

FINAL

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# TOWN OF PARADISE

## Municipal Service Review



August 2007

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FINAL

TOWN OF PARADISE  
Municipal Service Review

Submitted to:

Town of Paradise  
Community Development Department  
5555 Skyway  
Paradise, California 95969

Submitted by:



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## EXECUTIVE SUMMARY

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# EXECUTIVE SUMMARY

## ***Municipal Service Review Process***

The Municipal Service Review (MSR) process is a comprehensive assessment of the ability of government agencies to effectively and efficiently provide services to residents and users. The form and content of the MSR is governed by requirements of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act) and the State of California's LAFCo MSR Guidelines (Guidelines), published in August 2003. This MSR considers the operations and management of service providers within the Town of Paradise in Butte County.

The process began with a survey sent to each service provider, seeking information, planning and budgetary documents, and records related to the provision of municipal services. After reviewing the information collected, the consultant conducted follow-up consultation through site visits, e-mail and telephone to identify remaining information needs, discuss operational and technical issues, and resolve discrepancies in materials received.

Once all necessary information was collected, analysis was conducted for each of the service providers. This analysis, which considered all of the topics required by the CKH Act, is presented in Sections 2 through 4 of this document. Once the analysis was complete, determinations were made regarding the ability of the service providers to effectively and efficiently provide services. These determinations correspond to the topic areas set forth in the CKH Act. The determinations represent the conclusions of Butte LAFCo regarding each of the service providers, based on the information provided and statements made by the service providers.

Other MSRs prepared for Butte LAFCo address provision of services within the Town of Paradise. This MSR therefore references and incorporates key information and recommendations presented in the following MSRs:

- *Municipal Service Review, Cemetery Services* (June 2004). Adopted by Resolution No. 37 2003/04;
- *Municipal Service Review, Recreation and Park Services, Final Report* (September 1, 2005). Adopted by Resolution No. 13 2005/06; and
- *Municipal Service Review, Domestic Water and Wastewater Service Providers, Final Report* (June 1, 2006). Adopted by Resolution No. 55-M 2005/06.

The Draft MSR will be released for review by the service providers, as well as the general public, for a period of 30 days beginning in late June 2007. Following public review, the MSR will go to the Butte LAFCo Commission on August 2, 2007 for initial consideration and possibly adoption. Comments received on the Draft MSR are provided in Section 5 of the Final MSR,

along with responses to each of the comments made. If it is not adopted on August 2, the Final MSR will go to the Butte LAFCo Commission on September 6, 2007 for adoption.

## ***Topic Areas of Analysis***

The MSR contains analysis and conclusions, referred to in this document as determinations, regarding nine topic areas set forth in the CKH Act. These areas of analysis contain the essential operational and management aspects of each service provider, and together constitute a complete review of the ability of the providers to meet the service demands of the residents and businesses within the Town of Paradise. The nine topic areas have been combined into the following six topic headings for analysis in this MSR:

1. Growth and Population
2. Infrastructure Needs and Deficiencies
3. Financing and Rate Restructuring
4. Cost Avoidance and Facilities Sharing
5. Government Structure and Local Accountability
6. Management Efficiencies

An explanation of the specific operational and management aspects considered in each of these topic areas is provided below.

### ***1. Growth and Population***

Service efficiency is linked to a service provider's ability to plan for future need while meeting existing service demands. A service provider must meet current customer needs, and also be able to determine where future demand may occur. This section reviews demand projections and service needs based upon existing and anticipated growth patterns and population projections.

### ***2. Infrastructure Needs and Deficiencies***

Infrastructure can be evaluated in terms of condition, capacity, availability, quality and relationship to operational, capital improvement and finance planning. This section assesses the adequacy and quality of the service providers' physical infrastructure, and analyzes whether or not sufficient infrastructure and capital are in place (or planned for) to accommodate planned future growth and expansions.

### ***3. Financing and Rate Restructuring***

This section analyzes the financial structure and health of the Town with respect to the provision of services. Included in this analysis is the consideration of rates, service operations, and the like, as well as other factors affecting the Town's financial health and stability, including factors affecting the financing of needed infrastructure improvements.

Compliance with existing State requirements relative to financial reporting and management is also discussed.

**4. *Cost Avoidance and Facilities Sharing***

Practices and opportunities that may help to reduce or eliminate unnecessary costs are examined in this section, along with cost avoidance measures that are already being utilized. Occurrences of facilities sharing are listed and assessed for efficiency, and potential sharing opportunities so as to better deliver services are discussed.

**5. *Government Structure and Local Accountability***

This section addresses the adequacy and appropriateness of the Town's existing boundary and sphere of influence, and evaluates the ability of the Town to meet its service demands under its existing government structure. Also included in this section is an evaluation of compliance by the Town with public meeting and records laws.

**6. *Management Efficiencies***

This section assesses the management structure and overall managerial practices of each service provider. This analysis includes a review of the organizational structure, allocation of duties and responsibilities among elected or appointed officials, management, and staff.

SECTION 1.0

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INTRODUCTION

# 1.0 INTRODUCTION

## ***Role and Responsibility of LAFCo***

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act) requires all Local Agency Formation Commissions (LAFCOs), including Butte LAFCo, to prepare a Municipal Service Review (MSR) for each of its incorporated areas and special districts. The fundamental role of a LAFCo is to implement the CKH Act, providing for the logical, efficient, and most appropriate formation of local municipalities, service areas, and special districts. These municipal service reviews must be completed prior to, or in conjunction with, the update of a Sphere of Influence (SOI). This review is intended to provide Butte LAFCo with all necessary and relevant information related to the operations and management of service providers within the Town of Paradise. This information may be used in considering an update to the SOI for the Town.

## ***Purpose of the MSR***

MSRs are intended to provide LAFCo with a comprehensive analysis of service provision by each of the special districts and other service providers within the legislative authority of the LAFCo. This analysis focuses on service providers within the Town of Paradise and makes determinations in each area of evaluation, providing the basis for the Butte LAFCo to review proposed amendments to the Town's SOI.

The Town's SOI represents its probable future boundaries and service area. Because there is current and probable future demand for increased service provision by the Town's service providers, the Town's physical boundaries are expected to expand in the next 20 years. When enacting and reviewing spheres of influence for service providers, the LAFCo considers and makes recommendations based on the following information:

- The present and planned land uses in the area.
- The present and probable need for services in the area.
- The present ability of each service provider to provide necessary services.
- The fiscal, management, and structural health of each service provider.
- The existence of any social or economic communities of interest in the area if the Commission determines that they are relevant to the service provider.

This MSR has been prepared for Butte LAFCo in accordance with the requirements of the CKH Act as a means of identifying and evaluating public services for the Town of Paradise and possible changes to the Town's SOI. While it is not the role of the MSR to make specific recommendations, it does provide an information resource that can be used by LAFCo to base a

recommendation on an SOI action. The State of California's LAFCo MSR Guidelines (MSR Guidelines), published in August 2003, were used as a guide in the preparation of this MSR.

## ***Services and Issues Analyzed***

The scope and content of the MSR were determined through coordination between the Town of Paradise and Butte LAFCo. Based on the results of that effort, this MSR addresses the following services and issues:

- Growth and Population
- Infrastructure Needs and Deficiencies
  - Water
  - Wastewater
  - Storm Drainage
  - Roadways
  - Police
  - Fire
  - Parks and Recreation
  - Solid Waste
  - Cemeteries
  - Other Administrative Services
- Financing and Rate Restructuring
- Cost Avoidance and Facilities Sharing
- Government Structure and Local Accountability
- Management Efficiencies

## ***Methodology and Approach to this MSR***

The process began with a survey sent to each service provider, seeking information, planning and budgetary documents, and records related to the provision of municipal services. After reviewing the information collected, the consultant conducted follow-up consultation through site visits, e-mail and telephone to identify remaining information needs, discuss operational and technical issues, and resolve discrepancies in materials received.

Once all necessary information was collected, analysis was conducted for each of the service providers. This analysis, which considered all of the topics required by the CKH Act, is presented in Sections 2 through 4 of this document. Once the analysis was complete, determinations were made regarding the ability of the service providers to effectively and efficiently provide services. These determinations correspond to the topic areas set forth in the CKH Act. The determinations represent the conclusions of Butte LAFCo regarding each of the service providers, based on the information provided and statements made by the service providers.

The MSR contains analysis and conclusions, referred to in this document as determinations, regarding nine topic areas set forth in the CKH Act. These areas of analysis contain the essential operational and management aspects of each service provider, and together constitute a complete review of the ability of the providers to meet the service demands of the residents and businesses within the Town of Paradise. The nine topic areas have been combined into the following six topic headings for analysis in this MSR:

1. Growth and Population
2. Infrastructure Needs and Deficiencies
3. Financing and Rate Restructuring
4. Cost Avoidance and Facilities Sharing
5. Government Structure and Local Accountability
6. Management Efficiencies

An explanation of the specific operational and management aspects considered in each of these topic areas is provided below.

### ***1. Growth and Population***

Service efficiency is linked to a service provider's ability to plan for future need while meeting existing service demands. A service provider must meet current customer needs, and also be able to determine where future demand may occur. This chapter reviews demand projections and service needs based upon existing and anticipated growth patterns and population projections.

### ***2. Infrastructure Needs and Deficiencies***

Infrastructure can be evaluated in terms of condition, capacity, availability, quality and relationship to operational, capital improvement and finance planning. This section assesses the adequacy and quality of the service providers' physical infrastructure, and analyzes whether or not sufficient infrastructure and capital are in place (or planned for) to accommodate planned future growth and expansions.

### ***3. Financing and Rate Restructuring***

This chapter analyzes the financial structure and health of the Town with respect to the provision of services. Included in this analysis is the consideration of rates, service operations, and the like, as well as other factors affecting the Town's financial health and stability, including factors affecting the financing of needed infrastructure improvements and services. Compliance with existing State requirements relative to financial reporting and management is also discussed.

#### **4. *Cost Avoidance and Facilities Sharing***

Practices and opportunities that may help to reduce or eliminate unnecessary costs are examined in this chapter, along with cost avoidance measures that are already being utilized. Occurrences of facilities sharing are listed and assessed for efficiency, and potential sharing opportunities so as to better deliver services are discussed.

#### **5. *Government Structure and Local Accountability***

This chapter addresses the adequacy and appropriateness of the Town's existing boundary and sphere of influence, and evaluates the ability of the Town to meet its service demands under its existing government structure. Also included in this chapter is an evaluation of compliance by the Town with public meeting and records laws.

#### **6. *Management Efficiencies***

This chapter assesses the management structure and overall managerial practices of the Town. This analysis includes a review of the organizational structure, allocation of duties and responsibilities among elected or appointed officials, management, and staff.

Information and written determinations regarding each of the above issue areas are provided in this document for public review and comment as well as for consideration by Butte LAFCo in assessing potential changes to the Town's SOI.

### ***Other MSR's Considered in the Analysis***

Other MSR's prepared for Butte LAFCo address provision of services within the Town of Paradise. This MSR therefore references and incorporates key information and recommendations presented in the following MSR's:

- *Municipal Service Review, Cemetery Services* (June 2004). Adopted by Resolution No. 37 2003/04;
- *Municipal Service Review, Recreation and Park Services, Final Report* (September 1, 2005). Adopted by Resolution No. 13 2005/06; and
- *Municipal Service Review, Domestic Water and Wastewater Service Providers, Final Report* (June 1, 2006). Adopted by Resolution No. 55-M 2005/06.

It should also be noted that this MSR uses the City of Chico MSR prepared for Butte LAFCo in 2006 for form and substance when appropriate and when it made sense to do so. Therefore, in addition to specific references in the text, acknowledgement is given to Butte LAFCo and EIP Associates for their efforts and intellectual investment in preparation of the City of Chico MSR.



## Public Review and MSR Adoption Process

The Draft MSR will be released for review by the service providers, as well as the general public, for a period of 30 days beginning in late June 2007. Following public review, the MSR will go to the Butte LAFCo Commission on August 2, 2007 for initial consideration. Comments received on the Draft MSR are provided in Section 5 of the Final MSR, along with responses to each of the comments made. The Final MSR will go to the Butte LAFCo Commission on September 6, 2007 for adoption.

## Town of Paradise Setting and SOI History

The Town of Paradise is located in north central Butte County in the northern Sacramento Valley (see Figure 1-1). Paradise is located at approximately 2,000 feet in elevation within the foothills of the Sierra Nevada Mountains, approximately 15 miles east of Chico and 90 miles north of the City of Sacramento. The Paradise area includes the communities of Magalia, Paradise Pines, Lovelock, Stirling City and Inskip.



The Town, which was incorporated in 1979, is approximately 18.2 square miles in land area and has a January 1, 2006 estimated population of 26,516. The Town Profile below summarizes current Town characteristics.

In 1985, the Butte LAFCo adopted a 20-year SOI for the Town, which was intended to deal with longer-term growth (through approximately 2005). The SOI has gone through several amendments and annexation adjustments since adoption; however, no comprehensive update has been completed since 1985. The current SOI and incorporated area are shown in Figure 1-2. As seen in this figure, there are two relatively small areas within the Town limits that are outside of the SOI on the eastern boundary. This boundary inconsistency is an issue, but it does not have any material impact on the MSR determinations and will be corrected when LAFCo addresses the SOI update following completion of the MSR.

There is a recent annexation (Heavens Gate Annexation No.1) that was approved by LAFCo on June 7, 2007. The “Heavens Gate Annexation No. 1” project involves an approximate 8.13-acre land area located along the northwest boundary of the Town and the Paradise Irrigation District to be annexed into and served by these two entities. The property is expected to be formally incorporated into the Town sometime after July 6, 2007. The primary purpose of this action is to allow the future extension of public municipal services and municipal water supply to an existing dwelling and a proposed future dwelling. The current incorporated area and approved annexation are shown in Figure 1-3.

## TOWN PROFILE

**Contact Person:** Charles L. Rough, Town Manager

**Address:** 5555 Skyway, Paradise, CA 95969

**Phone:** (530) 872-6291

**Land Area Served:** 18.2 square miles<sup>1</sup> or 11,648 acres

**Estimated Population:** 26,299 as of January 1, 2007<sup>2</sup>

**Date of Incorporation:** November 29, 1979

**Enabling Legislation:** General Law City

**Governing Body:** Five (5) member Town Council elected at large; four (4) year terms;  
Mayor – appointed by Town Council to one (1) year term

<b>Member</b>	<b>Title</b>	<b>Term Expires</b>
Woody Culleton	Mayor	December 2008
Scott Lotter	Vice-Mayor	December 2010
Alan White	Council member	December 2008
Frankie Rutledge	Council member	December 2010
Robin Huffman	Council member	December 2008

**Compensation:** Mayor -- \$300/month; Council members -- \$300/month

**Public Meetings:** Second and fourth Tuesdays of each month at 6:00 p.m. in the Town Council Chambers located at Town Hall, 5555 Skyway

### Services Provided

**Non-contractual:** police, fire, community development (planning, building, code enforcement, solid waste management), public works (engineering, street maintenance, onsite sanitation), housing support

**Contractual:** transit<sup>3</sup>, domestic water<sup>4</sup>, recreation and parks<sup>5</sup>, solid waste<sup>6</sup>

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<sup>1</sup> U.S. Census Bureau, [http://en.wikipedia.org/wiki/Paradise,\\_California](http://en.wikipedia.org/wiki/Paradise,_California), accessed March 30, 2007.

