>
Settlement Use	9,467	11,551	9,080	8,708	8,622	8,371	8,380	8,303	7,408	7,213
Ending Unassigned Balance	1,471	2,902	2,878	2,957	3,038	3,111	3,180	3,274	3,280	3,378
Balance as % of Expense	8.5%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%

The key factor in evaluating each communications option is its impact on total expenditures, and thus the drawdown on PG&E Settlement funds. Figure 5 shows that under the Outsource Option (status quo) Settlement Funds used to support operations decline slowly to \$3.8 million over 25 years, and that by FY 2046, the balance would be \$51 million. At this rate of drawdown, the Settlement is projected to last another 13 years beyond FY 2046.

Figure 5. Option 3: Hybrid Approach/Ongoing Contract; 25-Year Settlement Fund Use (\$ in millions)



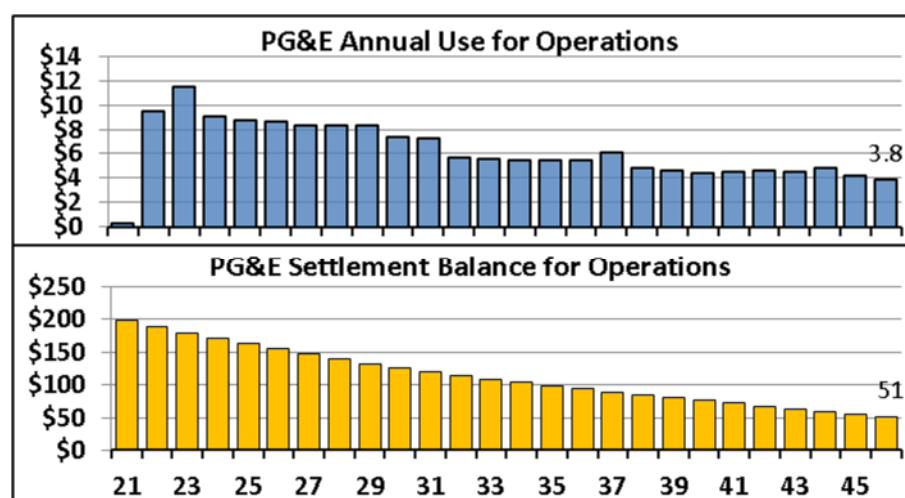
**Option 4.** The 10-year impact of an **In-house PSAP with six dispatchers** is shown in Table 4. This option is implemented over three years. The advantage is completing the transition over a shorter period. Over 25 years, this option adds \$7.7 million in cost compared with the Outsource Option (status quo), for an average of \$308,000 per year. This is equivalent to a 1.42% increase in total General Fund expense over the same period.

Table 4. Option 4: In-house PSAP with 6 Dispatchers; 10-Year Fiscal Impact Summary

(\$ in 000)	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
<b>Communications Cost &amp; Staff:</b>										
Personnel	\$224	\$432	\$530	\$755	\$781	\$808	\$826	\$849	\$876	\$901
BCSO Contract	357	369	190	-	-	-	-	-	-	-
BRICS Charges	23	143	59	60	61	62	64	65	66	68
Dispatch Radio Equipment	459	40	40	41	42	43	44	45	45	46
Field Radio Equipment	768	-	-	-	-	-	-	-	-	-
Tower Upgrade Equipment	188	-	-	-	-	-	-	-	-	-
Microwave Link	153	-	-	-	-	-	-	-	-	-
Other O&M	46	47	48	49	50	51	52	53	54	55
Total Expenditures	2,219	1,030	868	905	934	964	985	1,012	1,041	1,070
Supervisor FTE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dispatcher FTE	0.0	2.0	4.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Records Clerk FTE	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total FTE	2.0	4.0	5.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
<b>General Fund Summary:</b>										
Revenue (before Settlement)	6,775	7,302	8,199	9,152	9,711	10,373	10,773	11,452	12,297	13,179
Expenditures	17,410	17,415	17,269	17,747	18,228	18,671	19,086	19,646	19,684	20,275
Net Annual	(10,636)	(10,113)	(9,071)	(8,595)	(8,517)	(8,297)	(8,314)	(8,195)	(7,388)	(7,096)
Settlement Use	9,467	11,552	9,081	8,713	8,619	8,377	8,384	8,309	7,415	7,220
Ending Unassigned Balance	1,471	2,902	2,878	2,958	3,038	3,112	3,181	3,274	3,281	3,379
Balance as % of Expense	8.5%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%

Figure 6 shows that under this option, Settlement Funds used to support operations decline slowly to \$3.8 million over 25 years, and that by FY 2046, the balance would be \$51 million. At this rate of drawdown, the Settlement is projected to last another 13 years beyond FY 2046.

Figure 6. Option 4: In-house PSAP with 6 Dispatchers; 25-year Settlement Use (\$ in millions)



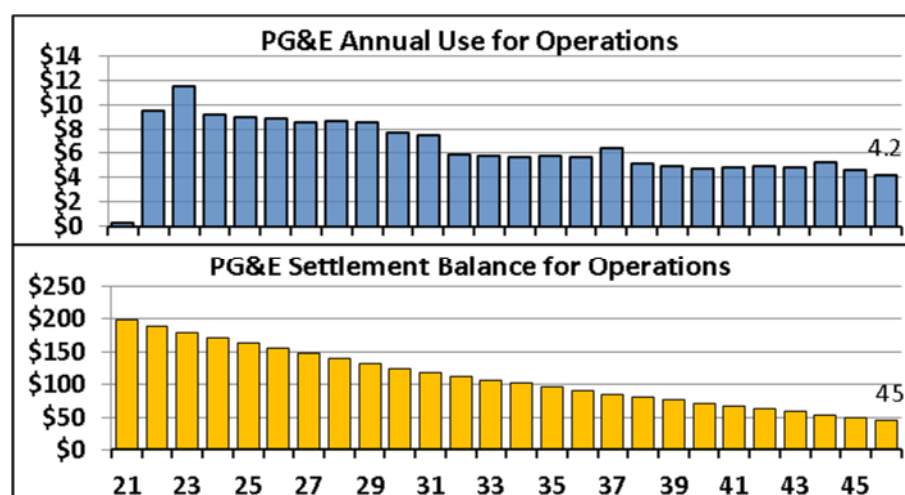
**Option 5.** The 10-year impact of an **In-house PSAP with eight dispatchers** is shown in Table 5. This option illustrates the high-end potential for costs associated with fully staffing a PSAP with two dispatchers 24/7. Over 25 years, this option adds \$13.8 million in cost compared with the Outsource Option (status quo), for an average of \$552,000 per year. This is equivalent to a 2.55% increase in total General Fund expense over the same period.

Table 5. Option 5: In-house PSAP with 8 dispatchers; 10-Year Fiscal Impact Summary

(\$ in 000)	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
<b>Communications Cost &amp; Staff:</b>										
Personnel	\$224	\$436	\$629	\$955	\$990	\$1,026	\$1,048	\$1,078	\$1,111	\$1,144
BCSO Contract	357	369	190	-	-	-	-	-	-	-
BRICS Charges	23	143	59	60	61	62	64	65	66	68
Dispatch Radio Equipment	459	40	40	41	42	43	44	45	45	46
Field Radio Equipment	768	-	-	-	-	-	-	-	-	-
Tower Upgrade Equipment	188	-	-	-	-	-	-	-	-	-
Microwave Link	153	-	-	-	-	-	-	-	-	-
Other O&M	46	47	48	49	50	51	52	53	54	55
<b>Total Expenditures</b>	<b>2,219</b>	<b>1,035</b>	<b>966</b>	<b>1,105</b>	<b>1,143</b>	<b>1,182</b>	<b>1,208</b>	<b>1,241</b>	<b>1,277</b>	<b>1,313</b>
Supervisor FTE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dispatcher FTE	0.0	2.0	5.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Records Clerk FTE	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total FTE</b>	<b>2.0</b>	<b>4.0</b>	<b>6.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
<b>General Fund Summary:</b>										
Revenue (before Settlement)	6,775	7,302	8,199	9,152	9,711	10,373	10,773	11,452	12,297	13,179
Expenditures	17,410	17,419	17,365	17,941	18,430	18,882	19,303	19,869	19,914	20,511
Net Annual	(10,636)	(10,117)	(9,166)	(8,789)	(8,719)	(8,509)	(8,530)	(8,417)	(7,617)	(7,332)
Settlement Use	9,467	11,557	9,191	8,923	8,822	8,591	8,601	8,532	7,646	7,457
Ending Unassigned Balance	1,471	2,903	2,894	2,990	3,072	3,147	3,217	3,312	3,319	3,418
Balance as % of Expense	8.5%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%

The revenue gap is greater with this option, so more Settlement Funds are required. Figure 7 shows that Settlement Funds used to support operations decline slowly to \$4.2 million over 25 years, and that by FY 2046, the balance would be \$45 million. At this rate of drawdown, the Settlement is projected to last another 11 years beyond FY 2046.

Figure 7. Option 5: In-house PSAP with 8 dispatchers; 25-year Settlement Use (\$ in millions)



## Conclusion

The cost impact of going to an in-house PSAP depends on the staffing level. Adding six dispatch staff, as proposed in the Police Department staff report, ultimately increases communications costs by \$7.7 million over 25 years, which is equivalent to an increase of 1.42% in the total projected expenditures over that period with the status quo (contracting with the county). However, if eight dispatch staff are ultimately needed to provide 24/7 dispatch coverage, then costs could increase by another \$6.1 million over 25 years to a total of \$13.8 million. This is equivalent to an increase of 2.55% in total projected expenditures over 25 years under the status quo. The actual net increase in expenditures will likely fall somewhere within this range depending on the means by which Town leaders ensure the required 24/7 coverage (e.g., “hard costs” like added staff, overtime, payments to the county, or “soft costs” like the use of the supervisor, mutual aid, or cross-trained staff).

It is difficult to put a dollar value on the advantages of the Town having its own dispatch staff. They include maintaining internal control over quality of service and service philosophies, realizing some operating and recordkeeping efficiencies, having a better understanding of issues unique to the Town and its recovery, and improved support of other Town operations. Town leaders are in the best position to weigh the extent to which the advantages may offset the increase in costs that results under the other PSAP options.

All five options evaluated leave the Town with a PG&E Settlement balance in the range of \$45 to \$59 million at the end of 25 years, given the projected growth of the community. The level of General Fund expenditures is a key factor in how long the PG&E Settlement Funds will last. At a given level of expenditure, if housing replacement and population growth is higher than the forecast projects, the resulting higher revenues will mean lower use of Settlement Funds than projected. Conversely, if growth is slower, there is a risk the Settlement Fund will be depleted sooner than projected. The goal for the Town is to manage its budget so that Settlement Funds last as long as possible..

The Town will have many opportunities over the next 25 years to adjust its expenditure levels if the Settlement drawdown is occurring at a faster pace than projected. The long-range forecast model should continue to be maintained, as it will be a valuable tool in the Town’s future financial planning.



**Appendix A**  
**HISTORICAL AND PROPOSED DISPATCHER STAFFING LEVELS**  
 (Excerpt from pages 12 and 13 of Police Department Staff Report)

## 7. PARADISE POLICE PSAP STAFFING

Prior to the Camp Fire, the Paradise Police Dispatch Center had three (3) Dispatch Consoles and was staffed 24 hours a day, seven days a week, 365 days a year (24 / 7 / 365) with one (1) to three (3) Dispatchers. This staffing model was accomplished with six (6) full-time Public Safety Dispatchers, and one (1) Dispatch & Records Supervisor. Records functions were handled by two (2) part-time Records Clerks, who together worked a combined 36 hours per week. Dispatch was covered by three (3) shifts per day. Day Shift was 0600-1800, Swing Shift was 1100-2300, and the Graveyard Shift was 1800-0600. The Dispatch & Records Supervisor worked Monday – Thursday, 0700-1700 and was able to cover a Dispatch console as needed, in between performing supervisory and management duties.