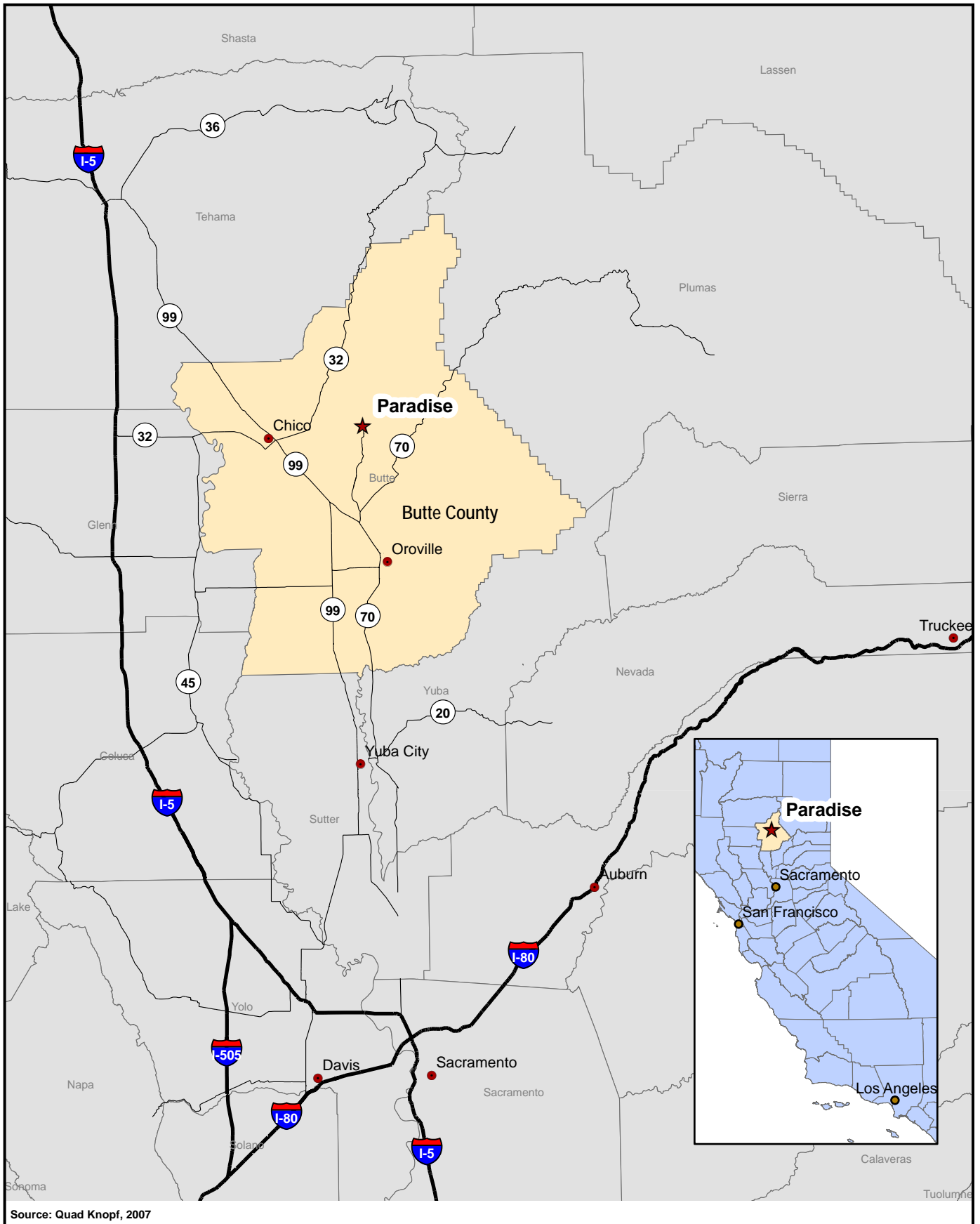
<sup>2</sup> California Department of Finance estimate, January 1, 2007,  
[http://www.bcag.org/demographics/2004\\_population\\_estimates.html](http://www.bcag.org/demographics/2004_population_estimates.html), accessed June 22, 2007.

<sup>3</sup> Provided by Butte County Association of Governments (BCAG).

<sup>4</sup> Provided by Paradise Irrigation District and the Del Oro Water Company.

<sup>5</sup> Provided by Paradise Recreation and Park District.

<sup>6</sup> Provided by “Town franchised” firm: Northern Recycling & Waste Services.

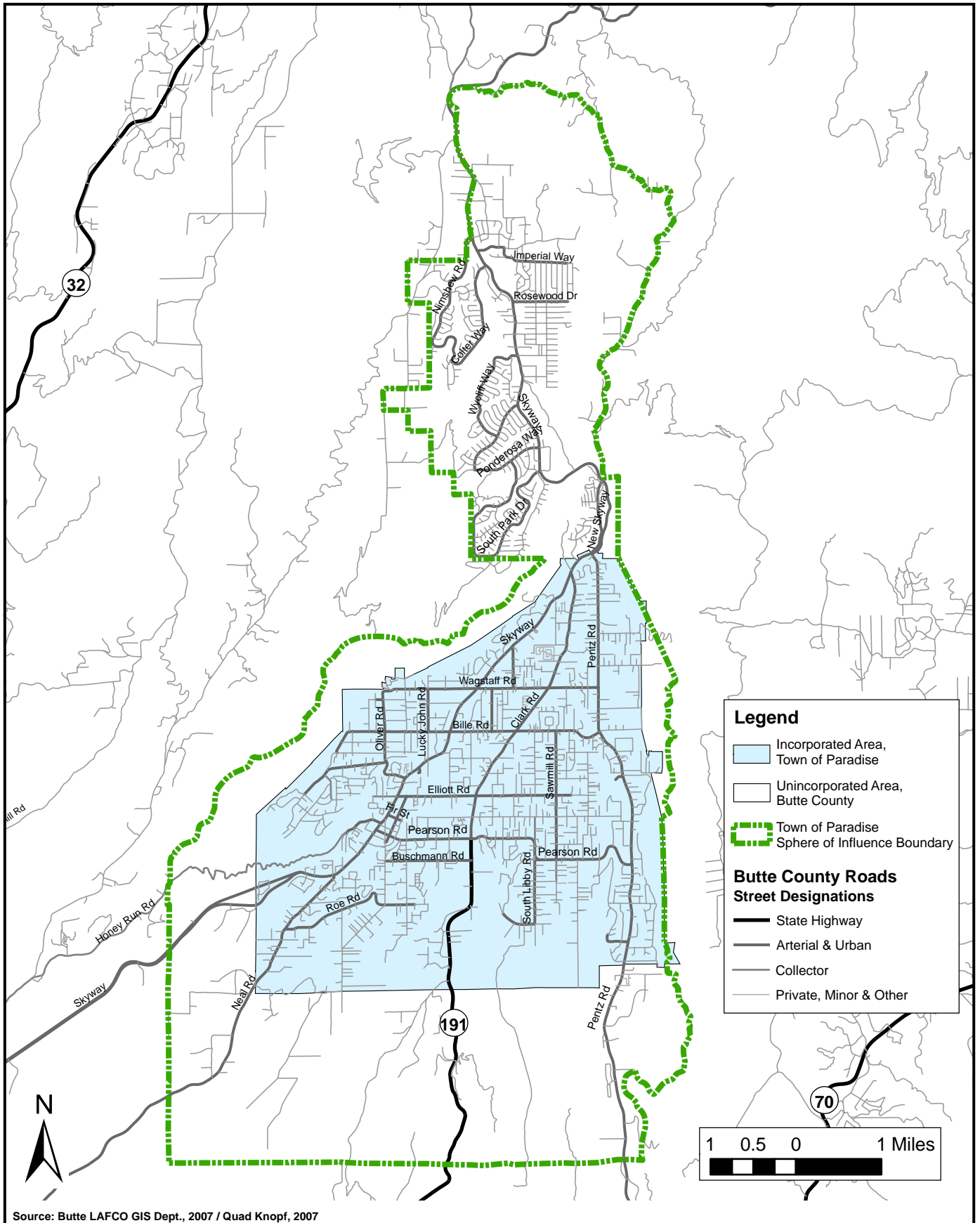


Source: Quad Knopf, 2007

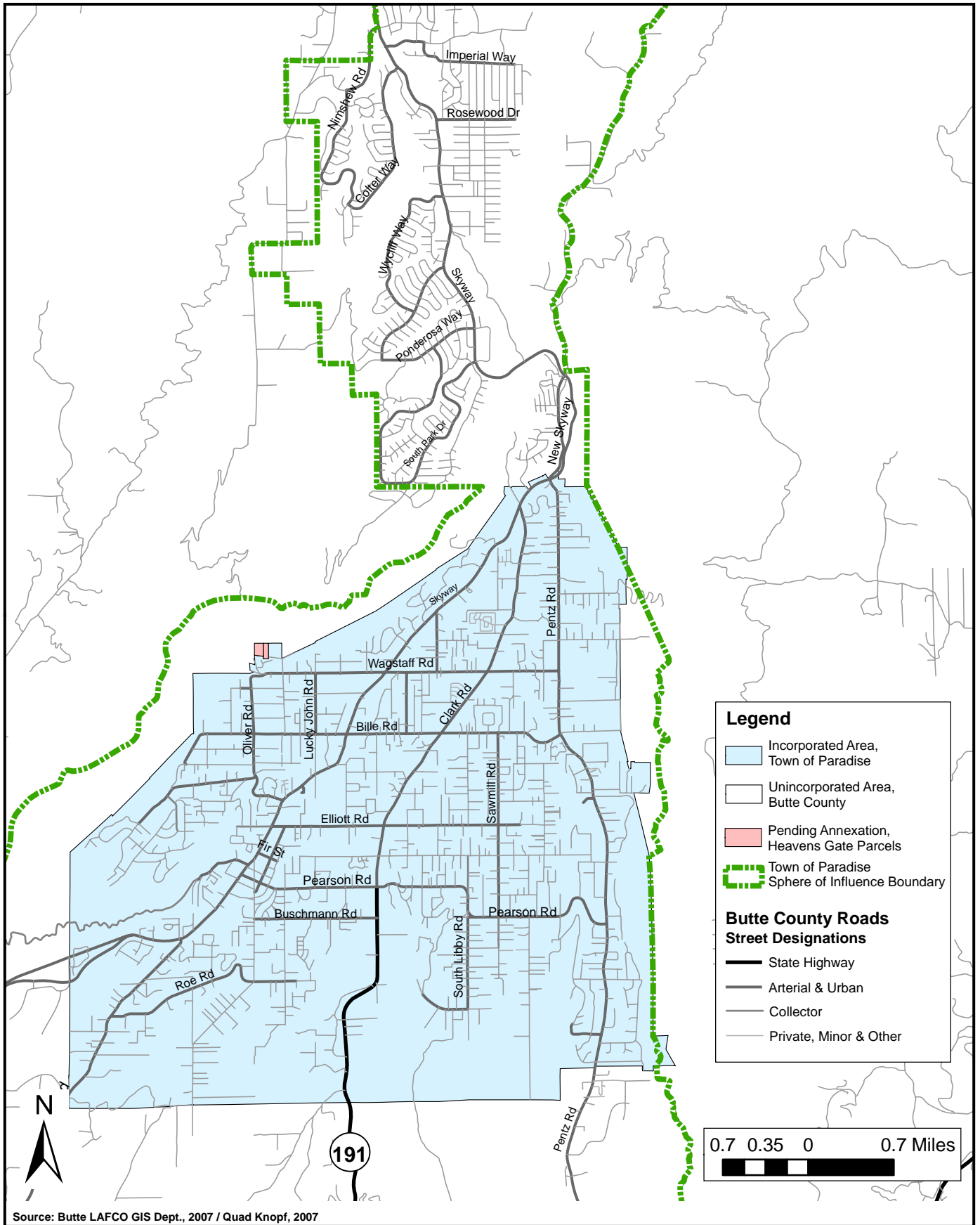



Regional Location Map

Figure 1-1




Town of Paradise Sphere of Influence and Incorporated Area
Figure 1-2




**Quad Knopf**

**Town of Paradise Incorporated Area and Pending Annexation**

**Figure 1-3**

SECTION 2.0

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GROWTH AND POPULATION

## 2.0 GROWTH AND POPULATION

### *Introduction*

The purpose of this chapter is to evaluate service needs based on existing and anticipated growth patterns and population projections. The MSR Guidelines call for LAFCo to determine historic and projected growth and absorption patterns in relationship to a service provider's boundaries and SOI. In addition, LAFCo is tasked with evaluating the impact and compatibility of such growth on and with land use plans, services, local government structures and growth patterns.

### *Historic Growth and Growth Projections*

According to the Department of Finance, between 1990 and 2000, the population of the Town of Paradise grew from 25,401 to 26,300. As of January 1, 2006, the estimated population for the Town was 26,366, and the estimated population was 26,299 as of January 1, 2007, which indicates that the Town may have experienced negative growth (-0.3%).<sup>1</sup>

Population growth can be projected using several methods. In the Domestic Water and Wastewater MSR prepared for Butte LAFCo, the growth rates projected by BCAG (Butte County Association of Governments) were generally selected for population projections as they model the expected growth in the County better than other methods, such as extrapolation from historical population data. Table 2-1 below contains the population and housing unit projections for the Town of Paradise from 2006 to 2030.<sup>2</sup>

**Table 2-1**  
**BCAG Population and Housing Unit Projections for the Town of Paradise, 2006-2030**

	2006*	2010	2015	2020	2025	2030	Total Increase 2006-2030	Percent Increase 2006-2030	Average Annual Growth Rate
<b>Population</b>	26,516	27,592	29,433	30,781	32,192	33,667	7,151	27%	1.1%
<b>Housing</b>	12,707	13,223	14,105	14,751	15,427	16,134	3,427	27%	1.1%

\*Source: Department of Finance.

The Town of Paradise has experienced a slow rate of growth in the past, and this trend is expected to continue into the future, as can be seen in Table 2-1. A contributing factor to the Town's slow growth is the lack of sewer infrastructure and severe topography. The Town

<sup>1</sup> Department of Finance estimate, [http://www.bcag.org/demographics/2004\\_population\\_estimates.html](http://www.bcag.org/demographics/2004_population_estimates.html), accessed June 22, 2007.

<sup>2</sup> BCAG staff collaborated and reached consensus with city, town and county planning staff on the development of the projections. This was accomplished through meetings of the City/Town/County Planning Directors Group. Each jurisdiction will be integrating the growth projections into their General Plan updating efforts and the projections will also be integrated into BCAG's Regional Transportation Plan update in 2007 and traffic model update in 2007/08. The projections will also form the basis for the 2007/08 Regional Housing Needs Plan update.

## *Growth and Population*

expects any new housing growth to primarily occur through infill developments and along the southern edge of the Town limits.

The Town should see a continuation of its past annual housing unit growth rate of 0.9% until 2010, which will result in approximately 114-116 new housing units per year. Between 2010 and 2015, the rate is forecast to increase to 1.3% annually as the Town expects to have several larger developments build out in this timeframe, resulting in approximately 170-181 new housing units per year. From 2016-2030, it is expected that the Town will slow back to its 0.9% annual compound growth trend, resulting in 127-144 new units per year. Overall, the Town expects to add approximately 3,427 new units by 2030.

For purposes of this MSR, another method of addressing population growth is to use the projections used by the Paradise Irrigation District in the District's Urban Water Management Plan (UWMP), adopted in December 2005, which provides for planning of future water provision through the ultimate buildout of the Town. As referenced in the UWMP, Boyle Engineering worked with the Town's Community Development/Planning Director to develop updated projections for the District's service area. Population estimates from 2000-2010 assume a 1.0% annual growth rate and 0.8% annual growth rate from 2010-2030.

### **Determination 2-1 (Population Growth):**

*The population within the Town will continue to grow slowly with a growth rate hovering around 1.0% annually.*

### **Determination 2-2 (Housing Unit Growth):**

*The housing stock within the Town will continue to grow slowly with an average annual growth rate of 1.1%.*

## **Growth Plan**

The Town of Paradise 1994 General Plan (as amended through January 2005) is intended to chart and direct land use decision making. As a growth management plan, it is intended to balance population growth with the availability of public services, infrastructure, open space enhancement, and preservation of the Town's rural charm. The primary tools and standards in the General Plan that are intended to manage growth include a detailed constraints analysis system; moderate to large minimum parcel sizes; specific fire and police response time thresholds; specific traffic service levels; and an overriding policy of requiring development to be designed to accommodate constraints.

As discussed in the Domestic Water and Wastewater MSR, the area to the south of the Town is the most likely to experience notable growth. There are several major roads (Skyway and Clark Road corridors) leading to the south that are capable of facilitating growth in this area. The



Southeast Paradise Area Specific Plan is currently being prepared for a portion of this area. Growth to the west and east is generally limited by topographic boundaries. The unincorporated area to the north is largely developed already.

As detailed in Section 1.0, there is a recent annexation (Heavens Gate Annexation No.1) that was approved by LAFCo on June 7, 2007. The “Heavens Gate Annexation No. 1” project involves an approximate 8.13-acre land area located along the northwest boundary of the Town and the Paradise Irrigation District to be annexed into and served by these two entities. The property is expected to be formally incorporated into the Town sometime after July 6, 2007.

The Town staff has suggested that its boundary should be expanded slightly to include a few rural residential properties abutting its northwest and eastern boundaries. In addition, approximately two dozen properties presently developed with suburban type land uses and located within 1,800 feet of the Town’s southeast boundary (near lower Pentz Road) should be annexed.

**Determination 2-3 (Growth Plan):**

*The primarily undeveloped area south of the Town’s limits is currently targeted by the Town of Paradise for potential expansion of its boundaries.*

**Regional Housing Allocation**

The BCAG Regional Housing Needs Plan (January 1, 2001 - July 1, 2008) projects the need for 1,502 units in the Town between 2001 and 2008. The Plan establishes the need for 1,323 new dwelling units and 179 replacement units. According to the Plan, Paradise’s primary housing needs are for the very low income<sup>3</sup> and above moderate income<sup>4</sup> residents of the community.

Table 2-2 of the 1994 General Plan Volume I indicates the projected holding capacity of Paradise based upon vacant lands planned for development within and around the Town that are not inordinately constrained by topography and the current lack of a community sewer system. According to the Town’s adopted General Plan Housing Element, the amount of available land for different types of residential development served or planned to be served by public facilities is more than adequate to meet anticipated growth, and to provide for the estimated number of new housing units determined necessary by the Regional Housing Needs Plan to provide new housing opportunities for targeted households.

**Determination 2-4 (Regional Housing Allocation):**

*The Town’s capacity for new housing units exceeds the projected regional housing demand.*

<sup>3</sup> Income not exceeding 50% of Butte County area median family income.

<sup>4</sup> Income exceeding 120% of Butte County area median family income.

## **Summary of Determinations**

### **Determination 2-1 (Population Growth):**

*The population within the Town will continue to grow slowly with a growth rate hovering around 1.0% annually.*

### **Determination 2-2 (Housing Unit Growth):**

*The housing stock within the Town will continue to grow slowly with an average annual growth rate of 1.1%.*

### **Determination 2-3 (Growth Plan):**

*The primarily undeveloped area south of the Town's limits is currently targeted by the Town of Paradise for potential expansion of its boundaries.*

### **Determination 2-4 (Regional Housing Allocation):**

*The Town's capacity for new housing units exceeds the projected regional housing demand.*

SECTION 3.0

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INFRASTRUCTURE NEEDS AND DEFICIENCIES

CHAPTER 3.1

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WATER

## 3.1 WATER

### ***Introduction***

In 2006, a MSR on Domestic Water and Wastewater Service Providers in Butte County was completed for Butte LAFCo. The Town of Paradise MSR primarily relies on the Paradise Irrigation District (District) chapter of that MSR and incorporates it herein by reference.

### ***District Characteristics***

The District is a special district which provides water to approximately 10,450 municipal, residential and commercial customers in the Town of Paradise (see Figure 3.1-1). The District's Urban Water Management Plan (UWMP), adopted in December 2005, provides for planning of future water provision through the majority of the ultimate buildout areas of the Town.

### ***Population Growth***

The previous MSR refers to a 2005 estimated population for the District service area of 27,468 with expected annual growth rates of 1.0% and 0.8% for the years 2000-2010 and 2010-2030, respectively. Growth potential for the District service area exists primarily to the south with some potential to the east and west.

#### **Determination 3.1-1 (Population Growth):**

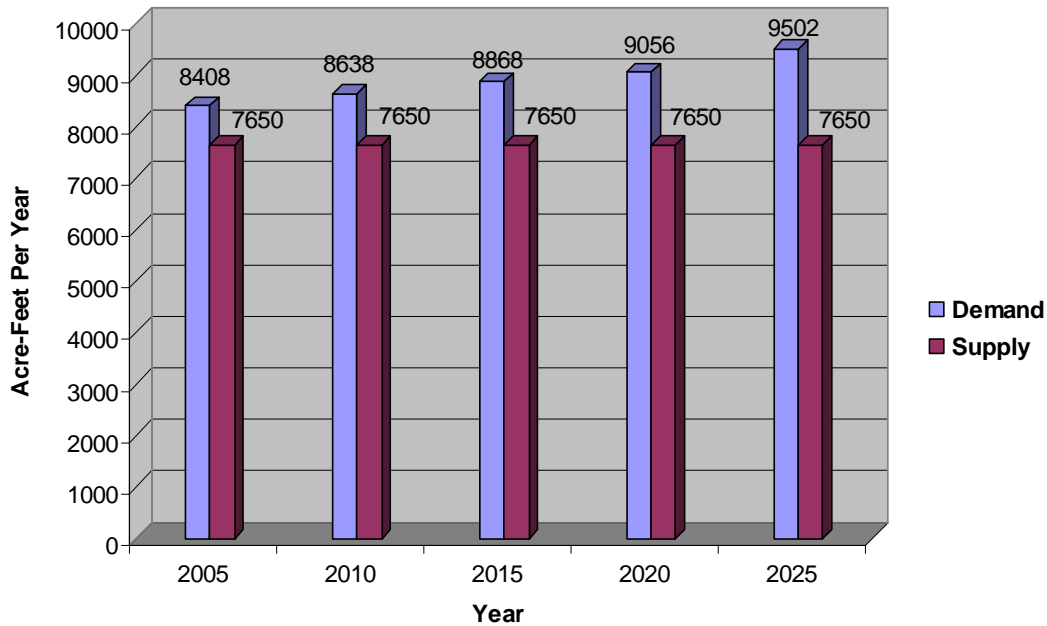
*The population within the District will continue to grow at a rate of approximately 1.0% annually until 2010 and approximately 0.8% thereafter.*

### ***Quantity and Storage***

Little Butte Creek watershed provides the primary water supply to the District. The District treated and distributed 8,408 acre-feet (AF) of water in 2005. The demand for water supply for the District is expected to increase to approximately 9,500 AF per year by 2025, as seen in Figure 3.1-2 below.

The District currently holds water rights allowing for the diversion of a total of 18,300 AF of water per year. The average annual runoff from the Little Butte Creek watershed is 13,500 AF. However, the UWMP documents the firm yield of the District's water sources at approximately 7,650 AF annually (7,300 AF plus 350 AF from a well). This amount is currently less than the annual demand; therefore, in 1991 the District adopted a policy requiring ration/use restrictions during water shortages and maintains an annexation policy requiring any annexed property to provide their own source of water.

**Figure 3.1-2  
Projected Water Demand 2005-2025**

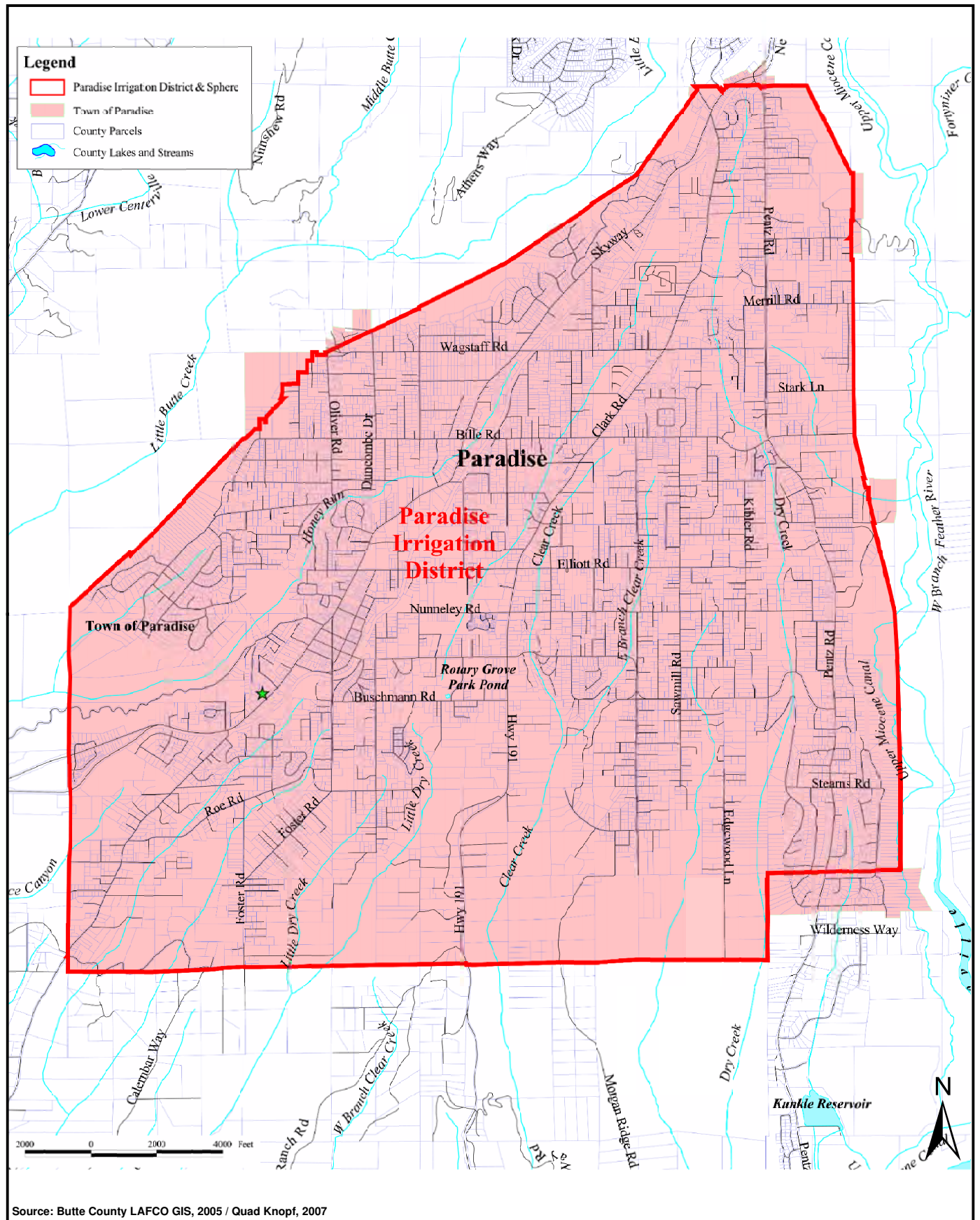


A larger water supply is required to meet the District’s water demands, especially in prolonged (greater than three-year) periods of drought. The area north of the District’s service area and southeast of the District’s service area along Pentz Road is covered by Del Oro Water Company. The District has established protocol to obtain water from Del Oro in the event of an emergency and is actively negotiating with Del Oro for a water transfer agreement which will allow for additional water supply from the County’s allocation of Lake Oroville water.

**Determination 3.1-2 (Quantity):**

*The District can provide adequate supplies of water during years for normal precipitation, but has inadequate supplies of potable water during drought periods. If no new sources of water are found for the District, it will not have a sufficient water supply to support the expected growth in the area. Currently, the District has adopted use restrictions during periods of drought, but a larger water supply must be obtained to accommodate future growth. Reduction in unaccounted water would also help to support the expected growth.*

Presently, the District has approximately 12,293 AF of raw water storage in two reservoirs, Paradise Lake and Magalia Reservoir, in addition to a 500,000 gallon storage tank at the treatment plant to maintain constant head in the facility. The District is currently investigating options to increase its raw water storage capacity at the Paradise Dam and/or Magalia Reservoir facilities.



A total of 9.5 million gallons (MG) of treated water storage is currently available to the District in five facilities. Treated water storage capacity is likely to increase under a current plan to relocate and double the storage volume of one storage tank, providing a total of 10.5 MG of treated water storage.

**Determination 3.1-3 (Storage):**

*The District has 9.5 MG of treated and 12,293 AF of raw water storage capacity. The District requires more raw water storage to supplement its supply during periods of drought.*

## **Water Quality**

The District's surface water supply currently undergoes treatment at a plant with a 22.8 MGD hydraulic capacity and a net capacity of 19.1 MGD. This plant is designed to allow for expansion of treatment capacity with an additional treatment module.

**Determination 3.1-4 (Water Quality):**

*The District's water quality can be characterized as good; it meets all state and federal regulations for water quality.*

## **Facilities**

Two wells, including one production well, are owned by the District. The wells are well maintained and in good condition.

The District's storage tanks are generally in good condition. One tank is currently being investigated for replacement and the others have been recently rehabilitated.

In 1995, a new water treatment plant was brought on-line and is equipped with automated controls, an in-house laboratory and a diesel generator capable of running the plant. The plant was built with enough room to expand its capacity by approximately 30%.

The District has 169 miles of distribution pipeline, some of which is beyond its useful age limit resulting in increased leaks and unaccounted water. The unaccounted water is currently at a level of approximately 18%, per the UWMP, with less than 10% unaccounted water being considered a good operational level. The quantity of lost water is slowly decreasing as older, leaking pipes are replaced.



**Determination 3.1-5 (Facilities):**

*The District's facilities are in good to excellent condition with the exception of some of the pipelines in the distribution system, which need to be replaced in order to reduce unaccounted water.*

**Other Issues**

The previous MSR includes information and analysis on other issues related to the provision of services by the District. Since the Town of Paradise MSR is primarily concerned with the infrastructure needs and deficiencies of the District, and since the previous MSR is incorporated by reference, only the determinations from the previous MSR are included here.