Monday – Thursday, this provided for two (2) Dispatchers 0700-1100, three (3) Dispatchers 1100-1700, two (2) Dispatchers 1700-2300 and a solo Dispatcher 2300-0700. This provided a total of 46 hours of Dispatch coverage each day. On Friday – Sunday, when the Dispatch & Records Supervisor was off-duty, this staffing level was reduced by one (1) Dispatcher available for the hours the Dispatch & Records Supervisor worked. This left two (2) Dispatchers working 1100-2300 and a solo Dispatcher 2300-1100. As Table 2 below shows, out of a 168-hour week, Dispatch was staffed with three (3) Dispatchers for 40 hours, two (2) Dispatchers for 76 hours and a solo Dispatcher for 68 hours. This provided a total of 36 hours of Dispatch coverage each of these days.

**TABLE 2 – 3/4-12 DISPATCH STAFFING MATRIX – PRE-CAMP FIRE**

	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
Supervisor	07-1700	07-1700	07-1700	07-1700				07-1700	07-1700	07-1700	07-1700			
Dispatcher 1	06-1800	06-1800			06-1800	06-1800	06-1800				06-1800	06-1800		
Dispatcher 2	11-2300	11-2300			11-2300	11-2300	11-2300				11-2300	11-2300		
Dispatcher 3	18-0600	18-0600			18-0600	18-0600	18-0600				18-0600	18-0600		
Dispatcher 4			06-1800	06-1800				06-1800	06-1800	06-1800			06-1800	06-1800
Dispatcher 5			11-2300	11-2300				11-2300	11-2300	11-2300			11-2300	11-2300
Dispatcher 6			18-0600	18-0600				18-0600	18-0600	18-0600			18-0600	18-0600
Hours Staffed	46	46	46	46	36	36	36	46	46	46	46	36	36	36

While it is ideal to have a minimum of 2 Dispatchers on-duty at any time, with the virtually consolidated approach that the Butte County PSAPs have taken, if an incident overwhelms one PSAP calls that don't get answered overflow to another PSAP. With the addition of fully interoperable, Multi-Agency RIMS and radio systems, this backup Dispatch process will occur virtually seamlessly, allowing Dispatchers at other PSAPs to create CAD incidents when they answer phone calls for the overwhelmed center, or potentially even to assist with radio traffic.

In the post-incident evaluation of the Camp Fire, a severely extreme event, we determined the phone network properly forwarded calls where it could. However, at the Paradise PSAP for example, off-duty Paradise Police Dispatchers self-deployed to the Station and were answering phones from all three Dispatch Consoles, as well as the records desk. Even with the phones being answered from every possible access point, there were more calls coming in than could humanly be answered. That triggered the Dispatch & Records Supervisor to begin forwarding all 911 calls to an alternate PSAP so Paradise Dispatchers could handle the calls coming in on the 10-digit lines. While it is desirable to have the maximum number of Dispatchers working during any significant calamity, it is indefensible to fund enough staffing to handle the most extreme events 24/7, when only handling regular, daily call volume. Maximizing the hours of staffing of more than one Dispatcher and having a virtually consolidated dispatch system in place to reroute 911 calls when a PSAP becomes overwhelmed with calls from a significant incident, provides a good balance of minimizing costs and maximizing PSAP services.

Different approaches maximize staffing hours per day with limited staffing. Ultimately, a hybrid schedule of 10-hour and 12-hour shifts provide the most hours of coverage requiring only 12-hours of scheduled overtime per pay period. Conversely, a 12-hour schedule for all Dispatchers, provides 6 additional hours of shift coverage each day, adding only 24 hours of scheduled overtime per pay period. It is likely that in the transition back to in-house Dispatch services, that all Dispatch staff would have to work 12-hour shifts in order to maximize the hours that Paradise could staff the PSAP.

**TABLE 3 – 4/10, 3/12 DISPATCH SCHEDULE MATRIX**

	MON	TUE	WED	THU	FRI	SAT	SUN
Supervisor	07-1700	07-1700	07-1700	07-1700			
Dispatcher 1	10-2000	10-2000	10-2000	10-2000			
Dispatcher 2	16-0200	16-0200	16-0200	16-0200			
Dispatcher 3	20-0600	20-0600	20-0600	20-0600			
Dispatcher 4					06-1800	06-1800	06-1800
Dispatcher 5					11-2300	11-2300	11-2300
Dispatcher 6					18-0600	18-0600	18-0600
Hours Staffed	40	40	40	40	36	36	36

**TABLE 4 – 3/4-12 DISPATCH SCHEDULE MATRIX – PATROL ALIGNED**

	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
Supervisor	07-1700	07-1700	07-1700	07-1700				07-1700	07-1700	07-1700	07-1700			
Dispatcher 1	06-1800	06-1800	06-1800	06-1800				06-1800	06-1800	06-1800				
Dispatcher 2	11-2300	11-2300	11-2300	11-2300				11-2300	11-2300	11-2300				
Dispatcher 3	18-0600	18-0600	18-0600	18-0600				18-0600	18-0600	18-0600				
Dispatcher 4					06-1800	06-1800	06-1800				06-1800	06-1800	06-1800	06-1800
Dispatcher 5					11-2300	11-2300	11-2300				11-2300	11-2300	11-2300	11-2300
Dispatcher 6					18-0600	18-0600	18-0600				18-0600	18-0600	18-0600	18-0600
Hours Staffed	46	46	46	46	36	36	36	46	46	46	46	36	36	36

# PARADISE POLICE DEPARTMENT

## PUBLIC SAFETY DISPATCH SERVICES



**Yesterday, Today and Tomorrow**

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## **1. INTRODUCTION**

As the Town of Paradise and its residents work to restore their lives and property in the wake of the devastating Camp Fire on November 8, 2018, the Paradise Police Department is working toward a long-term solution for Police Dispatch Services. There are multiple approaches available, and the Police Department has summarized the options into the following three categories:

1. Return full Dispatch Services to the Paradise Police Department Public Safety Answering Point (PSAP), or Dispatch Center, solely utilizing Paradise Police Dispatch staff, dispatch equipment and radio networks.
2. Fully outsource Paradise Police Dispatch services to an outside agency, utilizing that agency's PSAP, Dispatch staff, dispatch equipment and radio networks.
3. Hybridize with a combination of Paradise Police internal Dispatchers, equipment and radio networks with outside agency Dispatchers, equipment, or radio networks. This hybrid approach could be implemented for the long term or during a transition from the current contracted services to the full return of Paradise Dispatch services to the Paradise PSAP.

This report seeks to provide background information, evaluate the relevant data, describe each primary alternative, their cost, advantages, disadvantages, and provide a plan for the Police Department to follow to implement each of the alternatives.

## **2. BACKGROUND INFORMATION**

The Paradise Police Department opened on July 1, 1980. The first Paradise Police Dispatch Center was housed inside Paradise Fire Station 1, now known as Station 81, until the current Police Department building was completed. Leading up to the Camp Fire, Paradise Police Dispatch was staffed by six full-time Dispatchers and one to three part-time Dispatchers assisting with shift coverage as needed. Additionally, the Police Records unit was staffed by two half-time Records Clerks. A Dispatch/Records Supervisor was responsible for the unit, including Dispatch, Records and Evidence. The Services Division Lieutenant managed Dispatch and Records, and the technology and networks required to provide Dispatch services, among other tasks.

Paradise Police Dispatchers stayed busy handling emergency calls, non-emergency calls, supplemental Records tasks and many other collateral duties as needed. The Paradise Police Dispatch Center, though small in size, was efficient and the Paradise Police Department stayed at the forefront in adopting Public Safety technologies. This led to a 911 phone system interconnected with all other Butte County PSAPs, a robust VHF radio network with strong coverage throughout Town for mobiles and portables, and the adoption of an integrated computer aided dispatch (CAD) and records management system (RMS), that could communicate with four of the six other PSAPs in Butte County.

The Paradise Police Dispatch Center strove to work in a spirit of cooperation with the other PSAPs throughout Butte County. The Dispatch Supervisor and Services Division

Lieutenant participated in regular meetings to collaborate with the other PSAPs on phone systems, radio systems, issues of interoperability of these systems, and policies and procedures to employ during disasters.

The Camp Fire, on November 8, 2018, exceeded the capacity of all the PSAPs throughout Butte County, and destroyed the networks that connected the Paradise Police Department's phone and radio systems. The design of the phone system, however, allowed Paradise Police Dispatchers to immediately begin answering phones from the Chico Police Dispatch Center. With extensive assistance from the Town's phone and Computer Aided Dispatch / Records Management System (CAD/RMS) vendors, as well as Butte County Information Systems personnel and Butte County Sheriff's Information Systems personnel, the Paradise Police Department Dispatch function was up and running out of a temporary office within the Butte County Sheriff's Dispatch Center in less than a week.

### **3. RADIO NETWORKS**

Before the Camp Fire, the Town of Paradise had a robust, VHF radio network with multiple repeated and simplex frequencies for Police, Fire and Public Works. The system consisted of 5 receiver locations voted back to the transmitters via dedicated, copper wire phone circuits and 1 mountaintop receiver voted back via a UHF link. At the time of the fire, all the voter-receivers in the field were reaching the end of their useful life, and are no longer supported by the manufacturer for maintenance, parts or repairs. The fire burned the phone lines, disconnecting all 5 wire-line voters. It also shorted out the power to the remote, UHF voted site. Town Staff restored the remote voter site to be functional, however, we cannot reconnect the wire-line sites. The AT&T copper communications infrastructure in Town is being replaced with a fiber network, and the voters in place are incompatible with the fiber network.

Since the Camp Fire, the Paradise Police Department has been operating from a combination of what remains of the Paradise Police analog VHF radio network, the Butte County Sheriff's analog VHF radio network, and the Butte Regional Interoperable Communications System (BRICS) 700 MHz digital, trunked network. With only one remaining voter, located on a remote mountaintop that is only accessible via private roads and completely inaccessible during periods of inclement weather, the Paradise Police analog VHF radio system cannot be relied upon as the sole means of daily radio communications between Dispatchers and Police Department personnel in the field. The Butte County Sheriff's analog VHF network is now a secondary system for the Sheriff's Office, and while the County continues to use it for many purposes, it provides poor quality service in many areas. For long-term planning, there is no guarantee of how long the County will continue to maintain it in usable condition for any period of time into the future.

The BRICS network is a modern, 700 MHz digital, trunked, P25 compliant radio network. According to Butte County Communications, the network was designed and built for Butte County by Motorola. It has the capacity for all Butte County agencies, as well as the agencies of the local municipalities. The BRICS network can be configured to provide

various talk-groups allowing the individual agencies to talk to each other within their own group, without interfering with the transmissions of other users in other talk groups. This would allow Paradise Police Officers, Paradise Public Works staff, Butte County Sheriff's Deputies, or any other agency on the BRICS network, to talk to their respective co-workers, without members of the other agencies hearing what they are saying or having to wait for members of other groups to finish transmitting before talking to other members of their same group. In other words, Paradise Police Officers can be talking back and forth with each other in their talk group, while Paradise Public Works staff talk to each other in their talk group, all while Butte County Sheriff's Deputies are talking to each other in their talk group, all simultaneously, without interfering with each other's communications.

In the spring of 2019, the Town of Paradise commissioned Precision Wireless Service of Windsor, California, to evaluate the Town's options for two-way radio communications. Precision Wireless Service began by assessing the Town's remaining radio infrastructure. They then evaluated the options and general costs for the Town to rebuild a VHF system, for the Town to build its own 700 MHz network, or for the Town to join BRICS. They submitted their final report to the Town in April 2019.

The Precision Wireless Service report noted that reconnecting the Town's remaining VHF system is not possible because the copper-wire network infrastructure connecting the voter receivers back to the comparator and transmitter was destroyed by the Camp Fire. At the time of the report, the communications companies could not provide an estimate of when the new fiber optic phone or data networks would be completed. Additionally, cost estimates provided for communications service ranged into the thousands of dollars per month. This option was also disadvantageous in its reliance on wired networks to function, making it susceptible to damage and failure in any future wide-scale disaster.

The Precision Wireless Service report summarized an option to install a UHF radio network to backhaul signal from the voter-receivers to the comparator and transmitter. However, this approach was not recommended because the voter-receivers and transmitters that would form the core of the network are no longer supported by the manufacturer and cannot be maintained or repaired by Motorola technicians.