**Determination 3.1-6 (Financing and Rate Restructuring):**

*Historically the District has operated in a fiscally sound manner. Revenues have consistently exceeded expenditures, and the District has consistently set aside substantial funding for improvements in the General Fixed Assets portion of the balance sheet that will support long term operations. The District maintains a debt service coverage ratio which consistently exceeds 100%.*

**Determination 3.1-7 (Cost Avoidance and Facilities Sharing):**

*The District appears to utilize appropriate cost avoidance measures in its operations. Other than inter-ties with Del Oro Water Company, facilities sharing opportunities appear to be limited.*

**Determination 3.1-8 (Government Structure and Local Accountability):**

*The District maintains accountability and compliance in its governance, and public meetings appear to be held in compliance with Brown Act requirements. There are sufficient opportunities for local involvement in District activities, and information regarding the District is readily available to members of the public.*

**Determination 3.1-9 (Management Efficiencies):**

*The overall management structure of the District is sufficient to account for necessary services and to maintain operations in an efficient and effective manner.*

## Summary of Determinations

### Determination 3.1-1 (Population Growth):

*The population within the District will continue to grow at a rate of approximately 1.0% annually until 2010 and approximately 0.8% thereafter.*

### Determination 3.1-2 (Quantity):

*The District can provide adequate supplies of water during years for normal precipitation, but has inadequate supplies of potable water during drought periods. If no new sources of water are found for the District, it will not have a sufficient water supply to support the expected growth in the area. Currently, the District has adopted use restrictions during periods of drought, but a larger water supply must be obtained to accommodate future growth. Reduction in unaccounted water would also help to support the expected growth.*

### Determination 3.1-3 (Storage):

*The District has 9.5 MG of treated and 12,293 AF of raw water storage capacity. The District requires more raw water storage to supplement its supply during periods of drought.*

### Determination 3.1-4 (Water Quality):

*The District's water quality can be characterized as good; it meets all state and federal regulations for water quality.*

### Determination 3.1-5 (Facilities):

*The District's facilities are in good to excellent condition with the exception of some of the pipelines in the distribution system, which need to be replaced in order to reduce unaccounted water.*

**Determination 3.1-6 (Financing and Rate Restructuring):**

*Historically the District has operated in a fiscally sound manner. Revenues have consistently exceeded expenditures, and the District has consistently set aside substantial funding for improvements in the General Fixed Assets portion of the balance sheet that will support long term operations. The District maintains a debt service coverage ratio which consistently exceeds 100%.*

**Determination 3.1-7 (Cost Avoidance and Facilities Sharing):**

*The District appears to utilize appropriate cost avoidance measures in its operations. Other than inter-ties with Del Oro Water Company, facilities sharing opportunities appear to be limited.*

**Determination 3.1-8 (Government Structure and Local Accountability):**

*The District maintains accountability and compliance in its governance, and public meetings appear to be held in compliance with Brown Act requirements. There are sufficient opportunities for local involvement in District activities, and information regarding the District is readily available to members of the public.*

**Determination 3.1-9 (Management Efficiencies):**

*The overall management structure of the District is sufficient to account for necessary services and to maintain operations in an efficient and effective manner.*

CHAPTER 3.2

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WASTEWATER

## 3.2 WASTEWATER

### ***Introduction***

Municipal wastewater is generated by residential, industrial, and commercial sources. The quantity of wastewater generated is proportional to the population and the water use in the service area. The Town of Paradise does not have an area-wide wastewater collection and treatment system, and individual houses and commercial establishments are predominately served by septic tanks and leach fields. In fact, the Town is the largest incorporated municipality west of the Mississippi River to rely almost exclusively on an onsite system management program for wastewater treatment.

Most of Paradise lies on soils that are suitable for wastewater soil absorption systems. The northern end of the Town lies at roughly 2,700 feet and receives approximately 100 inches of rain each year. The north and central areas are characterized by ponderosa pine forests on deep, well-drained clay loam soils. Some areas have shallow, rocky, or poorly drained soils. The southern edge of the Town lies at around 1,500 feet and receives about 30 inches of rain each year. This area is more sparsely populated; it has relatively shallow soils, rock outcrops, and volcanic debris.

Development through the 1970s was easily accommodated by conventional septic systems for both commercial and residential needs. But problems with relying on septic systems became apparent during this same period. Many system failures were noted, and water sampling conducted in the late 1970s and early 1980s found high bacteria levels in surface waters and some private drinking wells around the commercial district. These high bacteria levels were thought to indicate septic system problems in this area.

Four “eras” have occurred in the evolution of thinking regarding wastewater management in Paradise:

- Early developments, mainly onsite regulation and scoping of issues
- Study and rejection of a sewer system
- Development and evolution of a Town-wide Onsite Wastewater Management Zone
- Movement toward use of cluster systems in selected locations<sup>1</sup>

### ***Existing Conditions and Facilities***

The Town has not developed a traditional sewer system for a variety of reasons which are described in the document *Case Studies of Economic Analysis and Community Decision Making for Decentralized Wastewater Systems* prepared by the Rocky Mountain Institute in December 2004, which is incorporated herein by reference. As described on the Town’s website, the

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<sup>1</sup> Rocky Mountain Institute, *Case Studies of Economic Analysis and Community Decision Making for Decentralized Wastewater Systems*, December 2004.

topography of the Town along with the physical distances from many homes to their primary service collection system would call for construction of a sewer system that would require special and costly collection system development. There would be a need for significant pipe laying throughout many if not all streets and roads, and multiple pump stations to accommodate collection of the wastewater from residential and commercial users that would be cost prohibitive and not very practical given the Town's unique topography. Another issue is the funding (an estimated \$100 million) and with lack of federal funds for development of such a costly system, it would more than likely come from significant assessments to all residential, commercial, and industrial uses.<sup>2</sup>

The Town manages and monitors the use of approximately 11,500 onsite systems through the Town of Paradise Onsite Wastewater Management Zone (Zone) and the *Manual for the Onsite Treatment of Wastewater*, which is incorporated herein by reference. These onsite systems range from the very small, for a small residence, to the very large, for an entire housing development or commercial site. There are approximately 40 special design onsite systems in Paradise that treat more than 1,000 gallons per day (gpd) of wastewater and are therefore considered treatment plants by the State of California.

The Neal Road Landfill is presently the only County site that is permitted to receive septic tank effluent coming from the Town. In 2003, the Neal Road Landfill received approximately eight million gallons of septage, of which approximately three million gallons was generated by the Town. The Neal Road Landfill's existing septic effluent receiving ponds will need to be replaced and/or relocated within the next eight to 10 years.

Utilization of onsite wastewater treatment provides for minimal infrastructure beyond each individual septic system. At a minimum, each system includes a tank with an inlet and an outlet, the associated pipes, and an area for releasing the effluent into the soil. The area where the effluent is released, or leach field, needs to be of sufficient size to handle the expected wastewater load. This is largely dependent on soil composition and other site specific conditions such as slope, as well as proximity to surface and ground water. The systems are privately owned and operated by the individual property owners with the Town responsible for regulation of operations, management and the permitting of new systems.

Currently, the Town employs one full-time Onsite Sanitary Official, who is responsible for all activities related to onsite inspections and water quality testing, an Assistant Onsite Official, and an Environmental Services Specialist. Water quality testing occurs on a semi-annual basis at several sites in the Paradise area. Currently, regular sampling is done based on requirements from the Regional Water Quality Control Board (RWQCB), with additional testing completed on an as needed basis. Under County Service Area 4 requirements, water sampling of surface water upstream from the Town is done on a quarterly basis by a County REHS. These samples could provide a baseline level of data with which to compare the test results obtained from the surface water samples from within the Town.

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<sup>2</sup> Town of Paradise, <http://www.townofparadise.com/publicworks/onsite.html>.

**Determination 3.2-1 (Existing Conditions and Facilities):**

*The Town of Paradise's topography and physical distances from many homes to a primary service collection system limit the practicality of developing a sewage treatment plant. Costly pipelines and pump stations would be required to overcome these physical distances and topographic barriers. Instead, wastewater is accommodated by the use of approximately 11,500 onsite systems managed and monitored by the Town of Paradise Onsite Wastewater Management Zone.*

**TREATMENT PROCESSES**

Most of the onsite systems in Paradise utilize a primary treatment process. The primary treatment process is mechanical in nature as wastewater enters a still tank where solids are given time to settle to the bottom of the tank before the effluent is released into a leach field or absorption trench. The primary treatment process removes only 40 to 60% of the pollutants prior to disposal of the effluent in a leach field. Further treatment of the primary treated effluent occurs through natural chemical and biological processes as it percolates through the soil.

If utilized, the secondary treatment process occurs following primary treatment and is a biological process wherein microorganisms are utilized to treat and stabilize the liquid effluent. This process will reduce contaminants like potential disease producing coliform bacteria and other harmful microbes. Secondary treatment will remove 85 to 90% of the pollutants in the effluent prior to disposal.

Tertiary treatment, also called effluent polishing, is the final stage in wastewater treatment and removes up to 98% of pollutants prior to effluent disposal. This process passes secondary treated effluent through advanced aeration and filtration; wastewater might also be passed over activated carbon and multi-media filters for further clarification. Tertiary treatment is used to reduce chemicals like nitrogen and phosphate, which are potentially harmful to organisms that depend on surface and ground water. The tertiary treatment process can also include disinfection to eliminate viral and bacterial contaminants.

Table 3.2-1 below contains an accounting of the various types of onsite wastewater treatment systems in the Town as of January 2007.

**Table 3.2-1  
Onsite Wastewater Treatment Systems as of January 2007**

Type of Wastewater Treatment Process	Number of Systems in Paradise
Primary Treatment Process	11,376
Secondary Treatment Process	136
Tertiary Treatment Process	3
All Onsite Wastewater Systems	11,515

\*Source: Town of Paradise, <http://www.townofparadise.com/publicworks/onsite.html>.

**Determination 3.2-2 (Treatment Processes):**

*Approximately 99% of the onsite wastewater treatment systems in the Town of Paradise utilize the primary treatment process only.*

**SURFACE AND GROUND WATER CONCERNS**

It is critical that certain standards be maintained to prevent contamination of surface and ground water from septic systems. The Zone provides the means for the Town to regulate individual septic systems located within the Town limits by permitting under the Town's jurisdiction. Regulations for permitting the installation of new systems is site specific based on various factors including slope, soil conditions, and the size and type of structure or development the system is intended to service. The Zone is also responsible for regular, prescribed inspection of existing septic systems for their soundness, and testing of surface and ground water for contamination from septic systems.

Identifying and fixing septic system failures is a key purpose of the Zone, in addition to preventing failures through improved siting, design, and maintenance. Since 1999, the Zone operations contractor has tracked major and minor failures. Failed absorption systems are classified as major failures, and averaged 108 per year from January 1999 through June 2003—a failure rate of approximately 1% per year for all of the 11,324 onsite systems in Paradise as of November 2002. An additional 87 minor failures/repairs (inlet/outlet tees, lids, and other minor items) have occurred per year.

Zone regulations include inspection and septic tank pumping requirements. Regulations of the RWQCB require a reserve leach field for all onsite systems. Paradise maintains this requirement for small systems and large systems with pretreatment, but requires two reserve fields for any conventional system greater than 1,000 gpd.

Management of pretreatment systems receives special attention as follows:

- All newly installed pretreatment systems must not increase groundwater nitrate nitrogen concentrations above 7 mg/l, as calculated with the Hantzche-Finnemore equation. This equation calculates nitrogen concentrations in terms of the volume of wastewater averaged over gross developed area, total nitrogen strength of wastewater entering the soil, recharge of groundwater from rainfall, background nitrate concentration, and soil denitrification. Paradise allows no credit for soil denitrification, which is a conservative stance.
- The owners of all pretreatment systems with a capacity of over 2,000 gpd (except for owners of bottomless sand filters) must sign a maintenance contract with a Zone-certified wastewater operator. Pumpers without certification cannot service these systems. Owners of these large systems, which are mainly package plants, pay \$500 to \$1,500 per month for operating fees with qualified contractors, depending on the system and contractor. These services include inspecting the premises and pump systems, backflushing filters as required, recording flow



data, taking influent and effluent samples, maintaining absorption fields, and additional monitoring and sampling in the case of activated-sludge systems.

- Smaller pretreatment systems are subject to annual inspections by Zone personnel. Fees for the inspection range from \$62 for a bottomless sand filter to \$300 for a recirculating gravel filter.

In addition, all systems with a capacity greater than 400 gpd require three monitoring wells, in accordance with RWQCB requirements. One monitoring well is located upgradient of the discharge zone, and two are located downgradient. The rules require a system owner to have in place a contract for quarterly or semi-annual sampling of total nitrogen and BOD. These tests run \$55 (if a well is dry) to \$150 per well (if water is encountered) per test period. These requirements are very unpopular. For systems that are not much larger than the threshold size, installation of the three wells can cost more than the rest of the wastewater system. The ongoing costs are onerous. Engineers try to design systems below the threshold capacity when possible, but they have little leeway due to wastewater design flows required by the Zone. The Town is currently negotiating with the RWQCB to raise the threshold for the monitoring well requirement to 2,000 gpd.

Paradise has five groundwater monitoring wells that are sampled quarterly. Results are sent to the RWQCB. According to the Onsite Sanitary Official, there have been no observed increases in total nitrogen, and fecal coliform ranges “have not increased dramatically.” Both the RWQCB and the Onsite Sanitary Official think Paradise needs more monitoring wells. Two were included in the fiscal year 2003 budget. For surface water monitoring, there are 31 stations that are sampled twice per year (wet season and dry season).

**Determination 3.2-3 (Surface and Ground Water Concerns):**

*The Onsite Wastewater Management Zone is designed to ensure that environmental quality is maintained. The onsite system permitting process assures that the correct system is selected and properly installed for the development. Since tracking of major and minor failures began in 1999, absorption systems have failed at a rate of approximately 1% per year, and minor failures have been less than 1% per year.*

**Determination 3.2-4 (Surface and Ground Water Concerns):**

*The surface and ground water monitoring program carried out by the Town provides a means to track changes in water quality. The Town should develop a more rigorous water sampling program including standard procedures, a map of sampling locations, and a database of sampling results to ensure that sampling is occurring on a consistent basis with results in a usable and practical format. A formal sampling program will provide more valuable data for tracking changes in water quality.*

## **Infrastructure Needs and Deficiencies**

The onsite model of wastewater treatment is generally satisfactory for Paradise due to the Town's unique topography and needs. Demand for services is at a fairly constant level, but service availability is a limiting factor to growth, especially for high-density residential and commercial developments where the land requirements for effluent discharge may be prohibitive to the development. The Neal Road Landfill septage ponds are scheduled to be decommissioned in the next eight to 10 years due to landfill expansion. The County is now studying options to find an alternate process to dispose of septic tank effluent generated throughout the County.

The Town of Paradise Redevelopment Agency has been identifying potential ways to overcome the wastewater treatment limitations of onsite systems in the Downtown Revitalization Master Plan Area (Area). Both the Town Council and the Redevelopment Agency are interested in pursuing the concept of clustered wastewater treatment systems throughout the Area. These small treatment systems will provide clean effluent, utilizing subsurface irrigation disposal. An extended aeration, activated sludge wastewater treatment plant will have no discernable odors. Cleaner effluent will result in an area wide improvement in water quality. With the new wastewater system infrastructure installed, existing establishments can abandon their existing leach field(s), creating increased developable land. Additionally, a clustered wastewater treatment system removes any business constraints that may have hindered business decisions in the past. The clustered system will also be less expensive for individual homeowners to hook into.

7-H Technical Services Group Inc. completed the *Town of Paradise Downtown Revitalization Area Clustered Wastewater Treatment System(s) Master Plan (Plan)* in March 2004. The Plan, which is incorporated herein by reference, outlines the design of one large system or three smaller systems to provide wastewater treatment services for the Area and the costs associated with each option. Both options include pipe trunk lines in roadways and laterals to the right-of-way line at individual properties. Additional connection costs would be at the property owner's expense. Onsite septic tanks would either be abandoned, by removal or in-filling, or converted to pumpwells, if needed, also at the owner's expense.

While the three system approach allows for a phased development plan with lower capital outlays at the beginning of the development, the single system model is preferred by the Town due to much lower ongoing maintenance costs. The Town is currently negotiating the purchase of a parcel large enough to build the single treatment system. Paradise estimates that the new system will be operable by 2012.

To address the pending closure of the Neal Road Landfill septage ponds, one option is for the Town and County to work together in incorporating septage disposal capacity into the Town's proposed wastewater treatment system that could accommodate the septage disposal needs of the Town and Upper Ridge area.