The report adds the option to replace the obsolete VHF system components with a serviceable VHF radio network. This would, however, leave the Town on a VHF radio network that is not interoperable with the Butte County Sheriff's communications on the new BRICS network. Since the long-term cost was similar to the cost of joining the BRICS network, the Town began working toward the Precision Wireless Service report's third option of purchasing interoperable equipment to join the BRICS network.

Since the Precision Wireless Service report was completed, the Town has conducted significant research regarding what equipment would be required to join the BRICS network. Butte County requires equipment connecting to the BRICS network to be fully compatible with the network infrastructure and to work seamlessly with all other equipment on the network. The BRICS network is built on Motorola equipment and the

best way to assure full compatibility and to minimize connectivity problems, is to utilize matching Motorola components.

The Town is moving to maximize Public Safety interoperability, both in the case of Law Enforcement and Fire personnel responding to Town to assist Paradise, and when Paradise Officers respond to neighboring jurisdictions to answer their calls for assistance. To do this, radio consoles in Dispatch, mobile radios in Public Safety vehicles and portable radios assigned to Public Safety staff should be multi-band models that can operate within the BRICS network as well as on the conventional VHF and UHF networks of surrounding agencies. Public Works and other Town personnel who do not generally respond to public safety emergencies outside of Town, can be outfitted with single band mobile and portable radios that operate within the BRICS network only. This will provide interoperability with their Butte County counterparts, at a notable cost savings.

The County does charge a per-subscriber unit monthly fee to operate within the BRICS network. In the long-term, this cost will largely be offset by savings to the Town from not having to purchase, maintain and replace significant, costly, radio network infrastructure.

### **3a. Radio Solution Cost Comparison**

The below table compares the total estimated cost for the three viable approaches to repairing or replacing the Town of Paradise radio networks including Dispatch radio equipment, as well as the projected total cumulative costs at 5-years and 10-years out. There are advantages and disadvantages of each approach. The estimated costs for utilizing Town-owned VHF networks include the replacement of the obsolete Dispatch radio systems as well as the approximately 104 portable and mobile radios deployed throughout Town departments. These new radios would be multi-band or single-band radios, depending on the application, capable of accessing the BRICS network for mutual aid communications.

**Table-1 – Replacement Radio Equipment Cost Comparison**

<b>RADIO SOLUTION</b>	<b>INITIAL COST</b>	<b>ANNUAL COST</b>	<b>5-YEAR COST</b>	<b>10-YEAR COST</b>
BRICS 700 MHz Trunked Network	\$1,667,629.57	\$97,251.60	\$2,153,887.57	\$2,640,145.57
New Town VHF Networks	\$3,514,897.57	\$39,594.00	\$3,712,867.57	\$3,910,837.57
New Town 700 MHz Trunked Network	\$3,514,897.57	\$39,594.00	\$3,712,867.57	\$3,910,837.57

To replace all the field VHF equipment and provide new VHF networks built on the existing Town of Paradise licensed frequencies, or a new 700 MHz network for the Town of Paradise, the Precision Wireless report provided a budgetary estimated cost of \$2,100,000 for the network equipment. This cost is in addition to the cost to replace the Dispatch consoles and the mobile and portable radios. This leads to the budgetary estimated cost of \$3,514,897.57 to replace the current networks with new Town VHF or 700 MHz networks. This initial equipment cost is more than the initial cost of \$1,667,629.57 to move to the Butte County owned BRICS network, as well as the 5-year and 10-year costs, including the BRICS licensing and subscription fees. However, this cost comparison does not include any maintenance costs for the new VHF system, or any



future replacement costs budgeted to replace the equipment in the new VHF network as it ages.

This leads to one of the greatest advantages of moving to the BRICS network. In a time when radio technicians that can design, install, maintain, and repair radio networks are generally approaching retirement, new technicians are not coming into the field. This has led the Town to face challenges in finding competent technicians working for responsive companies who can maintain and repair the equipment and networks the Town owns. Butte County maintains in-house radio technicians, that maintain and repair County owned radio equipment in the BRICS network. By moving to the BRICS network, the Town only needs to maintain or repair Town owned equipment. The Town will own all mobile and portable radios installed in Town vehicles or issued to Town personnel, and all Dispatch radio console equipment. However, if the Town commits to maintaining a fleet of equipment that is supported by the manufacturer, meaning generally less than about 10-years old, the equipment manufacturers will support this work through local or regional vendors. The maintenance and repair of the primary network equipment though, would be the responsibility of the County. Included in the licensing and network access fees the County is charging, are reserve funds designated to cover the cost of the future replacement of the network equipment. This takes a tremendous responsibility off the Town, and leaves it in the hands of dedicated, professional, radio technicians and network personnel, employed by the owner of the network, Butte County.

#### **4. EMERGENCY AND NON-EMERGENCY PHONE SYSTEMS**

All local Public Safety Answering Points (PSAP), or Dispatch Centers, in Butte County have interconnected phone systems. The Butte County Sheriff's Office, California State University, Chico Police Department, Chico Police Department, Gridley Police Department, Oroville Police Department, the Paradise Police Department, and until recently the Cal-Fire Oroville ECC, all share the same networked phone system. All 911 emergency, 10-digit emergency and non-emergency calls come through duplicative servers within the network and are routed to the appropriate PSAP.

This shared network approach provides extensive PSAP interoperability. If a PSAP begins receiving more 911 calls than they can answer, calls that the PSAP of jurisdiction cannot answer are automatically forwarded to a pre-designated backup PSAP. This way, even in times of heavy call volume, 911 calls do not go unanswered. Additionally, the shared network approach allows the flexibility for a PSAP to be evacuated for whatever reason, such as during the Camp Fire or in 2017 when Lake Oroville began flowing over the top of the Oroville Dam and began to structurally undermine the dam, threatening to flood the PSAPs of the Butte County Sheriff's Office, the Gridley Police Department, and the Oroville Police Department. The affected Dispatchers were able to move to any of the other networked PSAPs, log into the phone network from the host agency's computers and access the evacuated PSAP's phone system.

In the days, weeks, months, and now years after the Camp Fire, this interoperability of PSAPs has been beneficial beyond what had ever been imagined. When the Camp Fire

began rapidly advancing into upper Concow on November 8, 2018, 911 calls placed in Concow that the Butte County Sheriff's Office Dispatchers were not able to answer, were routed to the other networked PSAPs, including the Paradise Police Department. When the fire began spotting ahead into Town, the Paradise Police Dispatch Supervisor was able to contact the Chico Police Department and transfer all incoming 911 calls to the Chico Police PSAP. The 10-digit phone lines coming into Dispatch cannot as easily be transferred from within the system, so by forwarding all the 911 calls to Chico, the Paradise Dispatchers were able to answer the calls coming in on the 10-digit lines. This maximized the capacity of the system by distributing the calls more evenly to match the call volume to the Dispatchers available to answer them.

When the Camp Fire burned through the phone lines connecting the Paradise Police PSAP to the phone network at 10:20 AM, the Paradise PSAP was no longer able to receive any calls. Since the Paradise calls forwarded to Chico, Paradise Dispatchers were able to evacuate to the Chico Police PSAP, log into the phone network, and answer Paradise phone calls as soon as they could drive to the Chico Police PSAP.

These emergency and non-emergency phone systems are funded through the California Office of Emergency Services – 911 Branch (911 Branch). The funding is levels are set, based on the volume of calls received by the PSAP. In Butte County, since all the 911 calls come through the shared host servers, the PSAPs have broken up the network and server costs by dividing those costs by the 23 dispatch consoles in the PSAPs throughout the County. The agencies then use the remaining funds to purchase and maintain the phone equipment at their own sites. Under this formula, Paradise's 911 funds are applied to cover 3/23 of the total network and server costs.

The last funding cycle ended in 2016. However, due to several issues with the California State vendor contracts that the agencies must use to purchase the equipment, the County-wide purchase and installation of the new equipment was delayed until the Fall of 2019. Based on the Paradise PD PSAP call volumes sampled by the 911 Branch, the Town received a funding allotment of \$330,000. Of this, Paradise was responsible for a total of \$214,179.95 in costs for network and call handling equipment purchase and installation. The remaining \$115,820.05 of Paradise's allotment was spent on local equipment to finish the project. One challenge with Paradise not restoring the full PSAP in a timely manner will be a potentially significant reduction in funding allotment, exposing the Town to the liability for a significant portion of the Town's responsibility for these costs during the next upgrade in calendar year 2025.

## **5. CAD SYSTEMS**

In early 2011, the Paradise Police Department transitioned the Department's Computer Aided Dispatch (CAD), Records Management System (RMS), Training Management System (TMS), Evidence tracking, Department equipment inventory tracking systems to a consolidated system called RIMS from Sun Ridge Systems in nearby El Dorado Hills, California. The California State University, Chico Police Department, the Gridley Police Department, and the Oroville Police Department have all utilized RIMS for many years as

well. In early 2018, the Butte County Sheriff's Office joined the other local agencies and transitioned to RIMS. During the current 2021/2022 Fiscal Year, the Chico Police Department is also transitioning to RIMS.

RIMS has proven itself to be a very reliable system, with incredible flexibility in deployment and interoperability between other RIMS agencies. With the configuration that the Paradise Police Department and the other local agencies share, called Collaborative RIMS, each RIMS agency within Butte County can access basic information from the other agencies RIMS databases. For example, if the Paradise Police Department is checking for local history with a person or a vehicle, they could also direct RIMS to check one or all of the other RIMS agencies in Butte County to see if they have history with that person or vehicle.

This level of CAD interoperability was highly beneficial after the Camp Fire. In the initial days after the Camp Fire, Paradise Police Dispatchers were working from the Chico Police Dispatch Center. Unfortunately, the Chico Police utilized a different CAD system instead of RIMS. Chico provided Paradise Dispatchers with log-in credentials to their CAD system, allowing Paradise Dispatchers to enter information into incidents, however, these incidents were locked in the Chico Police CAD system.

Within a week after the fire swept through Town, technical support staff from the Town, the Butte County Sheriff's Office and RIMS, and the Town's emergency phone service contractor, were able to integrate Paradise PD RIMS into the Butte County Sheriff's RIMS server and stand-up new Dispatching consoles, allowing Paradise Dispatchers to begin providing service from the Butte County Sheriff's PSAP. Paradise Police and Butte County Sheriff's Dispatchers were able to answer each other's phone lines as needed and share CAD incidents between the Paradise PD and Butte County Sheriff's RIMS systems. Once the phone network in Paradise had been restored to the phone company's Paradise Central Office and extended to the Paradise Police Department, Paradise RIMS was able to be transferred back to the Paradise PD PSAP server, transferring all of the incidents created during the time Paradise worked out of the Sheriff's PSAP with it.

In the months after the Camp Fire, the Paradise Police PSAP staffing fell to a critical level. Initially the Butte County Sheriff's Office worked with the Paradise Police Department to cover some Dispatch shifts as needed. However, beginning July 1, 2019, the Butte County Sheriff's Office required the Paradise Police Department to begin transitioning to a full-time Dispatch contract with the Sheriff's Office for the Town to continue to receive staffing assistance. As a result, between July 1, 2019, and January 1, 2020, the Paradise Police PSAP functions transitioned from being serviced by Paradise Police Department staff full-time, to being contracted to the Butte County Sheriff's Office full-time. The interoperability of the Paradise Police and Butte County Sheriff's RIMS systems became a critical piece of this transition.

Once the Butte County Sheriff's Office began assisting the Paradise Police Department with the Dispatching functions, when Butte County Sheriff's Dispatchers received Paradise Police calls, they created incidents in the Butte County Sheriff's RIMS system,

then transferred them to the Paradise Police RIMS system. Once the incidents were delivered to the Paradise RIMS system, Paradise staff was able to process them to create Case Reports for the incidents that required it and for further processing by the Officers. Although convenient for general sharing of information, the constant sharing of incidents between the interconnected RIMS agencies became cumbersome over time. Town Technical Staff was able to establish Virtual Machines (VM) within the Paradise RIMS server and Virtual Private Networks (VPN) to connect the Sheriff's Office Dispatch consoles to the Paradise RIMS VMs. This allowed the Butte County Sheriff's Dispatchers to create and edit incidents and case numbers, directly within the Paradise Police RIMS system. Paradise Records Staff still processes each incident to complete the incident information, attach the required documents and edit the incidents to properly fill the Paradise Police Department Public Log.

There are continuing issues with connectivity, maintenance and the ongoing upgrades to the Town and County RIMS systems. Subsequently, the Town sought to further refine these processes and determined that RIMS offers a second deployment architecture that provides a better platform for multiple agencies to share information, called Multi-Agency RIMS. Instead of each agency deploying their own RIMS system on their own server, Multi-Agency RIMS is a single RIMS solution installed on the host agency's server. All other agencies sharing the Multi-Agency RIMS deployment securely connect to the host server to access RIMS and the ancillary programs such as the evidence, training, and inventory tracking modules. The underlying database is shared, so that if one agency checks for history with an individual, an address, a car, etc., the inquiry searches the shared database for all contacts, no matter what agency had the contact. It also allows for Dispatchers to create incidents for multiple agencies and transfer the incidents to the other agencies without sharing the information between separate systems and servers. In February of 2020, RIMS estimated the Town's cost to upgrade to Multi-Agency RIMS to be \$40,000, with an additional \$6,420 of work that would need to be done at the County's servers. Beyond that there will be annual support and maintenance costs to the agency hosting the RIMS server, that the Town would likely be responsible for a prorated portion of. No matter which approach the Town takes for Dispatch services, the Town should move to a Multi-Agency RIMS configuration.

## **6. Virtually Consolidated Dispatch**

Nationwide, there is a push to consolidate Dispatch Centers. All local PSAPs throughout Butte County have been moving from an individual agency approach to a virtually consolidated approach for years, by mutual cooperation and concentrating on improving interagency interoperability at every opportunity. All the local agencies, however, agree that continuing to run parallel PSAPs for each jurisdiction provides more benefits to each agency than consolidating some or all PSAPs into a single, consolidated PSAP site. For the smaller agencies, such as the Gridley Police Department, the Oroville Police Department and the Paradise Police Department, Dispatchers provide multiple additional services.

When the Paradise Police Department outsourced Dispatch to the Butte County Sheriff's Office, two (2) full-time Records processing personnel were required to replace the two (2) part-time Records Clerks that handled all the Paradise Police Records functions prior to the Camp Fire. After the Camp Fire, when Paradise PSAP services were provided by Paradise Police Dispatchers, the on-duty Dispatchers were able to process the Records tasks while working in Dispatch. After returning the Paradise PSAP to the Paradise Police Department facility, Paradise Dispatchers were also able to assist people as they came into the Paradise Police lobby. With Dispatch outsourced, if there is not a CSO or VIP in the front Records office, people coming into the Paradise Police Station have to use a phone to call Dispatch at the Butte County Sheriff's Office, for them to notify Paradise staff to assist them. The Town's cost to maintain Records staff will be a cost that must be considered when outsourcing Dispatch services.

Maintaining separate but interoperable and virtually consolidated PSAPs in geographically diverse areas of the County, instead of physically consolidating PSAPs, allows the local Public Safety agencies to be better prepared for a greater variety of calamities. In the 2017 Oroville Dam failure for example, while the PSAPs physically located below Oroville Dam had to be evacuated, the PSAPs in Chico and Paradise remained fully operational. When the Camp Fire happened, the Paradise PSAP had to be evacuated but all the others remained operational. When the first PSPS happened, PG&E unexpectedly cut the Sheriff's Office power. The generators for some of the Sheriff's Office facilities failed, and had the Sheriff's Dispatch Center needed to evacuate, they could have moved to any other of the interconnected PSAPs in the County. What the Town has learned from all these significant events of the past 5 years, is that geographical diversity of interconnected, virtually consolidated PSAPs, provides significant advantages over a single, consolidated PSAP location.

The Multi-Agency RIMS approach would not only simplify the current connections to allow the Sheriff's Office to provide Dispatch services to the Town until the Town can restore Dispatch services in the Paradise PSAP, it also completes the interoperability of Dispatch services for all the participating agencies. With Multi-Agency RIMS, any Dispatcher, from any of the participating agencies, can log into their own RIMS from any PSAP connected to the multi-Agency host server. With this approach, if a PSAP must be evacuated for any reason, the evacuated Dispatchers can respond to any other PSAP in the network, log into Multi-Agency RIMS under their own agency, log into the phone network under their own agency, and, as long as the Dispatch radio consoles share this same level of interoperability, can perform all functions of dispatching from any of the inter-connected PSAPs. By moving to the BRICS radio network and Multi-Agency RIMS, the Paradise PSAP will complete the installation of networks and equipment needed for a virtually consolidated dispatch approach. Not only will Paradise Dispatchers be able to access Paradise PD RIMS and Paradise PSAP phones from any of the interconnected PSAPs, Paradise Police Dispatchers will also be able to log into the BRICS network from the Paradise PSAP Dispatch consoles, or Dispatch consoles at any of the other PSAP's utilizing Multi-Agency RIMS and the BRICS network.

Currently, the Gridley Police Department and the Oroville Police Department are working toward joining the BRICS network. Due to the size of the Chico Police Department radio fleet, the City of Chico is working in parallel to create their own 700 MHz radio network. They are working with the County to enable their 700 MHz network to be interoperable with the BRICS network for mutual aid purposes. Chico is also currently evaluating the possibility of joining a county-wide Multi-Agency RIMS deployment. This means that if Paradise Police Dispatchers were to work from the Chico PSAP, just as with any other participating agencies, they could access all the networks and systems that they would need to fully function as a Paradise Police Dispatcher.

## 7. PARADISE POLICE PSAP STAFFING

Prior to the Camp Fire, the Paradise Police Dispatch Center had three (3) Dispatch Consoles and was staffed 24 hours a day, seven days a week, 365 days a year (24 / 7 / 365) with one (1) to three (3) Dispatchers. This staffing model was accomplished with six (6) full-time Public Safety Dispatchers, and one (1) Dispatch & Records Supervisor. Records functions were handled by two (2) part-time Records Clerks, who together worked a combined 36-hours per week. Dispatch was covered by three (3) shifts per day. Day Shift was 0600-1800, Swing Shift was 1100-2300, and the Graveyard Shift was 1800-0600. The Dispatch & Records Supervisor worked Monday – Thursday, 0700-1700 and was able to cover a Dispatch console as needed, in between performing supervisory and management duties.

Monday – Thursday, this provided for two (2) Dispatchers 0700-1100, three (3) Dispatchers 1100-1700, two (2) Dispatchers 1700-2300 and a solo Dispatcher 2300-0700. This provided a total of 46 hours of Dispatch coverage each day. On Friday – Sunday, when the Dispatch & Records Supervisor was off-duty, this staffing level was reduced by one (1) Dispatcher available for the hours the Dispatch & Records Supervisor worked. This left two (2) Dispatchers working 1100-2300 and a solo Dispatcher 2300-1100. As Table 2 below shows, out of a 168-hour week, Dispatch was staffed with three (3) Dispatchers for 40 hours, two (2) Dispatchers for 76 hours and a solo Dispatcher for 68 hours. This provided a total of 36 hours of Dispatch coverage each of these days.

**TABLE 2 – 3/4-12 DISPATCH STAFFING MATRIX – PRE-CAMP FIRE**

	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
Supervisor	07-1700	07-1700	07-1700	07-1700				07-1700	07-1700	07-1700	07-1700			
Dispatcher 1	06-1800	06-1800			06-1800	06-1800	06-1800				06-1800	06-1800		
Dispatcher 2	11-2300	11-2300			11-2300	11-2300	11-2300				11-2300	11-2300		
Dispatcher 3	18-0600	18-0600			18-0600	18-0600	18-0600				18-0600	18-0600		
Dispatcher 4			06-1800	06-1800				06-1800	06-1800	06-1800			06-1800	06-1800
Dispatcher 5			11-2300	11-2300				11-2300	11-2300	11-2300			11-2300	11-2300
Dispatcher 6			18-0600	18-0600				18-0600	18-0600	18-0600			18-0600	18-0600
Hours Staffed	46	46	46	46	36	36	36	46	46	46	46	36	36	36

While it is ideal to have a minimum of 2 Dispatchers on-duty at any time, with the virtually consolidated approach that the Butte County PSAPs have taken, if an incident overwhelms one PSAP calls that don't get answered overflow to another PSAP. With the addition of fully interoperable, Multi-Agency RIMS and radio systems, this backup Dispatch process will occur virtually seamlessly, allowing Dispatchers at other PSAPs to

create CAD incidents when they answer phone calls for the overwhelmed center, or potentially even to assist with radio traffic.

In the post-incident evaluation of the Camp Fire, a severely extreme event, we determined the phone network properly forwarded calls where it could. However, at the Paradise PSAP for example, off-duty Paradise Police Dispatchers self-deployed to the Station and were answering phones from all three Dispatch Consoles, as well as the records desk. Even with the phones being answered from every possible access point, there were more calls coming in than could humanly be answered. That triggered the Dispatch & Records Supervisor to begin forwarding all 911 calls to an alternate PSAP so Paradise Dispatchers could handle the calls coming in on the 10-digit lines. While it is desirable to have the maximum number of Dispatchers working during any significant calamity, it is indefensible to fund enough staffing to handle the most extreme events 24/7, when only handling regular, daily call volume. Maximizing the hours of staffing of more than one Dispatcher and having a virtually consolidated dispatch system in place to reroute 911 calls when a PSAP becomes overwhelmed with calls from a significant incident, provides a good balance of minimizing costs and maximizing PSAP services.

Different approaches maximize staffing hours per day with limited staffing. Ultimately, a hybrid schedule of 10-hour and 12-hour shifts provide the most hours of coverage requiring only 12-hours of scheduled overtime per pay period. Conversely, a 12-hour schedule for all Dispatchers, provides 6 additional hours of shift coverage each day, adding only 24 hours of scheduled overtime per pay period. It is likely that in the transition back to in-house Dispatch services, that all Dispatch staff would have to work 12-hour shifts in order to maximize the hours that Paradise could staff the PSAP.

**TABLE 3 – 4/10, 3/12 DISPATCH SCHEDULE MATRIX**

	MON	TUE	WED	THU	FRI	SAT	SUN
Supervisor	07-1700	07-1700	07-1700	07-1700			
Dispatcher 1	10-2000	10-2000	10-2000	10-2000			
Dispatcher 2	16-0200	16-0200	16-0200	16-0200			
Dispatcher 3	20-0600	20-0600	20-0600	20-0600			
Dispatcher 4					06-1800	06-1800	06-1800
Dispatcher 5					11-2300	11-2300	11-2300
Dispatcher 6					18-0600	18-0600	18-0600
Hours Staffed	40	40	40	40	36	36	36

**TABLE 4 – 3/4-12 DISPATCH SCHEDULE MATRIX – PATROL ALIGNED**

	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
Supervisor	07-1700	07-1700	07-1700	07-1700				07-1700	07-1700	07-1700	07-1700			
Dispatcher 1	06-1800	06-1800	06-1800	06-1800				06-1800	06-1800	06-1800	06-1800			
Dispatcher 2	11-2300	11-2300	11-2300	11-2300				11-2300	11-2300	11-2300				
Dispatcher 3	18-0600	18-0600	18-0600	18-0600				18-0600	18-0600	18-0600				
Dispatcher 4					06-1800	06-1800	06-1800				06-1800	06-1800	06-1800	06-1800
Dispatcher 5					11-2300	11-2300	11-2300				11-2300	11-2300	11-2300	11-2300
Dispatcher 6					18-0600	18-0600	18-0600				18-0600	18-0600	18-0600	18-0600
Hours Staffed	46	46	46	46	36	36	36	46	46	46	46	36	36	36

## 8. STATISTICAL ANALYSIS

There are several interrelated factors that affect the staffing and equipment needs for a successful PSAP. The population of the jurisdiction and crime rates are primary drivers for emergency or non-emergency call volume and the resultant Law Enforcement activity. The following analysis of this data for the Town of Paradise comparative to that of Butte County intends to provide insight into the Dispatch needs for the Town in the current circumstance of the Butte County Sheriff's Office PSAP providing Dispatch services to the Town of Paradise.