**Determination 3.2-5 (Infrastructure Needs and Deficiencies):**

*The Town of Paradise should continue to pursue development of a clustered wastewater treatment system in the Downtown Revitalization Area to facilitate redevelopment.*

**Determination 3.2-6 (Infrastructure Needs and Deficiencies):**

*The Town of Paradise should work with the County to address the feasibility of incorporating septage disposal into any future plans for wastewater treatment.*

## Summary of Determinations

### Determination 3.2-1 (Existing Conditions and Facilities):

*The Town of Paradise's topography and physical distances from many homes to a primary service collection system limit the practicality of developing a sewage treatment plant. Costly pipelines and pump stations would be required to overcome these physical distances and topographic barriers. Instead, wastewater is accommodated by the use of approximately 11,500 onsite systems managed and monitored by the Town of Paradise Onsite Wastewater Management Zone.*

### Determination 3.2-2 (Treatment Processes):

*Approximately 99% of the onsite wastewater treatment systems in the Town of Paradise utilize the primary treatment process only.*

### Determination 3.2-3 (Surface and Ground Water Concerns):

*The Onsite Wastewater Management Zone is designed to ensure that environmental quality is maintained. The onsite system permitting process assures that the correct system is selected and properly installed for the development. Since tracking of major and minor failures began in 1999, absorption systems have failed at a rate of approximately 1% per year, and minor failures have been less than 1% per year.*

### Determination 3.2-4 (Surface and Ground Water Concerns):

*The surface and ground water monitoring program carried out by the Town provides a means to track changes in water quality. The Town should develop a more rigorous water sampling program including standard procedures, a map of sampling locations, and a database of sampling results to ensure that sampling is occurring on a consistent basis with results in a usable and practical format. A formal sampling program will provide more valuable data for tracking changes in water quality.*

### Determination 3.2-5 (Infrastructure Needs and Deficiencies):

*The Town of Paradise should continue to pursue development of a clustered wastewater treatment system in the Downtown Revitalization Area to facilitate redevelopment.*

**Determination 3.2-6 (Infrastructure Needs and Deficiencies):**

*The Town of Paradise should work with the County to address the feasibility of incorporating septage disposal into any future plans for wastewater treatment.*

CHAPTER 3.3

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STORM DRAINAGE

## 3.3 STORM DRAINAGE

### ***Introduction***

The Town of Paradise currently uses the *Master Storm Drainage Study and Facilities Plan* completed by McCain Associates in 1980 to manage storm drain facilities and services. This comprehensive study was prepared to determine the potential for damage from storm water runoff, to assess the impacts of current and future land development on storm water systems, to recommend feasible and sound solutions to storm water problems, and to suggest the means to secure support for implementation of these solutions. As the most current document regarding storm drain facilities and plans, the Town of Paradise MSR relies extensively upon the *Master Storm Drainage Study and Facilities Plan* and incorporates it herein by reference.

### ***Existing Conditions and Facilities***

The Town is located in the Cascade-Sierra Mountain Range foothills on the top of a basaltic ridge. The Town area is roughly triangular in shape with natural drainages formed in a vein-like pattern. Storm runoff flows to the west branch of the Feather River, Little Butte Creek or to the Sacramento Valley. Natural drainages in the vicinity of Paradise generally slope an average of 4% to the south. Soil conditions are fairly impervious and contribute to a relatively large percentage of runoff under natural conditions.

Drainage basins in and around Paradise are fairly distinct but share many common characteristics. The upper regions of the drainage basins generally have poorly defined flow channels where they exist at all. In the lower regions of the drainage basins, the flow channels become more well-defined with one to two foot wide bottoms and nearly vertical side slopes approximately one to two feet deep.

Prior to 1980, development in Paradise occurred with little or no planning for major systems and infrastructure that support an urban community. Consequently, prior to 1980, storm drainage facilities were designed to provide for the immediate needs of the property being developed with little or no consideration given to the consequences of the development on adjacent and downstream properties. Development has also occurred within major drainage channels, encroaching upon the natural floodway.

Since many older streets are designed without curb and gutter to collect flows, existing storm water runoff in Paradise typically occurs as sheet flow until it reaches an existing channel of sufficient capacity. Plans for newer developments and improvements incorporate curb and gutter for collection and routing of storm water runoff to existing channels.

Urban development in the Town has resulted in the conversion of natural drainage areas and runoff control channels to impermeable surfaces. Also, the installation of new pipes to collect and control additional runoff from new development further concentrates runoff in downstream areas.

New developments are required to meet the guidelines set forth in the Town's *Interim Drainage Design Guidelines*. This document was administratively prepared in 1998, but has not been formally adopted by the Town Council at this time. The guideline regarding downstream impacts requires developments 5,000 square feet or greater in size to prepare an impact analysis for surrounding and downstream areas. Identified significant impacts may require mitigation, including improvements to existing facilities or onsite detention for peak discharges and volumes.

### **100-YEAR FLOOD PROTECTION**

The Town joined the National Flood Insurance Program (NFIP) on November 28, 1997 and created the *Town of Paradise, Interim Policy Document, National Flood Insurance Program (Interim Policy Document)* to establish procedural policies to comply with Federal Emergency Management Agency (FEMA) policies and objectives. This document was revised in May 2003 and is incorporated herein by reference.

The Town is covered by Butte County Flood Insurance Rate Maps (FIRM) No.'s 0375C, 0550C, and 0575C in community number 060748. Detailed flood mapping of Paradise has not been completed by FEMA and thus the 100-year flood elevations, also known as the base flood elevations (BFEs), have not been established. As a result, they have listed Paradise as Zone X, which is defined as "Areas determined to be outside 500-year floodplain." This is inconsistent with the Town adopted 1980 *Master Storm Drainage Study and Facilities Plan*, which identifies numerous "Special Permit Zones" corresponding to the major drainage ways in the Town (see Figure 3.3-1).

The *Interim Policy Document* provides requirements for development, remodeling or reconstruction of buildings in the "Special Permit Zones."

**Determination 3.3-1 (Existing Conditions and Facilities):**

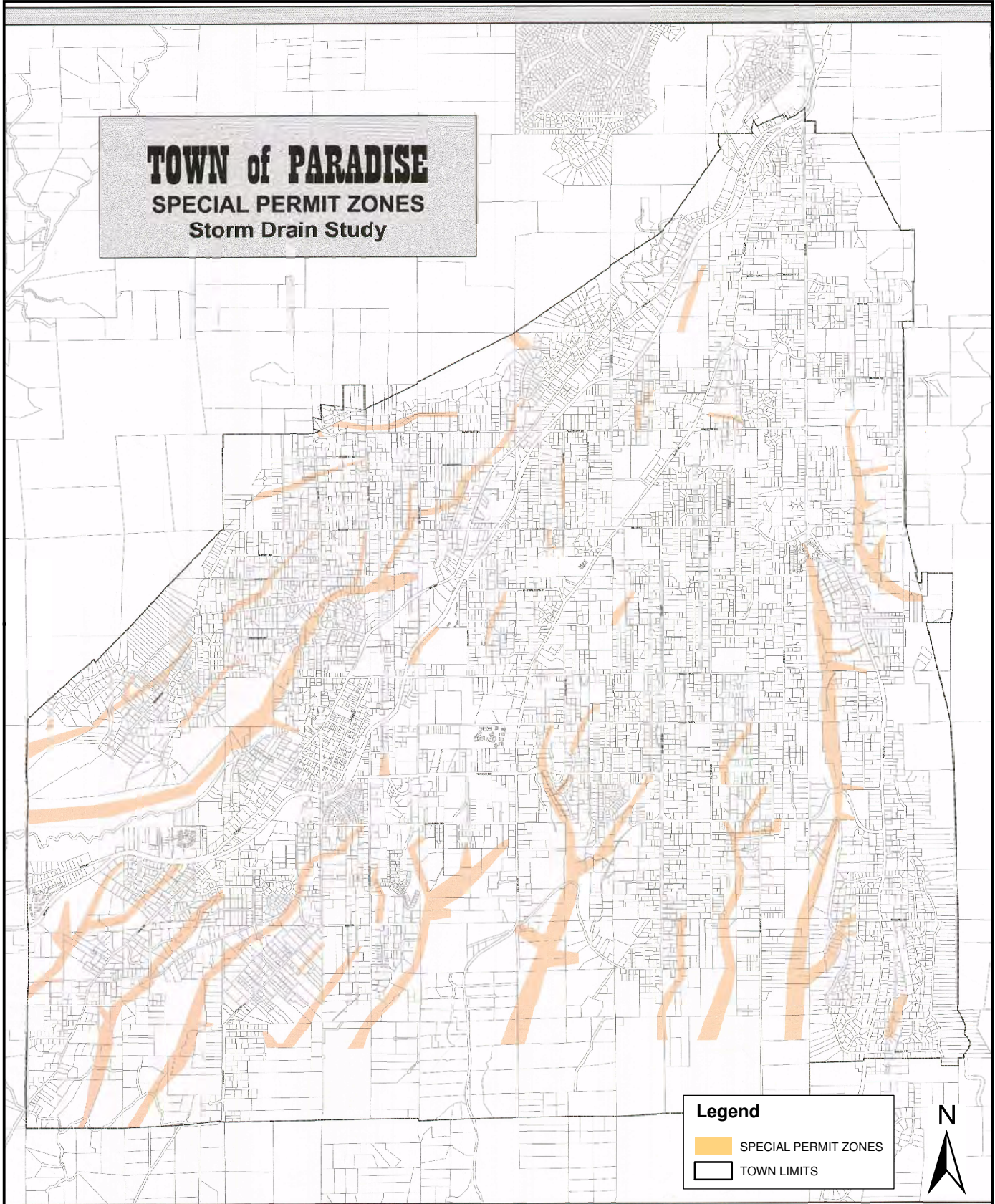
*The Master Storm Drainage Study and Facilities Plan is out of date and inadequate to accurately describe existing storm drainage facilities and conditions in the Town of Paradise. An updated study is necessary to document current conditions, assess potential impacts of current and future development, identify mitigation strategies, and recommend means of implementation.*

**Determination 3.3-2 (Existing Conditions and Facilities):**

*Formal adoption of the Interim Drainage Design Guidelines or a full set of drainage design criteria by the Town Council will provide a more effective means to enforce storm drainage requirements for future development.*



**TOWN of PARADISE**  
**SPECIAL PERMIT ZONES**  
Storm Drain Study



Source: Town of Paradise, 2007 / Quad Knopf, 2007



**Town of Paradise**  
**Special Permit Zones**

**Figure 3.3-1**

## **Infrastructure Needs and Deficiencies**

The reliance of the Town on a 27-year old *Master Storm Drainage Study and Facilities Plan* makes it difficult to assess the current infrastructure for its present and future needs and deficiencies.

The 1980 study cites many essential improvements that needed to be made to the existing Paradise storm drainage facilities. The study recommended almost \$5 million dollars of improvements be completed by 1990 to provide basic storm water collection, storage and outfall systems in Paradise. At this time an estimated 25% to 50% of the recommended improvements have been completed.<sup>1</sup>

The 1980 study also cites two widely varying ultimate build-out population projections for Paradise. The current population of Paradise is much closer to the lower of the two population estimates, but the study is unclear as to which population estimate was used to develop future land uses inventories and hydrologic conditions for the Town. Land use changes, such as development of natural ground to residential or commercial uses, affect storm water runoff by creating larger proportional areas of imperviousness. An accurate estimate of proportional land uses for an area is therefore essential to storm water facilities design.

### **Determination 3.3-3 (Infrastructure Needs and Deficiencies):**

*The existing storm drainage facilities are likely inadequate to effectively serve the basic needs of the Town of Paradise, since at least one-half of the improvements recommended in the 1980 study have not been completed to date. Improvements recommended in an updated study should be implemented to provide the basic storm water collection needs for the Town and to support expected growth.*

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<sup>1</sup> Communication with Dennis Schmidt, Town of Paradise Public Works Director, May 2007.

## Summary of Determinations

### **Determination 3.3-1 (Existing Conditions and Facilities):**

*The Master Storm Drainage Study and Facilities Plan is out of date and inadequate to accurately describe existing storm drainage facilities and conditions in the Town of Paradise. An updated study is necessary to document current conditions, assess potential impacts of current and future development, identify mitigation strategies, and recommend means of implementation.*

### **Determination 3.3-2 (Existing Conditions and Facilities):**

*Formal adoption of the Interim Drainage Design Guidelines or a full set of drainage design criteria by the Town Council will provide a more effective means to enforce storm drainage requirements for future development.*

### **Determination 3.3-3 (Infrastructure Needs and Deficiencies):**

*The existing storm drainage facilities are likely inadequate to effectively serve the basic needs of the Town of Paradise, since at least one-half of the improvements recommended in the 1980 study have not been completed to date. Improvements recommended in an updated study should be implemented to provide the basic storm water collection needs for the Town and to support expected growth.*

CHAPTER 3.4  

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ROADWAYS

## 3.4 ROADWAYS

### ***Introduction***

Street classifications have been developed recognizing differences between a street used to provide land access and a street used for through traffic. Differences between classifications are based upon differences in street purpose, street width, traffic volumes, access control, speed limit, traffic control needed, spacing to the next street of the same category, linkages to land use types and other similar design or operating features.

Figure 3.4-1 shows major roadway segments in the Town. The Town of Paradise 1994 General Plan provides the following definitions of principal arterials, minor arterials, collectors, and access streets:<sup>1</sup>

**Principal Arterial:** the primary function of principal arterials is to expedite through traffic to major traffic generators. The generators include central business districts, community shopping centers and traffic between communities and/or between freeways and lower arterial systems. Access (driveways) is restricted on major generators; it is limited to having as few driveways (access points) as possible. Principal arterials are 40 to 64 feet in width with 80 feet of right-of-way. Traffic volumes are as high as 35,000 vehicles per day, with speed limits of 25/55 miles per hour.

**Minor Arterial:** Minor arterials service inter-community traffic trips between neighborhoods or trips between a neighborhood and a higher arterial. They operate at a somewhat lower level of mobility than a principal arterial. Side streets including collector arterials are stopped for minor arterials, major intersections may be signalized, speed limits are 25/35 miles per hour, and minor arterials are spaced between one-half and one mile apart. Traffic volumes reach 20,000 vehicles per day, curb to curb widths are normally 28 to 40 feet on a 60 foot right-of-way, parking may be restricted, driveways may have turn movements restricted, and the number of driveways and spacing is controlled.

**Collector:** Collectors service traffic traveling between access streets and higher classifications (minor or principal arterials); they primarily serve local traffic of a neighborhood or a commercial/industrial area. Collectors provide some through traffic movement, carry local traffic within the local area (neighborhood), and primarily provide access to abutting land and to higher arterials. Speed limits are 30 miles per hour, and collectors are usually spaced at one-half mile intervals. They are normally 24 to 28 feet in width on a 35 to 40 foot right-of-way.

**Access Streets:** Normally, between 60 and 80 percent of a city's streets are access streets (not classified as an arterial). Their primary purpose is to serve

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<sup>1</sup> Town of Paradise 1994 General Plan, amended through January 2005.

traffic that is destined and originating from abutting land. The adjacent land is most often residential but access streets also serve industrial and commercial areas. They also provide access to higher street classifications. Traffic volumes range up to 2,000 vehicles per day, street widths are normally 20 to 24 feet wide; right-of-way is 50 feet minimum and 60 feet desirable. The Town utilizes a great number of private streets as local streets.