### 8a. Population

There are unfortunately, some statistical challenges to understanding the actual volume of calls made to Paradise Police Dispatch and the Town's population that will have to be overcome with predictive analytics and comparative analysis. The actual population of the Town from incorporation (1980) until the Camp Fire (2018) is listed in 5-year increments in the below table. While the Town population grew by approximately 17% in this time, this growth primarily occurred between incorporation and 1995. From 1995 until the Camp Fire, the Town population remained relatively steady at 26,000-26,500.

**TABLE 5 – PRE-CAMP FIRE POPULATION TRENDS**

YEAR	1980	1985	1990	1995	2000	2005	2010	2015	2018
POPULATION	22,571	23,300	25,401	26,132	26,408	26,403	26,188	26,170	26,423
CHANGE	-	3.23%	9.02%	2.88%	1.06%	-0.02%	-0.81%	-0.07%	0.97%

Estimates of the future population growth of the Town vary widely, depending on the modeling and assumptions used. The population growth of the Town of Paradise since the Camp Fire is challenged by the State of California being tightly locked down due to the COVID-19 pandemic, which may have constricted the growth due to supply chain gaps, materials costs and labor shortages that occurred as a direct result of the pandemic. Conversely, growth may have been artificially high since the fire due to a variety of other variables. The greatest likely growth influence for this year was the timelines of people receiving insurance settlements for their Camp Fire losses, as well as the length of time required to work through the process of clearing lots of fire debris, cutting hazardous trees, restoring utilities, and designing, permitting, and building a replacement home.

These vast variables create significant challenges in predicting future Town population, and the resultant facilities and services the Town will need to provide to serve that population. To generate more reliable, long-term estimates, the Town contracted with consulting firm Management Partners to perform a thorough analysis and generate predictions of future growth in population and Town revenues for Town planning purposes. Management Partners, estimated the population of the Town within a range from conservative to more aggressive rates, depending on the evolution of multiple financial, social, and environmental variables. Within this range, they set the most likely growth rates and developed final estimates of future population. With the highest growth



rates of 33.71% in 2021, 24.77% in 2022, 19.50% in 2023, 16.02% in 2024 and 13.55% in 2025. They projected the Town of Paradise population will be 12,164 people in 2025.

**TABLE 6 – POST-CAMP FIRE POPULATION TRENDS THROUGH 2025**

YEAR	2019	2020	2021	2022	2023	2024	2025
POPULATION	4,590	4,631	6,192	7,726	9,233	10,712	12,164
CHANGE	-	0.89%	33.71%	24.77%	19.50%	16.02%	13.55%

After 2025, the projected growth rates reduce to single digits, with projected populations of 15,710 in 2030, 19,166 in 2035 and 21,365 by 2040.

**TABLE 7 – POST-CAMP FIRE POPULATION TRENDS 2025 – 2045**

YEAR	2025	2030	2035	2040	2045
POPULATION	12,164	15,710	19,166	21,365	23,563
CHANGE	-	29.16%	22.00%	11.47%	10.29%

## 9. EMERGENCY AND NON-EMERGENCY CALL VOLUME

Table 8 shows that in the 3 years prior to the Camp Fire, on average the Paradise Police Department received 14,005 emergency 911 calls, created 23,934 CAD incidents, and initiated 3,739 criminal reports per year. After the Camp Fire, for the years of 2019, 2020, and 2021, these average annual statistics significantly reduced to 3,301 emergency 911 calls, 11,372 CAD incidents, and 1,482 criminal reports per year. Of note, the number of emergency 911 calls increased from 2,353 in 2019 to 3,597 in 2020, a 75% increase. In 2021, 911 calls increased to 4,171, a 15% increase over 2020 and a 100% increase over 2019. Conversely, CAD Incidents decreased from 12,385 in 2019 to 10,758 in 2020, a 15% decrease, and only rebounded slightly to 10,946 in 2021 a 2% increase from 2020. Reports also decreased from 1,566 in 2019 to 1,538 in 2020, a 2% decrease, and to 1,341 in 2021, a 13% decrease from 2020. While difficult to identify the specific cause of this inverse relationship between increasing 911 calls and decreasing CAD incidents and reports, with a population increase of only 3% 2019 to 2020, it suggests that more people may be actively calling to report the same incidents.

**TABLE 8 – EMERGENCY AND NON-EMERGENCY CALL VOLUME**

YEAR	PARADISE				BUTTE COUNTY			
	911	10-DIGIT	AVG/HR	CAD	911	10-DIGIT	AVG/HR	CAD
2016	15,214	59,663	8.55	22,540	31,199	94,542	14.35	
2017	13,977	54,812	7.85	25,591	30,014	90,952	13.81	
2018	12,825	50,294	7.21	23,672	30,412	92,158	13.99	50,876
2019	2,088	8,188	1.17	12,385	27,776	84,170	12.78	50,860
2020	3,643	14,833	2.11	10,785	32,881	99,639	15.13	54,673
2021	4,171	16,056	2.31	10,946	28,476	85,944	13.06	64,939

Note: Yellow highlighted cells are estimates, Green highlighted cells are statistical outliers and Gray highlighted cells have no data available.

The California Office of Emergency Services, 911 Branch (Cal-OES 911), sets the regulations and standards for PSAP's in California. One of the standards set by Cal-OES 911 is that California PSAP's must answer 95% incoming 911 calls within 15 seconds. According to data provided by the Butte County Sheriff's Office, the Sheriff's PSAP falls short of this standard, answering an average of only 92% of 911 calls within the required 15 seconds. While this is close to achieving standards, adding additional responsibilities to the BCSO Dispatchers will negatively affect answer times, and therefore negatively affect the level of customer service provided to Paradise residents. Before the Camp Fire, Sheriff's dispatch handled on average 3.48 9-1-1 calls per hour. Beginning in 2020 after the Camp Fire, call volume rose slightly to 3.75 9-1-1 calls per hour. If BCSO Dispatchers are unable to answer less than 95% of less than four (4) 911 calls per hour within 15 seconds, one must assume there are many other responsibilities impeding their 911 answer times.

### **9a. 10-Digit Call Volume**

There are many factors that play into a PSAP's ability to meet Cal-OES 911 call answer time standards. These include handling radio traffic, researching information and providing information to Officers in the field, handling a variety of routine Records Department tasks and answering non-emergency calls. The non-emergency calls take a significant amount of a Dispatchers time. These calls come from people reporting non-emergency crimes, needing general information, requesting to speak to Police Officers, or who need to be referred to other personnel or outside agencies. In these calls, the Dispatchers have the greatest opportunity to assist the general population, with the Town's philosophy of service to the public. However, when the volume of calls and other work performed by Dispatchers is so great that they are unable to answer 95% of an average of four (4) incoming 911 calls per hour within 15 seconds, the quality of service provided to non-emergency callers can degrade significantly.

Solid statistics of calls to the Paradise Police Department's 10-digit numbers are not available for the considered period of time prior to the Camp Fire due to technical shortcomings in the phone network. The equipment to track non-emergency calls was installed in Fall 2019, allowing the Paradise Police Department to more accurately track this data for calendar years 2020 and 2021. The Butte County Sheriff's Office was also unable to provide reliable numbers of non-emergency calls into their PSAP prior to 2021. To estimate the number of non-emergency calls that would come into the Paradise PSAP, the available data will establish an estimated ratio of emergency to non-emergency calls processed by the Paradise PSAP and the Butte County Sheriff's Office PSAP will be examined.

In general, approximately 15-25% of calls into PSAPs are emergency calls, while the rest come in on 10-digit lines. The limited data available suggests that in 2019 the 911 calls consisted of only about 10% of phone calls handled by the Paradise PSAP. In 2020, the data shows that approximately 25% of calls handled by the Paradise PSAP were 911 calls, and in 2021 approximately 26% of Paradise PSAP calls were 911 calls. Due to the

limited data from 2019 being so divergent from 2020, we will consider the 25.5% average of calls into the Paradise PSAP being 911 calls from 2020 to 2021 as the average percentage to estimate 911 calls for 2016 through 2018.

For the same period of time, the only 10-digit call data available for the BCSO PSAP is from 2021, when their 911 calls consisted of only 33% of total calls handled by BCSO Dispatchers. This 33% ratio of 911 calls was applied to the actual reported number of 911 calls for 2016-2020, for the estimated 10-digit call volumes noted in Table 8 above.

## **10. BCSO PSAP MOU**

The Dispatch services provided to the Town by the Butte County Sheriff's Office, and the cost of those services, are defined by the "Memorandum of Understanding Between the County of Butte, the Butte County Sheriff's Office, the Town of Paradise and the Paradise Police Department," (MOU) valid through July 7, 2024. The MOU provides that "BCSO shall provide public safety dispatch services to the TOWN per the Schedule in Exhibit A." The MOU excepts BCSO from providing Paradise PD Records functions, and states that "Once BCSO PSAP staff are handling TOWN PSAP functions 100% of the time, BCSO will communicate with TOWN personnel on a separate radio frequency, designated for the TOWN. Exceptions to this can be made on a case-by-case basis upon agreement by TOWN and BCSO supervisory personnel to accommodate BCSO PSAP staffing shortages, such as during an unfilled sick-call shift."

BCSO began providing dispatch services to the Town full time on January 1, 2020. There have been several challenges with this solution since implementation. Many of the challenges have been technical problems with equipment, software, and communications connections, that have largely been resolved as they arose. Unfortunately, this approach of solving problems as they arise has created a situation where the Town of Paradise has a "unique RIMS deployment." This unique deployment has created another set of challenges, requiring custom edits of RIMS software each year when we upgrade to the newest version. Other problems that have come up along the way have been personnel related, whether it be procedural in CAD / RMS, or customer service related. Police Department Supervisory and Management Staff have brought some of these issues to the attention of BCSO PSAP Supervisory and Management personnel. As personnel issues go, the Town is not privy to the outcome of these specific incidents. However, based on the continuing incidents of BCSO PSAP staff not meeting the customer service standards that the Paradise Police Department expects of our staff, and Town residents expect of their public servants, it appears that the issues continue to not be sufficiently addressed within the BCSO.

The greatest challenge faced by the Town so far, however, is that BCSO has failed to fulfill the clause that states "BCSO will communicate with TOWN personnel on a separate radio frequency, designated for the TOWN." Initially, it was understood that BCSO's lack of sufficient staffing was being addressed and the separate communications would be provided soon after taking over Dispatch services on a fulltime basis. However, at the time of this report over one and one-half years later, it is a rare exception that BCSO

provides this separate communications channel. This leads to numerous problems, especially for the safety of Paradise Police Officers, Animal Control Officers, Town Code Enforcement and Public Works staff, and Police volunteers.

There is a large amount of radio traffic on BCSO's primary talk group, which causes radio traffic to be missed or Civilian Staff to hesitate to use the radio. When Police Officers do use the radio, they have frequently been left to feel like "second class" priorities by Dispatchers who have directed them to wait to transmit then never coming back to them, by failing to hold traffic until the Officers have advised that they are "Code 4," or failing to provide information on the license, parole, probation, or warrant status of subjects the Officers are out with. In the worst cases, BCSO Dispatchers have provided incorrect information to Officers that led Officers to take unwarranted enforcement actions or to overlook enforcement opportunities that should have been acted upon. At times these errors were quickly found by PPD personnel, however, at other times the problem wasn't detected until found by Records staff days later. There is no clause in the MOU to enforce the roles the BCSO PSAP is contracted to provide, and the Town has grown weary of advising BCSO Supervisory and Management personnel of the many shortcomings only to have the same issues continue.

## **11.FISCAL ANALYSIS OF IN-HOUSE, EXTERNAL AND HYBRID DISPATCH SERVICES**

Every level of government service provided has a financial component. Here, Town of Paradise and Butte County Sheriff's PSAP staffing costs will be broken down for comparison and consideration. This report will consider the Butte County Sheriff's PSAP costs to provide a relative cost comparison between the cost of in-house PSAP services and out-sourced PSAP services, since the Town currently has an MOU with BCSO and the BCSO costs have already been identified. The wages and benefits of the Paradise Dispatchers are defined under the Town of Paradise Memorandum of Understanding with the Paradise Police Officers Association. To simplify the analysis, the cost of a middle step Dispatcher will account for average costs of new and experienced Dispatchers. In multi-year analysis, this report will only account for 5% step raises for Paradise PSAP personnel. It will not attempt to factor in future employee cost increases. One-time costs to purchase the equipment necessary to begin Dispatching on the BRICS 700 MHz network, along with annual costs for subscriptions and maintenance, will also be provided for consideration of the long-term costs.