### Existing Conditions and Facilities

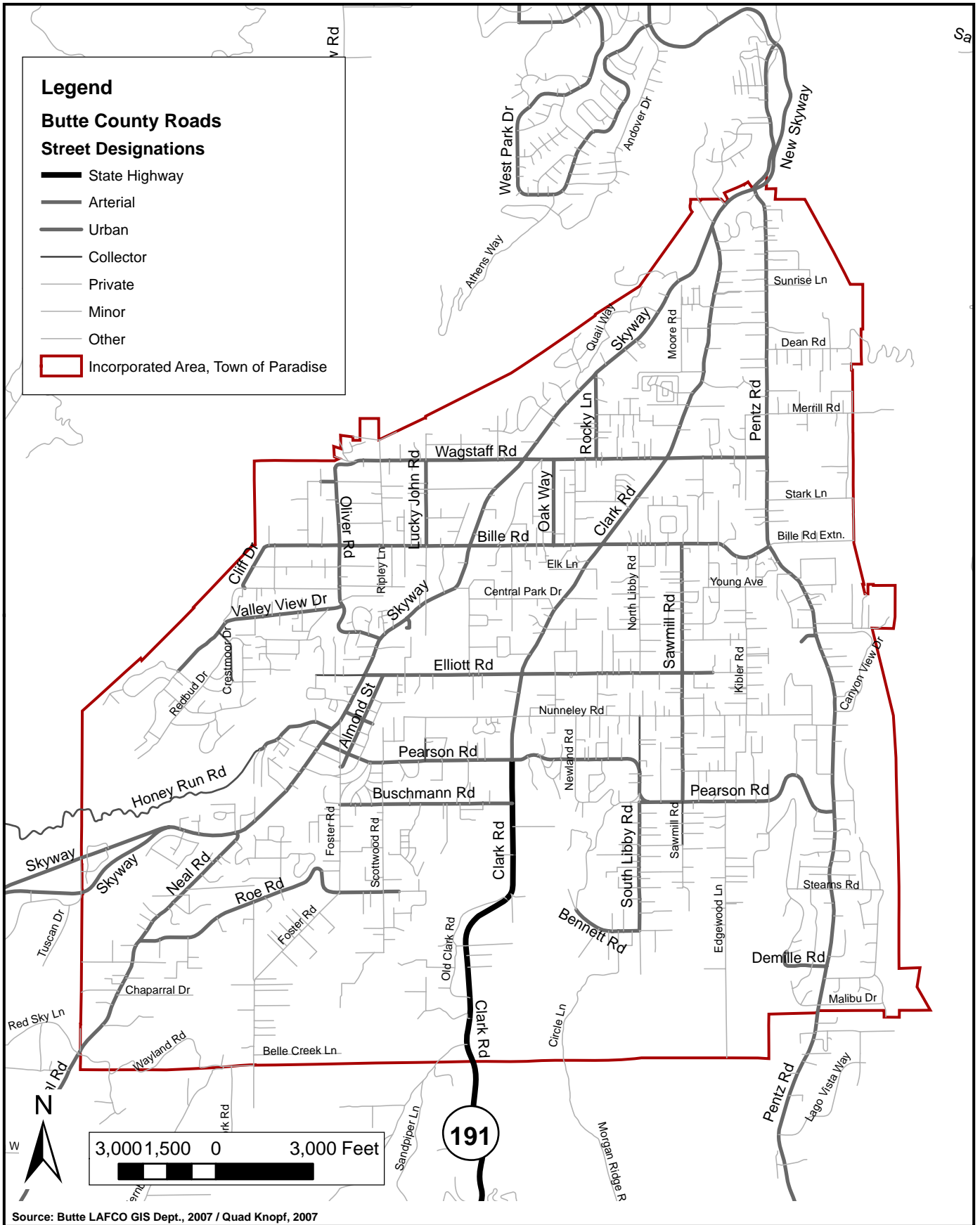
#### LEVEL OF SERVICE – MAJOR ROADWAYS


Level of service (LOS) qualitatively describes the operating conditions encountered on roadways. LOS ranks roadway operations based on the amount of traffic and the quality of operations on a scale of A to F. Level A represents free flow conditions and Level F represents jammed or “at capacity” conditions. The General Plan sets the standard at LOS D or better.

Table 3.4-1 shows 1992 traffic volumes, projected 2008 volumes, classifications, LOS, and 2006 average daily traffic volumes.

**Table 3.4-1  
Major Roadway Volumes, Classifications and LOS**

Roadway Segment	1992 Two-Way Volume	Projected Two-Way Volume (2008)	Classification	LOS	2006 Average Daily Traffic Volume
<b>Skyway</b>	20370	23360	Arterial	C	22255 (N of Elliott)
<b>South of Neal</b>	26880	37926	Arterial	F/D	
<b>Neal to Pearson</b>	22372	31968	Arterial	F/C	10270 (N of Wagstaff)
<b>Pearson to Elliott</b>	24258	34578	Arterial	F/C	
<b>Elliott to Oliver</b>	22218	31786	Arterial	F/C	9506 (W of Clark)
<b>Oliver to Maxwell</b>	21490	29830	Arterial	F/C	
<b>Maxwell to Bille</b>	15554	22890	Arterial	C	15650 (W of Pentz)
<b>Bille to Wagstaff</b>	11298	16937	Arterial	C	
<b>Wagstaff to Clark</b>	15316	20088	Arterial	D	17518 (E of Pentz)
<b>Clark to Pentz</b>	15008	20557	Arterial	C	
<b>Clark Road</b>	8010	18074	Arterial	C	17804 (N of Pearson)
<b>South of Pearson</b>	14570	22076	Arterial	C	
<b>Pearson to Elliot</b>	16930	24153	Arterial	C	9988 (N of Wagstaff)
<b>Elliott to Bille</b>	16980	21504	Arterial	C	
<b>Bille to Wagstaff</b>	9180	10978	Arterial	C	
<b>Wagstaff to Skyway</b>					
<b>Pentz Road</b>					5573 (N of Pearson)
<b>South of Pearson</b>	4630	7780	Collector	C	
<b>Pearson to Bille</b>	3590	8765	Collector	C	7428 (N of Wagstaff)
<b>Bille to Skyway</b>	4910	6270	Collector	C	
<b>Neal Road</b>					
<b>South of Skyway</b>	3934	5302	Collector	C	2958
<b>Pearson Road</b>					
<b>Skyway to Clark</b>	10850	19187	Arterial	C	



 **Town of Paradise**  
**Major Roadway Segments** Figure 3.4-1

Roadway Segment	1992 Two-Way Volume	Projected Two-Way Volume (2008)	Classification	LOS	2006 Average Daily Traffic Volume
Clark to Edgewood	6310	12690	Arterial	D	9585 (E of Clark)
Edgewood to Pentz	4340	8826	Arterial	C	
Elliott Road					10784 (W of Clark)
Skyway to Clark	11396	14942	Arterial	C	6229 (E of Clark)
Clark to Sawmill	7500	8027	Collector	C	
Sawmill to Pentz	N/A	3347	Collector	C	
Bille Road					8581 (E of Clark)
Skyway to Clark	8246	12012	Arterial	C	
Clark to Sawmill	5390	8675	Collector	D	
Sawmill to Pentz	3720	6567	Collector	C	
Wagstaff Road					5714
Skyway to Clark	6146	8595	Arterial	C	
Clark to Pentz	5490	7369	Collector	C	6615
Sawmill Road					Unavailable
Pearson to Bille	2420	2670	Collector	C	
South of Pearson	830	1178	Collector	C	
Rocky Lane					Unavailable
Wagstaff to Skyway	924	924	Collector	C	
Maxwell Drive					Unavailable
Elliot to Skyway	2996	3249	Collector	C	
Central Park Drive					Unavailable
Maxwell to Clark	2160	2601	Collector	C	
Nunneley Road					Unavailable
Pearson to Sawmill	2730	3123	Collector	C	
Buschmann Road					Unavailable
Foster to Clark	2560	2631	Collector	C	
Roe Road					Unavailable
Neal to Foster	500	1000	Collector	C	
South Libby Road					Unavailable
South Pearson	500	1000	Collector	C	
Edgewood Lane					Unavailable
South of Pearson	500	1000	Collector	C	

\*Source: Town of Paradise 1994 General Plan, amended through January 2005; BCAG 2006 Traffic Counts.

**Determination 3.4-1 (Existing Conditions and Facilities—LOS):**

*The most current comprehensive traffic study was completed in 1992 for the 1994 General Plan--an updated traffic study is needed to identify current and future roadway LOS. As of 1992, the LOS for multiple roads was at or approaching unacceptable levels of service. As growth continues, the number of roads operating at unacceptable LOS will increase. Implementation of the Town's Capital Improvement Plan will reduce or delay the decline in service, but may not totally eliminate roads with unacceptable LOS.*



## PHYSICAL ROADWAY CONDITIONS

The Town maintains approximately 98.5 centerline miles of public streets within the Town limits.<sup>2</sup> Prior development has typically generated substandard widths and deteriorated roadways that affect public access for fire and police protection. Approximate public street conditions have been classified as follows:<sup>3</sup>

- Excellent (generally new or reconstructed within past 3 to 5 years) – 6.6 miles
- Very good (minor routine maintenance) – 10 miles
- Good (routine maintenance required such as crack sealing, minor dig-outs, chip seals and slurry seals) – 50 miles
- Poor (repair beyond routine maintenance that requires either an asphalt overlay or reconstruction) – 31.8 miles

In addition to the Town-maintained public streets, there exist approximately 100 centerline miles of private roads within the Town limits. These private roadways exhibit varied widths and physical conditions, and are oftentimes substandard in design and/or rarely receive any maintenance and upkeep by private property owners. This situation also affects the ability to provide public access for fire, medical, and police protection services.

### **Determination 3.4-2 (Existing Conditions and Facilities—Public Roadway Conditions):**

*The most current Pavement Management System report was completed in 1999. An updated Pavement Management System report is needed to confirm current road conditions. Approximately 32 percent of the Town’s public streets are classified as “poor,” 51 percent are classified as “good,” 10 percent are classified as “very good,” and only 7 percent are classified as “excellent.” Implementation of the Town’s Capital Improvement Plan will help to improve physical public roadway conditions.*

### **Determination 3.4-3 (Existing Conditions and Facilities—Private Roadway Conditions):**

*The conditions of private roads within the Town affect the ability to provide public access for fire, medical, and police protection services. The Town needs to develop a plan to evaluate the status of private roads with an emphasis on possible conversion to public status.*

<sup>2</sup> 2006 Maintained Mileage spreadsheet.

<sup>3</sup> 1999 Pavement Management System (PMS) report and communications with Dennis Schmidt, Town of Paradise Public Works Director, May 2007.

## PUBLIC TRANSIT

Butte Regional Transit (B-Line) is the consolidation of CATS in Chico, OATS in Oroville, and BCT in the County. B-Line provides bus service locally in the Town as well as between communities throughout the County. Bike racks are located on the front of most B-Line buses. All B-Line vehicles are fully equipped with wheelchair lifts and a wheelchair securement area with space for two wheelchairs.<sup>4</sup>

## Infrastructure Needs and Deficiencies

### PLANNED IMPROVEMENTS

The Town's FY 07/08 budget includes continued funding for a series of roadway projects. However, the Town's ability to make roadway improvements is greatly affected as the State continues to take local revenues and, potentially, as additional areas are annexed, mostly depending on whether or not the roads are private.

The Five Year Capital Improvement Plan (CIP) resolution was adopted in 2007 for FY 07/08 through FY 11/12. The CIP is a valuable planning tool for Town staff. The CIP informs the public as well as local utilities, allowing for early coordination with all affected agencies to better coordinate construction and rehabilitation projects. Exhibit A of the resolution identifies the areas of needed improvement as well as the anticipated funding requirements to maintain and improve the infrastructure of the Town.<sup>5</sup> Table 3.4-2 shows the planned improvements for the five year period.

**Table 3.4-2**  
**Adopted Five Year Capital Improvement Plan, 2007**

Fiscal Year	Project Type	Location and Planned Improvement	Estimated Cost	Proposed Funding Source
2007/2008	<b>Maintenance Projects</b>	Upper Clark Road Overlay, Wagstaff to Forest Service	\$200,000	Prop 1-B
		Pedestrian Safety Improvements	\$25,000	Fund 90
	<b>Rehabilitation Projects &amp; Storm Damage Repair Projects</b>	South Libby – Contract Road Rehab Design, Pearson to End	\$65,000	DIF – Fund 51

<sup>4</sup> BCAG Transit website: <http://www.bcag.org/%5F%5Ftransit/>

<sup>5</sup> Resolution No. 07-20 – Adopted Five Year Capital Improvement Plan, 2007.

Fiscal Year	Project Type	Location and Planned Improvement	Estimated Cost	Proposed Funding Source
	<b>New Construction/ Design Projects</b>	Skyway/Wagstaff Traffic Signal (Construction)	\$1,500,000	CMAQ
			\$127,000	DIF – Fund 56F
			\$113,000	DIF –Fund 74
			\$30,000	H/run
			\$340,000	DIF Funds
			\$240,000	Transit (Fund 90)
		Pearson Road TEA Project – Construction	\$407,000	TEA Grant
			\$302,200	Transit (Fund 90)
		Memorial Trailway Southern Extension (Construction)	\$86,750	BTA Grant Fund
			\$40,000	Transit (Fund 90)
		Boquest Neighborhood Drainage Project (Design/Build)	\$25,000	DIF – Fund 56F
	<b>RDA &amp; BHS Funded Projects</b>	Foster/Skyway Street Improvements (Construction)	\$350,000	RDA – Non-housing
		Clustered Septic W.W.T.P. Phase One	\$180,000	RDA – Non-housing
		Jeffords Façade Improvement	\$85,000	RDA – Non-housing
		790-794 Birch Street Commercial Lot Development	\$50,000	RDA – Non-housing
<b>TOTAL FY 07/08 CIP Budget</b>			<b>\$4,165,950</b>	
<b>2008/2009</b>	<b>Maintenance Projects</b>	Upper Skyway Overlay, Clark to N. Town Limits	\$90,000	Prop 1-B
		Double Chip Seal, Various Town Streets	\$150,000	Prop 1-B
		Thermoplastic Pavement Legends/Crosswalks & Markers	\$60,000	Prop 42
		Pentz Road Dig-outs, Wagstaff to Pearson	\$140,000	Prop 1-B
		Pentz Road Double Chip Seal, Wagstaff to S. Town Limits	\$260,000	Future AB 2928
		Memorial Trailway Slurry Seal, Fir to Pentz	\$60,000	Fund 32/ AB 2928
		Sidewalk and ADA ramp repairs	\$5,000	Fund 90
	<b>Rehabilitation Projects</b>	Skyway – Wagstaff to Clark Road	\$1,100,000	Future STIP
		South Libby – Road Rehab, Pearson to End	\$600,000	Fund 51/ AB 2928
		Edgewood Overlay/Rehab, from Pearson south to end	\$600,000	Future STIP or DIF
		Maxwell Drive curb, gutter, sidewalk and CL 2 bike lanes	\$1,200,000	SR2S/ BTA Grants
		Neal Road CL 2 bike lanes/road rehab, Skyway to Wayland	\$3,000,000	SR2S/BTA Grants/Prop 1-B

Fiscal Year	Project Type	Location and Planned Improvement	Estimated Cost	Proposed Funding Source
	<b>New Construction</b>	Pearson/Recreation Drive Traffic Signal	\$1,000,000	Future CMAQ Grant/RDA
		Fire Station No. 3 – Construction	\$1,500,000	Future bond/ other financing
	<b>RDA &amp; BHS Funded Projects</b>	Estes Park – Phase One	\$500,000	Grant/ Prop 12 Funds
		Black Olive Drive – Pearson to Cedar Reconstruction	\$250,000	RDA Funds
		Clustered Septic W.W.T.P. – Construction Phase 1	\$1,600,000	RDA/Grants/ Loans
<b>TOTAL FY 08/09 CIP Budget</b>			<b>\$12,115,000</b>	
<b>2009/2010</b>	<b>Maintenance Projects</b>	Street Striping/Pavement Markings	\$60,000	Fund 90
		Sidewalk and ADA ramp repairs	\$5,000	Fund 90
		Slurry Seal Coat – Memorial Trail, between Neal & Foster	\$50,000	Fund 32/ AB 2928
	<b>Rehabilitation Projects</b>	Clark Road Dig-outs/Overlay, Pearson to Wagstaff	\$2,400,000	Future STIP/ Prop 1-B
		Clark/Pearson Road – 2 way left turn pocket	\$700,000	Future CMAQ Grant
		Pearson Road, south side, Skyway to Black Olive	\$1,100,000	RDA/Future TEA Grant
	<b>New Construction</b>	Buschmann Road Sidewalk Stabilization	\$100,000	Drainage Funds
		Buschmann/Clark Traffic Signal	\$700,000	Future STIP
		Honey Run Road CL 2 bike lanes/road reconstruction	\$2,000,000	BTA Grants/ AB 2928
	<b>RDA &amp; BHS Funded Projects</b>	N/bound Skyway/Pearson right turn lane	\$400,000	Future STIP/ RDA
		Black Olive Drive – Reconstruction	\$1,100,000	Grants/RDA
		Skyway – Street and Streetscape Improvements	\$1,100,000	Grants/RDA
		Clustered Septic W.W.T.P. – Construction Phase 2	\$1,600,000	RDA/Grants/ Loans
<b>TOTAL FY 09/10 CIP Budget</b>			<b>\$11,315,000</b>	
<b>2010/2011</b>	<b>Maintenance Projects</b>	Street Striping/Pavement Markings	\$30,000	Fund 11
		Sidewalk and ADA ramp repairs	\$5,000	Fund 11
		Overlays – various streets	\$500,000	Prop 42
	<b>Rehabilitation Projects</b>	Harvey Road, Wagstaff to Bille	\$400,000	Future STIP/ Prop 42

Fiscal Year	Project Type	Location and Planned Improvement	Estimated Cost	Proposed Funding Source
		Elliott Road, Skyway to Memorial Trail	\$600,000	Future STIP
	<b>New Construction</b>	Lower Clark Road Widening + TWLTL (R/W)	\$1,100,000	Future RTIP
		Pentz Road – school curb, gutter and sidewalk + TWLTL	\$1,000,000	Future SR2S/ BTA Grant
	<b>RDA &amp; BHS Funded Projects</b>	Fir Street Rehab, Skyway to Black Olive	\$700,000	RDA/Fund 11
		Almond Street, Elliott to Pearson	\$850,000	RDA/ Future Grant
		Pearson Road, Black Olive to Clark Road	\$2,400,000	Future STIP
		Clustered Septic W.W.T.P. – Construction Phase 3	\$1,800,000	RDA/Grants/ Loans
<b>TOTAL FY 10/11 CIP Budget</b>			<b>\$9,385,000</b>	
<b>2011/2012</b>	<b>Maintenance Projects</b>	Street Striping/Pavement Markings	\$30,000	Prop 42
		Sidewalk and ADA ramp repairs	\$5,000	Prop 42
		Overlays –various streets	\$500,000	Prop 42
	<b>Rehabilitation Projects</b>	Pearson Road, Clark to Pentz	\$2,000,000	Prop 42
	<b>New Construction</b>	Lower Clark Road Widening, Pearson to Golf Course	\$5,000,000	Future RTIP (Caltrans)
		SR2S – Maxwell Sidewalks, Bike Lanes Phase 2	\$500,000	Future SR2S Grant
		Class 2 Bike Lane Construction	\$300,000	Future BTA Grant
	<b>RDA &amp; BHS Funded Projects</b>	Birch Street Rehab, Skyway to Black Olive	\$800,000	RDA/Grants/ other funds
		Willow Street Rehab, Almond to Black Olive	\$500,000	RDA/Grants/ other funds
<b>TOTAL FY 11/12 CIP Budget</b>			<b>\$9,635,000</b>	

\*Source: Resolution No. 07-20 – Adopted Five Year Capital Improvement Plan, 2007.

#### **Determination 3.4-4 (Planned Improvements):**

*The Town of Paradise's ability to make roadway improvements is potentially affected as additional areas are annexed, mostly depending on whether or not the roads are private, and as available revenues are reduced. The Town has identified a list of prioritized projects to address current and future operational deficiencies within the Town limits. The CIP identifies \$46,615,950 in improvements to the Town's roadway system over the course of five years from FY 07/08 to FY 11/12 from several funding sources (programs).*

**Determination 3.4-5 (Planned Improvements):**

*The Town of Paradise should coordinate with the County to develop a proposed joint Town/County nexus and impact fee study for the urban area that can be brought to the Town Council and Board of Supervisors for consideration.*

## Summary of Determinations

### **Determination 3.4-1 (Existing Conditions and Facilities—LOS):**

*The most current comprehensive traffic study was completed in 1992 for the 1994 General Plan--an updated traffic study is needed to identify current and future roadway LOS. As of 1992, the LOS for multiple roads was at or approaching unacceptable levels of service. As growth continues, the number of roads operating at unacceptable LOS will increase. Implementation of the Town's Capital Improvement Plan will reduce or delay the decline in service, but may not totally eliminate roads with unacceptable LOS.*

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CHAPTER 3.5

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POLICE

## 3.5 POLICE

### ***Introduction***

The purpose of the Paradise Police Department (Department) is to serve the members of the community: to protect their lives, liberties, and property. The Department also serves the community through their special units divisions. The Special Response Team (SRT) is a combination of patrol officers who voluntarily apply for a position on the team. The SRT responds to critical incidents in the Town such as volatile situations where a subject may be barricaded or a hostage is involved, which would in turn deploy the Hostage Negotiations Team (HNT). The members of these teams train with the Chico Police Department and are available to other surrounding agencies. The School Resource Officers (SRO) program started in 1999 to provide assistance to the schools and early, positive law enforcement intervention with the students. The Butte Inter-agency Narcotics Task Force (BINTF) is a county-wide inter-agency team that is referred to for crimes that involve drug activity, drug labs, or other narcotics investigations. In addition there are currently three K9 Units in the Town. The Volunteers in Police Services (VIPS) bring additional support to the community of Paradise in a variety of ways: crime scene security, neighborhood watch patrol, vacation house checks, Ident-a-Child, disaster assistance, data entry, youth services, department front counter assistance, special events, and traffic control. The Police and Fire Chaplains' program has been in effect for two years. The Chaplains are volunteers from within the County who respond to police and fire emergencies to assist with support services. Additional services provided by the Department include bicycle licensing, the reflective address sign program, and phones for life.<sup>1</sup>

### ***Existing Conditions and Facilities***

The current Department facility was established in 1980, within a year of the Town's incorporation. The building is located along Black Olive Drive across from the Paradise Community Park. The building was built to a residential standard and does not meet the current standard for law enforcement public facility needs. In addition to maintenance issues, the Department has outgrown the building.



The Department, which is headed by the Chief of Police, is organized into two divisions: Patrol Operations and the Services Division. The commander of each division is a Lieutenant. The Town Mechanic falls under Patrol Operations; currently the Town's entire vehicle fleet is serviced by the Town Mechanic, though that function is planned to be shifted to the Public Works Department. Patrol Operations has two dayshift Sergeants and two nightshift Sergeants. Each Sergeant is responsible for three patrol officers. There is also an Administrative Sergeant in Patrol Operations who is responsible for Community Service Officers (CSOs).

<sup>1</sup> Town of Paradise, [http://www.townofparadise.com/emergency\\_ser/police.html](http://www.townofparadise.com/emergency_ser/police.html).

*Police*

Records/Communications, Investigations, and Animal Control are housed under the Services Division.

The Department is currently allocated 26 sworn officers,<sup>2</sup> a total of nine Public Safety Technicians (PSTs) who handle communication and records functions, and two part-time CSOs. The majority of the sworn positions are used for basic patrol operations. Sworn officers are responsible for emergency and law enforcement related activities. Non-sworn employees are responsible for specific duties including dispatch, record maintenance, parking enforcement, animal control, jail management, and clerical tasks. The Town's General Plan does not have any goals or policies in regard to a sworn officer per population ratio. The current sworn officer per 1,000 population ratio is 0.9. However, with adoption of the FY 07/08 budget, the Town will be attempting to hire another sworn officer and, if successful, the ratio will improve to approximately 0.95. Table 3.5-1 shows the authorized positions for the Department.

**Table 3.5-1  
Authorized Paradise Police Department Positions**

Chief	1
Lieutenants	2
Sergeants (4 Patrol/1 Investigations)	5
Patrol Officers	13
Traffic Officer	1
Investigator	1
Butte Inter-agency Narcotics Task Force	1
School Resource Officers	2
Community Service Officers (2 part-time, 26-hr. positions)	2
Records/Communications Supervisor	1
Public Safety Technicians – FTE	8
Public Safety Technicians – P/T	2

\*Source POST Management Consultation Report, 2006.

The Department has experienced a large number of the original officers reaching retirement age, leaving the Department with a shortage for the past several years. Coupled with officers leaving for higher paying jobs elsewhere in the County and increased calls for service, which have risen to a yearly average of over 30,000 calls per year, this has put an excessive burden on the Department's remaining employees and impacted the level of service the Department is able to provide to the community.

The Department operates a well-equipped and well-maintained fleet of vehicles including:

- 2 – unmarked sedans
- 2 – unmarked SUVs
- 4 – unmarked Jeeps
- 1 – marked F250 pick-up truck (pulls DUI/mobile command trailer)

<sup>2</sup> The Town Manager via the Town Council allowed the Department to hire the 26<sup>th</sup> officer in FY06/07, which went to the Council for approval on May 8, 2007.

- 3 – marked 4WD patrol (SUV) snow vehicles
- 3 – marked VIPS vehicles
- 23 – marked patrol vehicles

Vehicles receive routine maintenance and are scheduled for replacement depending on age and/or mileage.



Animal control enforcement started in 1984. The Town is the only agency in the County that maintains its own animal control shelter and field operations. The Town currently has two part-time kennel assistants, one part-time and two full-time animal control officers. These officers provide service to residents of the Town only. Major emphasis is for the safety of all persons and animals within the Town limits. The shelter has facilities for dogs and cats, although other domesticated animals can be held at the shelter. Animal control services include pet adoptions, bite investigations, cruelty investigations, noise complaints, stray dogs, injured animals, livestock or wildlife problems, and rabies control. The officers patrol problem areas in the Town and provide educational programs for schools and organizations.<sup>3</sup>

Animal control services are further augmented by the provision of volunteer services at the animal control shelter by members of a local citizen volunteer organization known as “Paradise Animal Shelter Helpers” or PASH. In addition, the Town has recently established via an electorate approved measure, a property parcel tax of \$12.00/year to primarily fund animal control services.

**Determination 3.5-1 (Existing Conditions and Facilities):**

*The Paradise Police Department provides police protection services to the Town of Paradise. Though the Department is not meeting the desired level of service, staffing is reviewed as part of the Town’s budgeting process, and an additional officer was recently authorized. Maintenance of the Town’s entire vehicle fleet is planned to be shifted to the Public Works Department, which will reduce the burden on the Police Department.*

<sup>3</sup> Town of Paradise, [http://www.townofparadise.com/emergency\\_ser/animal\\_ctrl.html](http://www.townofparadise.com/emergency_ser/animal_ctrl.html).

## **Infrastructure Needs and Deficiencies**

### **STAFFING**

Based on the POST Management Consultation Report produced for the Department in 2006, 27 sworn officers are needed.<sup>4</sup> The following is a summary of recommendations provided by the POST Management Consultation Report:

- Reclassify the Records/Communications Supervisor to a full-time Support Services Supervisor.
- Hire a replacement Public Safety Technician behind the Support Services Supervisor.
- Create a new public safety technician/dispatcher position.
- Reclassify the public safety technician classification to a public safety dispatcher classification.
- Consider future development of a records technician classification.
- Convert the two part-time CSO positions to full-time.
- Create a larger CSO force.
- Develop a strategic plan for the Department to guide future decision-making.<sup>5</sup>
- Request a Team Building Workshop from POST to assist in developing the Department strategic plan.

Potential demand projections for staffing over the next 10 years are as follows:

**Years 1 to 5:** Increase sworn personnel from 26 to 27, train new employees to the level of solo officer. Comply with POST recommended advanced officer training for current employees. Plan for replacement of the Chief of Police in FY 2012.

**Years 6 to 10:** Continue to evaluate current status of operational demands for further expansion of the Department to meet community needs. The Department estimates the need to add three to five sworn officers (from 27 to 30 or 32 officers) to accommodate possible annexation and expansion of Town limits.

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<sup>4</sup> The 27<sup>th</sup> sworn position has been deferred to the FY07/08 mid-year budget review for consideration.

<sup>5</sup> The Department currently lacks a strategic plan, which would take into account the current and likely future changes in law enforcement that could not be foreseen with short-range planning techniques. A successful strategic planning process would ensure the Department's limited resources are correctly aligned to maximize their impact.

**Determination 3.5-2 (Staffing):**

*The Paradise Police Department is currently understaffed. Additional sworn officers are necessary to address the existing staffing deficiency as well as accommodate possible annexation and expansion of the Town limits. Increased staffing is addressed through the Town budgeting process.*

**Determination 3.5-3 (Staffing):**

*The anticipated retirement of the Chief of Police within the next five years should be planned for and addressed.*

**FACILITIES AND EQUIPMENT**

The existing physical structure is inadequate as it was built to a residential standard and does not meet the current standard for law enforcement public facility needs. The building is deteriorating and yearly maintenance costs are increasing. Despite re-roofing and re-siding the exterior of the building, it is still plagued with water leaks. In addition to maintenance issues, the Department has outgrown the building. The internal building configuration is inadequate to provide a safe environment for the employees and public. Access to the holding cell is through the rear doors but there is no secure separation from the rest of the building. The dispatch room is located directly behind the service counter, creating unnecessary distractions for the dispatchers. The investigations officers are all located in one office. The meeting and conference room holds offices for employees as well as document file storage and is located on the second floor with no ADA access. The Police Chief's office has no private conference room area.<sup>6</sup>



*Holding Cell*

Plans related to facilities and equipment over the next 10 years are as follows:

**Years 1 to 5:** Conduct further research/development of plans for new public safety facility. Continue the process of complying with FCC regulation on converting the Department's radio system from a wide-band frequency to a narrow-band system. Survey the adaptability of Mobile Data Terminals (MDTs) for the Department's patrol units.



*Existing Dispatch Room*

<sup>6</sup> Interview and facility tour with Gerry Carrigan, Town of Paradise Chief of Police, May 9<sup>th</sup>, 2007.

*Police*

Continue to update and upgrade computer systems to stay contemporary with industrial standards. Prepare for annexation of the Gateway corridor (lower Skyway) and lower Pentz Road into the Town limits as additional service areas for the Department.

**Years 6 to 10:** Occupy new public safety facility. Comply with FCC regulation of converting the Department's radio system from narrow-band to a digital system. Continue to update and upgrade computer systems to stay contemporary with industrial standards.



*Existing Meeting and Conference Room*

**Determination 3.5-4 (Facilities and Equipment):**

*The existing Paradise Police Department facility is inadequate. The Town is in the process of developing a new civic center, which would include a suitable facility for the Department. The construction of this new facility is vital to the long-term provision of an adequate level of police service.*

## Summary of Determinations

### Determination 3.5-1 (Existing Conditions and Facilities):

*The Paradise Police Department provides police protection services to the Town of Paradise. Though the Department is not meeting the desired level of service, staffing is reviewed as part of the Town's budgeting process, and an additional officer was recently authorized. Maintenance of the Town's entire vehicle fleet is planned to be shifted to the Public Works Department, which will reduce the burden on the Police Department.*

### Determination 3.5-2 (Staffing):

*The Paradise Police Department is currently understaffed. Additional sworn officers are necessary to address the existing staffing deficiency as well as accommodate possible annexation and expansion of the Town limits. Increased staffing is addressed through the Town budgeting process.*

### Determination 3.5-3 (Staffing):

*The anticipated retirement of the Chief of Police within the next five years should be planned for and addressed.*

### Determination 3.5-4 (Facilities and Equipment):

*The existing Paradise Police Department facility is inadequate. The Town is in the process of developing a new civic center, which would include a suitable facility for the Department. The construction of this new facility is vital to the long-term provision of an adequate level of police service.*



CHAPTER 3.6

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FIRE

## 3.6 FIRE

### ***Introduction***

The Paradise Fire Department (Department) was officially formed as the Paradise Volunteer Firefighters Unit in 1944. In 1951, the Paradise Fire Protection District was formed to provide full-time paid firefighters, in addition to the existing volunteer firefighting group. The Department expanded to two fire stations in 1959, and in 1965 a third station was added. In 1980, the Paradise Fire Protection District was dissolved and the Paradise Fire Department became part of the newly-incorporated Town of Paradise.<sup>1</sup>

The Town is located in a high wildland fire hazard area. Wildland fires are a constant threat during the summer months, especially due to the Town's topography. During wildland fires, hundreds or even thousands of people may need to be evacuated in a very short time frame. The limited access roads in and out of the upper ridge and the Town are problematic. In response to this condition, the Town has created a Wildland Fire Evacuation Plan for the residents of the upper ridge and the Town. Among other things, this evacuation plan details emergency travel routes and public assembly points.<sup>2</sup> Through a mutual agreement between the Town and the Paradise Recreation and Park District and Paradise Irrigation District, traffic control and evacuation routes services are provided by trained crews from these districts.