### **11a. Paradise Police PSAP**

A fully staffed Paradise PSAP following the model set by pre-Camp Fire operations, would employ 6 full-time Dispatchers working 12-hour shifts, providing coverage 24 hours per day, 7 days per week. The current Support Services Supervisor position would supervise the PSAP and Dispatchers. Under this model, the Police Department would not employ Records Clerks until population and workload demand additional assistance in this area. Instead, Dispatch personnel would handle various Records tasks, and the Support Services Supervisor would continue responsibility for managing the flow of Public

Records Act (PRA) requests and the Evidence unit. This staffing approach is predicted to be sufficient for the workload through the ten (10) years considered here. As shown in Table 9 below, the pre-Camp Fire cost to staff Dispatch in FY 2014-15 was \$397,350, FY2015-16 was \$447,703, FY 2016-17 was \$483,714 and FY 2017-18 was \$463,182. These figures do not include the cost of the Dispatch Supervisor and Records personnel, as the cost to supervise the Dispatch and Records processes, and to process the records will be required whether Dispatch Services are internal or external to the Town.

**TABLE 9 – PARADISE PSAP PERSONNEL COSTS FY2015-18**

	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
<b>Salary</b>	\$214,696.33	\$239,699.67	\$274,320.27	\$242,039.83
<b>Overtime</b>	\$26,941.90	\$33,261.48	\$33,314.38	\$39,624.83
<b>Benefits &amp; Deductions</b>	\$85,869.32	\$110,164.97	\$116,861.28	\$114,303.11
<b>PERS Unfunded Liability</b>	\$0.00	\$5,603.59	\$7,410.96	\$9,586.75
<b>Retiree Costs Medical Insurance</b>	\$69,842.91	\$58,982.88	\$51,807.56	\$57,627.19
<b>TOTAL</b>	<b>\$397,350.46</b>	<b>\$447,712.60</b>	<b>\$483,714.45</b>	<b>\$463,181.71</b>

The current average annual cost of a mid-step Paradise Police Dispatcher is \$103,854. It is not realistic to expect the Police Department to recruit and train six (6) full-time Public Safety Dispatchers to start on a specific cut-over date when PPD would reopen it's PSAP. Instead, PPD will hire and train Dispatchers one at a time, and phase-in the return of its PSAP over as many as 4 years.

The Communications Training Program (CTP) consists of a scheduled 20-week training program, followed by on-going supervision and training for the remainder of the 18-month probationary period. While PPD hopes to hire some lateral Dispatchers, who would have a shortened CTP as they can demonstrate competence to PPD standards, for this analysis we will consider the standard 20-week training period. In this case, it would take a total of 120 weeks of training to completely train six (6) new Dispatchers. Considering that the only current PPD staff member who can work as the CTO for these 120 weeks of training, is the current Support Services Supervisor, it is important to consider the stress of working as a CTO, and that this CTO will need to take time off throughout this period. To accommodate this need, we will add six (6) additional weeks to the total training time for a total of 126 weeks. Considering the time requirements of the hiring process, we will consider the costs of fully implementing the PPD PSAP spread over a three (3) year period, phasing in two (2) new Dispatchers per year. To account for step increases, an additional 5% is added to the Dispatch personnel costs per year for the first three years, accounting for the initial annual cost being based on the mid-step salary costs, and allowing for the Dispatchers to advance to top step.

**TABLE 10 – PARADISE PSAP PROJECTED PERSONNEL COSTS**

<b>PSAP</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>
<b>Paradise PD Dispatch</b>	\$207,708.00	\$425,801.40	\$654,799.47

There are many advantages to Paradise PD returning Dispatch services to an internal PSAP. The most obvious is the internal control over quality of service and service

philosophies. With internal Dispatch services and employees, Dispatchers can be trained to process calls to PPD standards, to enter CAD data in the ways that are most beneficial to PPD statistical tracking and information retrieval, to provide relevant local information to non-emergency callers, maintain close ties with Paradise Police Officers, Animal Control Officers, Community Service Officers and other Town employees, and to be aware of the community and arising or ongoing problems. Dispatchers can also be emboldened to work from the perspective of the community building and enforcement philosophies of the Department and the Town.

The primary disadvantages to internal services, however, cannot be ignored. Internal Dispatchers will not be exposed to the volume of calls coming in or the variety of situations being reported. Internal Dispatch services must also staff the PSAP 24/7 without the benefit of a larger pool of employees to draw upon to cover these shifts. While the portable and mobile radios will need to be replaced whether the Town returns to an internal Dispatch center or outsources Dispatch services, committing to fully outsourcing Dispatch services does reduce the one-time cost of replacing the Dispatch radio consoles.

### **11b. Butte County Sheriff's Dispatch Services**

By contrast the 2019 Memorandum of Understanding for BCSO to provide Dispatch Service to the PPD sets an annual cost for these services through June 30, 2024. It accelerates by approximately 3% each year, beginning at \$335,472.25 for FY2019-2020, then \$346,000.91 for FY 2020-2021, \$357,454.89 for FY2021-2022, \$369,020.83 for FY2022-2023 and ending at \$380,151.50 for FY2023-2024. There are additional charges possible for overtime costs, however, to this point BCSO has not fulfilled their commitment to dedicate staffing to the PPD, so there should not be any overtime costs accrued to date. Due to the minimal likelihood of this cost occurring under the remaining term of the MOU, it will not be considered here.

While outsourcing Dispatch services under any scenario, PPD must cover additional internal personnel costs to fulfill the necessary functions on the backend to provide Records services and conform CAD records created by BCSO to PPD standards. PPD is currently having a CSO work fulltime in the Records Unit, under the Support Services Supervisor. To compare the costs of our current outsourcing contract to the cost of restoring an in-house PSAP, this additional Records Unit cost will be added. The Support Services Supervisor is required for either approach, so will not be included for the comparison.

**TABLE 11 – BCSO PSAP PROJECTED CONTRACT COSTS**

<b>PSAP</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>
<b>External Contractor</b>	\$369,020.83	\$380,151.50	<b>\$391,617.90</b>
<b>Paradise PD Records</b>	\$83,320.00	\$87,486.00	\$91,860.30
<b>External Total</b>	<b>\$452,340.83</b>	<b>\$467,637.50</b>	<b>\$483,478.20</b>

As mentioned above, there are advantages to committing to outsourcing Paradise Dispatch services for the long-term. The most significant short and long-term negative

impact of committing to fully outsourcing Dispatch services, is the significant hurdles the Town will have to overcome to reopen a Dispatch center in the future. The Cal-OES 911 Branch requires an emergency call volume of 1200 911-calls per month to consider funding a new PSAP. The Town was running right around this threshold prior to the Camp Fire, and it is predicted to take well beyond 10-years to return to this level of service. This means that to commit to outsourcing Dispatch services for even the coming few years, would likely commit the Town to fully outsourcing Dispatch services for the coming two decades or more. Additionally, California standards require PSAP's to answer 95% of all 911 calls within 15 seconds. BCSO Dispatch has failed to meet this metric over the past five years, even prior to adding Paradise call volume.

The current MOU to outsource Dispatch services to BCSO lacks any ability for the Town to set a minimal level of service quality. Service failures by BCSO Dispatchers can be reported to BCSO Dispatch Supervisory and Management personnel, however, there is no requirement that BCSO takes any action to remedy the problem and improve future service. The Town has reported multiple issues to BCSO Dispatch management personnel, even recurring issues with the same Dispatchers, and have not noted an enduring improvement in the quality of service to Paradise callers. Some of the Dispatchers are well known to Sheriff's Office field personnel to repeatedly demonstrate the same or similar shortcomings in service to County residents and BCSO staff over the many years of their service, with no real change or improvement in their performance. The strongest recommendation is to include quality control checks, balances, benchmarks, and requirements in any future contract to outsource Dispatch services.

### **11c. Hybrid Dispatch Services Solution**

There are other opportunities to solve the current PPD PSAP situation to consider. While difficult to provide an extensive analysis of multiple other possibilities, for the purposes of this report we will acknowledge that the primary additional alternative would be to take a hybrid approach that would entail working cooperatively with another local PSAP, with each PSAP augmenting each other's service and staffing. The most likely approach to this would be to have each PSAP cover their own PSAPs during peak call times and working with each other to cover PSAP staffing during off-peak hours, or periods of short staffing.

When the BCSO MOU was implemented, BCSO was the only agency that met all the requirements to implement the contract on the short timeline that PPD required. At the time, no other local PSAP could communicate with PPD Officers in the field from the agency's Dispatch consoles and share full PPD CAD/RMS access. PPD did not need full-time coverage assistance, however, BCSO was not willing to negotiate a part-time contract. It is not known if BCSO has changed their position and would now be willing to consider a part-time hybrid model contract. However, there is a strong probability that either Gridley PD or Oroville PD would consider cooperating with PPD on this type of hybrid approach.

For the simplification of this analysis, we will utilize the costs of the current MOU with BCSO to consider outsourcing with any other agency, either on a full-time or part-time hybrid basis. For the Hybrid Dispatch Services solution, we considered bringing back Dispatch staffing to cover Dispatch ½ to 2/3 of the time and contracting out the rest for a longer period. It is important to note that the Hybrid solution could be implemented in a variety of ways, depending on the terms agreed upon with the contracted agency. This makes the cost estimate subject to significant variability.

Additionally, to maintain funding and support from the 911 Branch, the Town would likely need to commit to a specific timeframe for this type of hybrid approach, with a deadline to return to full-time internal Dispatch services. To consider a hybrid approach as a long-term or permanent solution, the 911 Branch would likely suspend support and funding for both the Town of Paradise PSAP as well as the cooperating hybrid agency. Once this support and funding is pulled, both the Town and the cooperating hybrid agency would be required to meet the 1200 911 calls per month metric to restore full funding and support from the 911 Branch. For this reason, the below fiscal analysis only proposes this approach for five (5) years before restoring full-time Paradise PSAP services.

#### **11d. Paradise Police Department Radio Network Upgrades**

To restore internal Dispatch services full- or part-time, in addition to the personnel needed to restore the Paradise PSAP, PPD will need to replace the radio consoles and backroom radio equipment. The current Dispatch radio consoles are obsolete, analog, VHF systems from ModUCom. The consoles are approximately 10 years old and are beginning to fail. In September 2018, ModUCom went out of business, so replacement parts are unavailable. PPD has a small supply of some used parts previously removed from another local PSAP. Since ModUCom closed, PPD has had to hire outside radio technicians to repair the installed ModUCom equipment by swapping parts from the used units. Obviously, regardless of whether the Town moves to the BRICS network or rebuilds its own radio system, the PPD Dispatch radio consoles require replacement. Since this cost would not be necessary if PPD abandons its PSAP to outsource Dispatch services full-time, it will be provided for consideration of the total PSAP restoration costs.

The BRICS network is built on Motorola equipment and Butte County requires compatible equipment be used to connect to their network. While there are other brands that can be made to be compatible with the Motorola based BRICS network, for the best long-term compatibility with minimal maintenance and service requirements, PPD will implement Motorola equipment to connect with the BRICS network. PPD received a quote from Motorola through Delta Wireless, a Sacramento based Motorola dealership, to provide and install all equipment necessary for three (3) PPD Dispatch consoles to tie into the BRICS network, at a total cost of \$440,656. This quote was provided in April 2020, and it is currently estimated that the total cost will increase by an average of 5% per year until the Town finally purchases and installs the equipment. However, with an unknown timeline to installation, this inflationary factor will not be considered to simplify this analysis. The quote also provided the cost of up to ten (10) years of warranty and service from Motorola. The maintenance contract costs will be factored into the long-term cost



estimates for the PPD PSAP. There is additional microwave network equipment to tie-in to the BRICS Network, and extensive upgrades to the grounding of the radio tower at Station 81 that must be done. These costs together are estimated to be approximately \$341,202. This leaves a 10-year, all-in estimated cost of \$1,195,906.82 for the radio infrastructure necessary to update the PPD PSAP radio systems to facilitate reestablishing internal Dispatch services. Notably, of this amount, the \$188,470.00 to upgrade the current radio tower grounding is recommended to be done whether Dispatch is returned to the PPD PSAP or not for the safety of the Fire Department personnel occupying Station 81, where the tower and remaining required radio equipment is located.

**TABLE 12 – PARADISE PSAP RADIO INFRASTRUCTURE COSTS**

DISPATCH ROOM IMPROVEMENTS				
EQUIPMENT	INITIAL COST	ANNUAL COST	YEAR 1-5 COST	YEAR 5-10 COST
(3) Compatible Dispatch Radio Console transmit equipment	\$391,608.00	\$0.00	\$0.00	\$0.00
(1) Spare Console equipment	\$43,470.00	\$0.00	\$0.00	\$0.00
KVL 4000 PDA Snap-On	\$2,424.38	\$0.00	\$0.00	\$0.00
ASTRO 25 Mode	\$242.44	\$0.00	\$0.00	\$0.00
AES Encryption software	\$727.31	\$0.00	\$0.00	\$0.00
A/C Line Cord	\$10.67	\$0.00	\$0.00	\$0.00
Keyload cable - console	\$81.46	\$0.00	\$0.00	\$0.00
KVL 4000 Sleeve Cover	\$72.73	\$0.00	\$0.00	\$0.00
MCC7500 Secure VPM Algorithm upgrade for KVL 4000	\$215.50	\$0.00	\$0.00	\$0.00
AES Algorithm (1 per console)	\$1,939.50	\$0.00	\$0.00	\$0.00
Secure Operation - Field Add License (1 per console)	\$8,404.50	\$0.00	\$0.00	\$0.00
Additional back-room base station	\$9,568.33	\$0.00	\$0.00	\$0.00
Annual service years 1-5	\$0.00	\$39,589.00	\$197,945.00	\$0.00
Annual service years 6-10	\$0.00	\$39,599.00	\$0.00	\$197,995.00
<b>DISPATCH ROOM IMPROVEMENTS TOTAL</b>	<b>\$458,764.82</b>	<b>N/A</b>	<b>\$197,945.00</b>	<b>\$197,995.00</b>
TOWER & NETWORK IMPROVEMENTS				
EQUIPMENT	INITIAL COST	ANNUAL COST	YEAR 1-5 COST	YEAR 5-10 COST
Microwave link to County Network	\$152,732.00	\$0.00	\$0.00	\$0.00
Upgrade all station & tower equipment to R56 grounding standards	\$188,470.00	\$0.00	\$0.00	\$0.00
<b>TOWER &amp; NETWORK IMPROVEMENTS TOTAL</b>	<b>\$341,202.00</b>			
TOTAL RADIO COSTS				
EQUIPMENT	INITIAL COST	ANNUAL COST	YEAR 1-5 COST	YEAR 5-10 COST
	<b>\$799,966.82</b>	<b>\$0.00</b>	<b>\$197,945.00</b>	<b>\$197,995.00</b>

Whether the Town returns to in-house Dispatch services, continues to outsource Dispatch services, or works under a hybrid of the approaches, the recommended approach for replacing the Town's radio networks destroyed by the Camp Fire, is to join the BRICS network, using a strategic combination of multi-band and 700 MHz radios. This provides the widest area of coverage at the lowest cost for the coming years, with the maximum level of interoperability amongst all local and regional Public Safety Agencies.

While this cost remains the same no matter which approach to Dispatch the Town takes, it is a significant cost. The Town is working toward numerous different funding sources to cover the initial cost to purchase the mobile and portable radio equipment. The below table shows the cost to purchase the remaining mobile and portable radios needed, vehicle cradle adapters that allow for portable radios being purchased and assigned to staff to be installed in a vehicle to reduce the number of mobile radios and their licenses required, as well as BRICS access costs. The BRICS access costs include the purchase and activation of the first 15 subscriber units in FY2021/22 and the purchase and

activation of the remaining 89 subscriber units to the complete Town-wide fleet of 104 subscriber units in FY 2022/23. The cost to purchase the radios and subscribe them to the BRICS Network for 10 years is \$1,494,897.16.

**TABLE 13 – FIELD RADIO AND BRICS SUBSCRIPTION COSTS**

EQUIPMENT	PURCHASE COST	ANNUAL COST	YEAR 1 COST	YEAR 2-10 COST
Multi-band portable radios	\$244,003.39	\$0.00	\$0.00	\$0.00
Multi-band mobile radios	\$290,426.72	\$0.00	\$0.00	\$0.00
Single-band portable radios	\$128,590.27	\$0.00	\$0.00	\$0.00
Single-band mobile radios	\$60,148.81	\$0.00	\$0.00	\$0.00
Vehicle Cradle Adapters	\$44,285.94	\$0.00	\$0.00	\$0.00
Encryption equipment	\$207.63	\$0.00	\$0.00	\$0.00
BRICS Participation Fee	\$100,000.00	\$0.00	\$15,000.00	\$85,000.00
BRICS Monthly Fee	\$0.00	\$554.40	\$8,316.00	\$518,918.40
<b>TOTAL</b>	<b>\$867,662.76</b>		<b>\$23,316.00</b>	<b>\$603,918.40</b>

### **11e. Final Cost Analysis**

The following tables show the estimated costs of fully restoring the Paradise PSAP, implementing a hybrid Dispatch model with another local agency, or fully outsourcing all PPD Dispatch services. For simplicity, it is assumed that the necessary equipment will be purchased and installed during the current fiscal year, FY 2021/22, then personnel would begin to be hired in FY 2022/23. Due to the length of time that it takes to test, background, hire and train new Dispatchers, it will take multiple years to fully staff the Paradise PSAP. The actual and estimated costs are then examined over ten years to provide a picture of the long-term costs of each scenario.

As previously noted, it is ambitious to assume that two Dispatchers will be hired and fully trained per year. To estimate costs for this, the cost of 2 Dispatchers is added per year for the first three (3) years of the transition from fully out-sourced Dispatch services to fully in-house Dispatch services. Consequently, the cost of contract services will be phased out assuming that the year that Paradise begins staffing Dispatch, the contract Dispatch services will cost basically full-price due to the hours the contract services will need to be used. During the second year, the contract Dispatch services cost is estimated to be half of the contract cost, to factor in the decreased number of hours that the contract services will be used. During the third year of the Paradise PSAP being re-staffed, the contract personnel costs are eliminated by having enough Dispatch staff to cover shifts while the final 2 Dispatchers are hired and trained.

(Tables begin on the next page.)

**TABLE 14 – TOTAL COST TO PHASE-IN PARADISE PSAP**

ITEM	Field Radios	BRICS Access	BRICS Annual	Dispatch Radios	Tower Equipment	PSAP Staffing	PSAP Contracts	ANNUAL COST	CUMMULATIVE
FY 2021/22	\$767,662.76	\$15,000.00	\$8,316.00	\$440,656.00	\$341,202.00	\$0.00	\$357,454.89	\$1,930,291.65	\$1,930,291.65
FY 2022/23	\$0.00	\$85,000.00	\$57,657.60	\$39,589.00	\$0.00	\$207,708.00	\$369,020.83	\$758,975.43	\$2,689,267.08
FY 2023/24	\$0.00	\$0.00	\$57,657.60	\$39,589.00	\$0.00	\$425,801.40	\$190,075.75	\$713,123.75	\$3,402,390.83
FY 2024/25	\$0.00	\$0.00	\$57,657.60	\$39,589.00	\$0.00	\$654,799.47	\$0.00	\$752,046.07	\$4,154,436.90
FY 2025/26	\$0.00	\$0.00	\$57,657.60	\$39,589.00	\$0.00	\$687,539.44	\$0.00	\$784,786.04	\$4,939,222.94
FY 2026/27	\$0.00	\$0.00	\$57,657.60	\$39,599.00	\$0.00	\$708,165.63	\$0.00	\$805,422.23	\$5,744,645.17
FY 2027/28	\$0.00	\$0.00	\$57,657.60	\$39,599.00	\$0.00	\$729,410.60	\$0.00	\$826,667.20	\$6,571,312.37
FY 2028/29	\$0.00	\$0.00	\$57,657.60	\$39,599.00	\$0.00	\$751,292.91	\$0.00	\$848,549.51	\$7,419,861.88
FY 2029/30	\$0.00	\$0.00	\$57,657.60	\$39,599.00	\$0.00	\$773,831.70	\$0.00	\$871,088.30	\$8,290,950.18
FY 2030/31	\$0.00	\$0.00	\$57,657.60	\$39,599.00	\$0.00	\$797,046.65	\$0.00	\$894,303.25	\$9,185,253.43

**TABLE 15 – TOTAL COST TO OUTSOURCE DISPATCH**

ITEM	Field Radios	BRICS Access	BRICS Annual	PPD Records	PSAP Contract	ANNUAL COST	CUMMULATIVE
FY 2021/22	\$767,662.76	\$15,000.00	\$8,316.00	\$83,320.00	\$357,454.89	\$1,231,753.65	\$1,231,753.65
FY 2022/23	\$0.00	\$85,000.00	\$57,657.60	\$87,486.00	\$369,020.83	\$599,164.43	\$1,830,918.08
FY 2023/24	\$0.00	\$0.00	\$57,657.60	\$91,860.30	\$380,151.50	\$529,669.40	\$2,360,587.48
FY 2024/25	\$0.00	\$0.00	\$57,657.60	\$94,616.11	\$391,556.05	\$543,829.75	\$2,904,417.23
FY 2025/26	\$0.00	\$0.00	\$57,657.60	\$97,454.59	\$403,302.73	\$558,414.92	\$3,462,832.15
FY 2026/27	\$0.00	\$0.00	\$57,657.60	\$100,378.23	\$415,401.81	\$573,437.64	\$4,036,269.79
FY 2027/28	\$0.00	\$0.00	\$57,657.60	\$103,389.58	\$427,863.86	\$588,911.04	\$4,625,180.83
FY 2028/29	\$0.00	\$0.00	\$57,657.60	\$106,491.26	\$440,699.78	\$604,848.64	\$5,230,029.47
FY 2029/30	\$0.00	\$0.00	\$57,657.60	\$109,686.00	\$453,920.77	\$621,264.37	\$5,851,293.85
FY 2030/31	\$0.00	\$0.00	\$57,657.60	\$112,976.58	\$467,538.39	\$638,172.58	\$6,489,466.42

**TABLE 16 – TOTAL COST OF HYBRID DISPATCH APPROACH**

ITEM	Field Radios	BRICS Access	BRICS Annual	Dispatch Radios	Tower Equipment	PSAP Staffing	PSAP Contracts	ANNUAL COST	CUMMULATIVE
<b>FY 2021/22</b>	\$767,662.76	\$15,000.00	\$8,316.00	\$440,656.00	\$341,202.00	\$0.00	\$357,454.89	<b>\$1,930,291.65</b>	\$1,930,291.65
<b>FY 2022/23</b>	\$0.00	\$85,000.00	\$57,657.60	\$39,589.00	\$0.00	\$207,708.00	\$369,020.83	<b>\$758,975.43</b>	\$2,689,267.08
<b>FY 2023/24</b>	\$0.00	\$0.00	\$57,657.60	\$39,589.00	\$0.00	\$425,801.40	\$190,075.75	<b>\$713,123.75</b>	\$3,402,390.83
<b>FY 2024/25</b>	\$0.00	\$0.00	\$57,657.60	\$39,589.00	\$0.00	\$447,091.47	\$195,778.02	<b>\$740,116.09</b>	\$4,142,506.92
<b>FY 2025/26</b>	\$0.00	\$0.00	\$57,657.60	\$39,589.00	\$0.00	\$469,446.04	\$201,651.36	<b>\$768,344.01</b>	\$4,910,850.93
<b>FY 2026/27</b>	\$0.00	\$0.00	\$57,657.60	\$39,599.00	\$0.00	\$492,918.35	\$0.00	<b>\$590,174.95</b>	\$5,501,025.87
<b>FY 2027/28</b>	\$0.00	\$0.00	\$57,657.60	\$39,599.00	\$0.00	\$700,626.35	\$0.00	<b>\$797,882.95</b>	\$6,298,908.82
<b>FY 2028/29</b>	\$0.00	\$0.00	\$57,657.60	\$39,599.00	\$0.00	\$711,011.75	\$0.00	<b>\$808,268.35</b>	\$7,107,177.17
<b>FY 2029/30</b>	\$0.00	\$0.00	\$57,657.60	\$39,599.00	\$0.00	\$721,397.15	\$0.00	<b>\$818,653.75</b>	\$7,925,830.91
<b>FY 2030/31</b>	\$0.00	\$0.00	\$57,657.60	\$39,599.00	\$0.00	\$731,782.55	\$0.00	<b>\$829,039.15</b>	\$8,754,870.06

## **12. BASIC DISPATCH SERVICES IMPLEMENTATION FRAMEWORK**

No matter which approach the Town takes to provide Dispatch services for the long term, there are some equipment and staffing needs that must be met, that will incur costs to the Town. To provide radio communications with field units, whether with the Paradise PSAP or an external contract provider, the Town must provide field personnel with robust, reliable, interoperable radio communications capabilities. The best approach to accomplishing this is to purchase new multi-band radios, join the BRICS network and utilize Town of Paradise talk groups. Additionally, whether Dispatch services are provided in-house or externally, the Town must provide for Police Records services. To provide the highest level of interoperability within the Paradise RIMS CAD/RMS system, the Town should also move to join other PSAP's within Butte County to move from the current Collaborative RIMS system to a Multi-Agency RIMS deployment. When Dispatch services are being provided internally, this approach, combined with the BRICS radio network and the current phone network, provide full interoperability with all other participating agencies and allow for the full "virtual consolidation" of Dispatch services.

### **12a. Paradise PSAP Restoration Plan**

To restore PSAP services to an internal Paradise PSAP, whether full- or part-time, in addition to replacing the field mobile and portable radios, the Town will need to replace all Dispatch radio equipment. Paradise will then need to implement a restaffing plan within the confines of contracted external services to bridge staffing gaps until such time as Paradise has sufficient staffing to provide 24/7 Dispatch services. The Town will need to approve any recruitment incentives and embark on a rigorous course of testing and hiring. As the number of trained Paradise Dispatchers increases, the amount of time that Dispatch is covered by external agencies will decrease, until the Paradise PSAP has 24/7 staffing.

### **12b. Long-Term Outsourced Dispatch Services Plan**

Should the Town choose instead to enact a long-term plan to externalize Dispatch Services, staff will need to continue the process of replacing the mobile and portable radios used by all Town staff. Staff will then need to research and craft a Request for Proposals (RFP) to implement a long-term Dispatch contract. The process to establish a new contract will need to include measurable metrics and standards for performance and service. It will need to provide for feedback channels between Paradise Police management and identified personnel at the contracted agency. It will also need to establish processes to address citizen and employee complaints regarding performance and deficiencies in the handling of specific incidents. These processes, of course, will also need to provide channels for communicating positive feedback. By moving to the BRICS network and implementing Multi-Agency RIMS, there may be agencies besides BCSO who would be able to provide these services. However, it is unknown if any agencies in Butte County besides BCSO or Chico Police would be able to commit to permanently staffing Dispatch, 24/7, for the long-term.

Most significantly, if the Town were to take this approach to outsource Dispatch services for the long-term or permanently, the Town will need to work with the Cal-OES 911 Branch to surrender the status of a full-time PSAP. The 911 Branch would then likely cease support for the network infrastructure and services provided to the Paradise PSAP location. These resources would likely be devoted to the agency that is taking over PSAP services for the Town. Once the Paradise PSAP is officially terminated with the 911 Branch, it will require a significant investment of time, money, and resources to restore this physical infrastructure before Dispatch services could return to the Paradise PSAP. It would likely not be possible to reestablish the Paradise PSAP until 1200 calls to the Paradise 911 lines occur on average per month. This is a very high bar based on past statistics and is not likely to occur until the Town of Paradise has at least 25,000 to 30,000 residents.

### **12c. Hybrid PSAP Transitioned to In-House Dispatch Services Plan**

Returning Dispatch services to the Paradise PSAP on a full-time or part-time basis, would require a hybrid approach to begin the process. In other words, it will not be possible for the Town to hire and train all the new Dispatchers that would be needed to take over full Dispatch services on a specific date and time. Instead, the Town would need to follow the hybrid model of contracting outside Dispatch services for the times that the Town cannot staff Dispatch, decreasing the use of outside services until enough Dispatchers are hired and trained to cover Dispatch 24/7. For the hybrid approach, the restaffing of the Paradise PSAP would be spread over a longer time. In the beginning, Paradise would continue to outsource Dispatch services for the shifts that Paradise does not have enough Dispatchers to cover. However, instead of this being a temporary condition, the part-time outside contracted Dispatch would be stretched over additional years.

In order for this hybrid approach to work, the Town would need to purchase all of the equipment required to return to full-time in-house Dispatching. Then the Town would need to initiate an RFP process, with all of the metrics and performance guarantees that would be included in the full-time contract and initiate a contract with a cooperating agency. The contract would need to establish responsibilities and timelines for the duration of the partnership, and the responsibilities and amount of time each agency would cover.

With the hybrid approach the Town would also need to notify the 911 Branch of the interagency cooperation. As long as the Town has identified a specific period of time, or statistical metrics that would trigger moving away from the hybrid model and returning Paradise and any cooperating agencies to full-time PSAPs, the 911 Branch might consider supporting Paradise for the identified period of time. However, based on the current regulations in place, part-time PSAPs are not supported. Therefore, it is likely that the 911 Branch would cease to support the infrastructure and equipment needed to operate the Paradise PSAP, as well as the PSAP of any cooperating agency not staffed 24/7, if the plan is to follow a hybrid model as a long-term or permanent solution.

### **13. CONCLUSION**

To move forward with continuing to provide Public Safety Services, the Town must provide PSAP services. While the Town may contract out those services, there are advantages, disadvantages and potential long-term consequences to each approach discussed in this report. The Police Department looks forward to answering the question of what Paradise Dispatch services will look like in the coming months and years and is ready to take on the challenge of transitioning to the long-term solution identified by the Town for the Police Department to serve the community that is the Town of Paradise.



**Town of Paradise**  
**Council Agenda Summary**  
**Date: March 8, 2022**

**Agenda Item: 6(i)**

**ORIGINATED BY:** Ross Gilb, Finance Director / Town Treasurer  
**REVIEWED BY:** Kevin Phillips, Town Manager  
**SUBJECT:** Goal Setting – FY 2022-23 Operating and Capital Budgets

**LONG TERM RECOVERY PLAN:** Yes

**COUNCIL ACTION REQUESTED:**

1. Provide direction and feedback regarding goals for the FY 2022-23 Operating and Capital Budgets

**Background:**

The FY 2021-22 operating and capital budgets were adopted July 13, 2021. The General Fund was adopted with a balanced budget, which was achieved through a transfer from the PG&E Settlement funds to compensate for revenue shortfalls resulting from the 2018 Camp Fire. Overall, the FY 2021-22 actual revenues and expenditures have trended largely within budgeted expectations for the first seven months of the fiscal year, with relatively minor adjustments to the originally adopted budgets adopted by Council during the November 9, 2021, and February 8, 2022, regularly scheduled Council meetings, based on recommendations resulting from detailed analysis of financial activity occurring during the first two quarters of the fiscal year.

The Town has made great strides towards solidifying the annual budget. Specifically, during the FY 2021-22 budget cycle, the Town developed a plan to invest in the future of Paradise. This included identifying long-term staffing needs and investing in personnel to ensure personnel capacity is adequate to meet operational needs moving forward. This resulted in the approval and hiring of 16 additional in-house employees during the fiscal year. This commitment to the future of Paradise also extended to the development of a comprehensive Capital Improvement and Disaster Recovery Plan to invest in the infrastructure of the Town and support recovery back to or above pre-Camp Fire levels. Additionally, the FY 2021-22 budget cycle introduced the development of a long-term financial sustainability model, which projects the annual draw down needed from the PG&E Settlement Funds to balance the General Fund budget and ensure operational and capital funding needs are met for the foreseeable future. This continues to be an important tool to ensure the Town is maintaining long-term financial health.

While great progress has been made during the previous budget cycle, the Town's financial situation is still very dynamic as the Town and community continue through the recovery process. Staff continue to closely monitor costs and analyze actual activity against original projections included in the adopted budgets and fiscal sustainability model. Staff will continue to regularly



keep the Town Council and community apprised of any significant variances and recommended budget changes.

### **Analysis:**

This goal setting session is designed to introduce the budget development cycle for FY 2022-23 by identifying key dates within the budget cycle, providing a high-level outline of staff-identified goals for the coming fiscal year, and accepting direction from Town Council for evaluation and consideration during budget development for the upcoming fiscal year.

### *Budget Calendar*

A summary of the proposed key Council and Committee dates and deadlines is included below. This schedule has been developed to ensure that adequate time is set aside for budget development, with the goal of budget adoption before the end of the current fiscal year (06/30/2022).

#### Information Gathering and Goal Setting

- March 8, 2022: Town Council Goal Setting
- March 22, 2022: Measure V Oversight Board Committee Budget Discussions

#### Draft Budget Development

- April and May 2022: Staff Budget Discussions and Development  
Staff Update to Long Term Fiscal Sustainability Model

#### Review and Adoption

- May 24, 2022: Measure V Oversight Board Committee FY 2022-23  
Measure V Draft Budget Review
- May 31, 2022: Draft FY 2022-23 Operating and Capital Budget - Finance  
Committee Review
- June 14, 2022: Draft FY 2022-23 Operating and Capital Budget - Town  
Council Review
- June 28, 2022: FY 2022-23 Operating and Capital Budget - Town Council  
Adoption

### *Staff Identified Goals*

- **Financial Sustainability:** Ensure that the budget is balanced and that the annually budgeted transfers from the PG&E Settlement Funds are in line with the Town's long term operational sustainability model projections to continually ensure long-term financial health is maintained, operational needs are met, and capital projects continue along budgeted schedules.
- **Personnel:** Maintain staffing levels achieved through the FY 2021-22 budget levels to further solidify the Town's personnel structure and ensure that employee capacity is sufficient to cover operational and capital needs.
- **Disaster Recovery and Capital Improvement Projects:** Continue to properly manage Disaster Recovery and Capital Improvement projects to promote the rebuild of the Town's infrastructure and overall community in line with the Disaster Recovery and Capital Improvement Plan. This comprehensive plan was originally adopted with the FY 2021-22 budget and will continue to be monitored and updated during the FY 2022-23 budget cycle.

- **Manage Employee Retirement Costs:** Take action to prudently manage Town-wide Unfunded Accrued Pension Liability (UAL) and Other Post-Employment Benefit Obligations (OPEB). The Town's total UAL per the latest CalPERS Annual Valuation Report as of June 30, 2020 was \$27,128,133. The Town's total OPEB liability per the latest actuarial calculation as of June 30, 2020 was \$10,164,506. The Town has previously set aside funds in an IRC Section 115 Trust account toward offsetting this OPEB liability. The balance of this trust fund as of the OPEB valuation date was \$218,859. As such, the Town's net OPEB liability is currently valued at \$9,945,647.
  - UAL and OPEB management options to be investigated include full or partial pay down of the Town's outstanding UAL, and additional funding of the Town's IRC Section 115 Trust to maximize investment return and set aside funds specifically related to long term UAL and OPEB costs.

#### *Council Identified Goals*

While every effort has been made by staff to identify initial key goals to work towards during the budget cycle for the upcoming fiscal year, any additional goals specifically brought forward by Council will be further evaluated during budget development. Staff will analyze any additional goals identified by Council and will report back on any information requested during future meeting dates for further Council consideration.

#### **Financial Impact:**

Further financial analysis of the impacts to the Town's long term financial health will be evaluated during the development of the Operating and Capital Budgets for FY 2022-23. At this time, it is expected that the FY 2022-23 budgets will be developed to promote long term financial sustainability as originally projected based on the latest updates to the Town's Long Term Fiscal Sustainability Model, as presented during the FY 2021-22 budget development and mid-year review. The financial projections included in the Fiscal Sustainability Model will continue to be updated and monitored during the FY 2022-23 budget development.