### ***Existing Conditions and Facilities***

The Department provides fire suppression, emergency medical, rescue, hazardous materials response, public assistance, and fire prevention/life safety services to the Town. The Department services the community with an average response time of less than four minutes and is an ISO Class 3 fire department with a minimum daily staffing of seven personnel (six firefighters and one chief officer per shift).<sup>3</sup> Beneath the Fire Chief are two Division Chiefs and a Fire Marshal. Overall, the Department has 22 full-time paid firefighters, 28 volunteer firefighters, two full-time support staff, and four part-time support staff. The Town's General Plan does not have any goals or policies in regard to a firefighter per population ratio. The current firefighter per 1,000 population ratio is 0.9.

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<sup>1</sup> Town of Paradise, [http://www.townofparadise.com/emergency\\_ser/fire\\_about.html#resources](http://www.townofparadise.com/emergency_ser/fire_about.html#resources).

<sup>2</sup> Town of Paradise Wildland Fire Evacuation Plan brochure, July 2004.

<sup>3</sup> Insurance Services Office (ISO) is a national independent rating service that evaluates fire protection capabilities for the purpose of setting fire insurance rates. The primary factors evaluated are the fire department, dispatching, and the water system. Cities are normally re-rated about every 10 years. The ISO rating takes into account the number of firefighting personnel and equipment available to an area and the average emergency response times. Ratings range from protection classes 1 through 10, with Protection Class 1 indicating excellent fire service and Protection Class 10 indicating minimal or no protection.

## Fire



The capabilities of the Department are in structural, vehicle, and wildland fire suppression; hazardous materials response with five specialists, participation in the Countywide Haz Mat Team with 40 members, and two Type 1 (Level A) Haz Mat Units operated by the Team; technical rescue with seven technicians, four rescue divers, participation in the Countywide Multi-Agency Rescue Group which has approximately 60 technicians providing coordinated technical rescue (confined space rescue, rope rescue, collapsed structure rescue, and water rescue); vehicle extrication; and emergency medical response with operation of three basic life support engine companies daily, three Emergency Medical Technician Paramedics,

22 Emergency Medical Technician I's, and 28 Emergency 1<sup>st</sup> Responders.

The Department currently has three fire stations and one training center (see Figure 3.6-1):

- Station No. 1 at 767 Birch Street (training center location)
- Station No. 2 at 5545 South Libby Road
- Station No. 3 on Forest Service Road

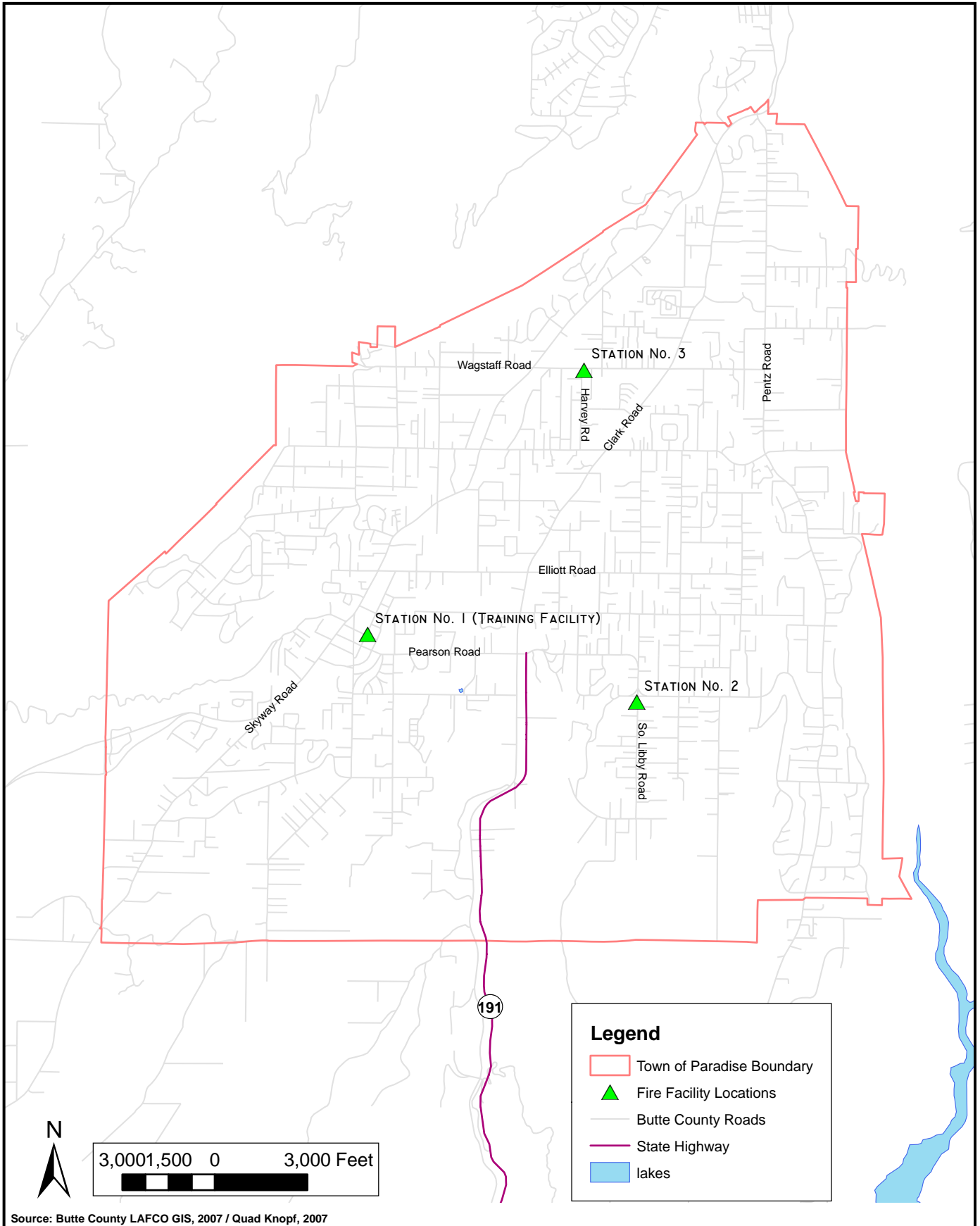
The Department operates a modern, well-equipped and well-maintained fleet of fire engines and specialized fire apparatus, including the following:

- 5 - Type I/II Fire Engines (Engine 1, Engine 2, Engine 3, Engine 3R, Engine 7)
- 1 - Type II Truck
- 3 - 4WD Utility Vehicles
- 1 - 4WD Water/Rescue Vehicle
- 1 - 8 Passenger Van
- 1 - Type III Fire Engine (Wildland)
- 1 - Type II Air Trailer
- 1 - 2WD Mini Pickup



The Department currently participates in extensive fire prevention/public education within the Town. The Department conducts plan check and site reviews for new construction projects and businesses. Inspection programs include schools, businesses, a self-inspection program, fire alarm drills, and special activities. The Department is also active in fire safety programs presented through the schools, the Every 15 Minutes program (every two years), Town and Butte County Fire Safe Councils, fire investigations, hazard abatement, public presentations, burn permits/land clearing permits, hydrant replacement program/low fire flow mains, and a wildland defensible space program. The Department maintains the Town's vehicle fueling system.

Changing demographics in the area, namely an increasing elderly population, will require an increase in emergency medical services.



Source: Butte County LAFCO GIS, 2007 / Quad Knopf, 2007



## Paradise Fire Department Facility Locations

Figure 3.6-1

**Determination 3.6-1 (Existing Conditions and Facilities):**

*The Paradise Fire Department provides fire suppression, emergency medical, rescue, hazardous materials response, public assistance, and fire prevention/life safety services to the Town of Paradise and via a mutual aid agreement with CALFIRE most of the unincorporated areas within the Town's SOI.*

**MUTUAL AID AGREEMENTS**

The State Master Mutual Aid Agreement, signed by Butte County and the five cities, establishes a framework that allows agencies to share resources when they have exhausted their own. The giving of mutual aid is voluntary with the decision normally based on ability of the giving agency to maintain reasonable protection of its own jurisdiction. Most agencies provide short-term mutual aid for free so that they will receive it in the same way when they have a major emergency. The state is divided into six fire and rescue regions. Butte County is part of Office of Emergency Services (OES) Region III, which encompasses the 13 counties of northeastern California from Sutter, Yuba, and Sierra Counties to the Oregon and Nevada borders.<sup>4</sup> Other Automatic Aid and Mutual Threat Zone agreements with CALFIRE, the U.S. Forest Service, and other surrounding local government agency fire departments exist to respond to emergencies in the Town, other areas of the county, state and nation.

**Determination 3.6-2 (Mutual Aid Agreements):**

*The mutual aid agreements that exist between the Paradise Fire Department, CALFIRE, the U.S. Forest Service, and other surrounding local government agency fire departments provide for the fire protection needs of the community and surrounding jurisdictions.*

**FIRE PROTECTION POLICY PLAN**

In November 2005, the Department developed a Fire Protection Policy Plan for its organization and operations. The Policy Plan establishes responsibilities, goals and strategic objectives (regarding fire protection, fire detection and reporting, fire control, EMS/rescue, hazardous materials, disaster control, and safety) to help the Department achieve its mission, which is “to provide fire prevention and an all risk response in a timely manner, to the people of the Town of Paradise, for the protection and welfare of the community, and for the preservation of its environment and financial base in a highly professional and courteous manner.”

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<sup>4</sup> City of Chico MSR, 2006.

## **EMERGENCY ACTION PLAN**

The Public Works Department prepared an Emergency Action Plan for Wildland Fire Evacuations that was adopted in August 2002. The Emergency Action Plan provides general guidance to all Public Works and Mutual Aid Employees on what the expected duties and responsibilities will be in a wildland fire evacuation situation. In addition, the plan identifies the required personal protective equipment required to be used by employees.

## **FIVE-YEAR PLAN (2005/06 TO 2009/10)**

The Department prepared a Five-year Plan as a tool to analyze the current and future needs of the Department based on the services provided to the community. The Five-year Plan attempts to recognize trends and changes in the community and adapt to external influences such as changes in laws, standards and technological advances. The Five-year Plan also provides an opportunity to plan multi-year projects and is a tool for developing the annual budget.

The Five-year Plan, which is incorporated herein by reference, addresses four major issues that need to be confronted during the five-year period of the plan. The plan contends that: 1) minimum daily staffing levels must increase; 2) safety equipment must keep pace with industry standards and technology; 3) training must prepare the Department's future leaders and maintain the Department's high level of service; and 4) the Department must retain its personnel and encourage them to live in the community.

## **DRAFT BUTTE COUNTY MASTER PLAN FOR FIRE/RESCUE SERVICES**

Currently the Department is working in association with the Butte County Fire Chiefs Association to develop the Butte County Master Plan for Fire/Rescue Services (DRAFT Master Plan). This document will provide recommendations to the governmental entities responsible for fire protection within Butte County concerning current and future fire, rescue, emergency medical and hazardous materials response capabilities. The purposes of this document are: to provide efficient and operationally effective use of current and future county-wide fire, rescue, emergency medical, and hazardous materials response resources; to provide a cooperatively developed planning tool for use by elected officials, chief executives, and Fire Chiefs; to provide operating and capital budget recommendations based on international accreditation guidelines, national consensus standards, and fire insurance rating schedules; to avoid costly duplication of facilities and specialized equipment; and to respect the legal responsibilities of each fire protection jurisdiction to assure that adequate services are being provided to their citizens.<sup>5</sup>

The DRAFT Master Plan has not been reviewed by the governmental entities responsible for the different jurisdictions as of preparation of this MSR; it is still in the review phase with the Fire Chiefs Association. The DRAFT Master Plan is used for reference only, and is subject to change.

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<sup>5</sup> DRAFT Butte County Master Plan for Fire/Rescue Services, June 29, 2006 version.

## **Infrastructure Needs and Deficiencies**

### **STAFFING**

As discussed in the DRAFT Master Plan, minimum staffing levels for the engines, aerial ladders, rescues and haz mat units have not kept pace in the County with service demands, growth trends, technology or readily available improvements in service. While the need for specialized equipment within the County has been largely met, the ability to staff this new equipment has not been addressed. It is imperative that future planning reflect the staffing needs of the fire agencies providing these critical services. Identifying staffing needs for each staffed fire station within Butte County is based on the criteria to have the ability to assemble at least 15 firefighters within eight minutes for all residential structure fires, and 24 firefighters for all commercial fires within 10 minutes.



In the DRAFT Master Plan, the following recommendations are made for the Town:

- engines be staffed at Stations No. 1, No. 2 and No. 3;
- aerial ladder be cross-staffed at Station No. 1;
- rescue support be cross-staffed with haz mat support and rescue support at Station No. 1; and
- haz mat support unit be cross-staffed with an aerial ladder and rescue support at Station No. 1.

The Five-year Plan states that engine company staffing needs to be increased overall, and makes several specific staffing recommendations. The plan also states that a significant effort should be made to retain firefighters and encourage them to live on the Paradise Ridge.

During the next several years, the entire management staff is expected to retire and new people will fill the Chief, Division Chief and Fire Marshal positions. This is a significant change in a department that has experienced stable staffing at the management level for over a decade.

#### **Determination 3.6-3 (Staffing):**

*The Paradise Fire Department is currently understaffed. Additional staff are necessary to address the existing staffing deficiency as well as to accommodate possible annexation and expansion of the Town limits. Increased staffing is addressed through the Town budgeting process.*

**Determination 3.6-4 (Staffing):**

*The anticipated retirement of the Fire Chief, Division Chiefs and Fire Marshal within the next several years should be planned for and addressed.*

**FACILITIES AND EQUIPMENT**

The three stations are over 40 years old without a major remodel. Station No. 1 will be replaced when the Town builds a new civic center. Station No. 2 should be replaced when the Southeast Paradise Area Specific Plan is implemented and development begins. It is the oldest station and sits in the middle of an intersection. Station No. 3 is currently uninhabited due to a mold issue. The Town has currently relocated the station to a new site along Forest Service Road. Temporary quarters have been established with CALFIRE on their property in a single-wide mobile home. In the DRAFT Master Plan, the following recommendations are made for the Town:



*Fire Station No. 2*

- replace Station No. 1 with a new station at the same location;
- relocate Station No. 2 with a new station at Pentz and Pearson Road; and
- relocate Station No. 3 at the current CALFIRE Station No. 35 and construct a road access west to Skyway.

The Five-year Plan states that new fire apparatus should include a new ladder truck and two fire engines, a rescue support unit, and two new staff vehicles.

**Determination 3.6-5 (Facilities and Equipment):**

*The existing Paradise Fire Department facilities are inadequate. The Town is in the process of developing a new civic center, which would include a suitable facility for replacing Station No. 1. Implementation and development under the Southeast Paradise Area Specific Plan should allow for replacement of Station No. 2. The construction of these new facilities is vital to the long-term provision of an adequate level of fire service. The Town is currently in the process of developing a permanent location for Station No. 3. Equipment needs are addressed through the Town budgeting process.*



## Summary of Determinations

### Determination 3.6-1 (Existing Conditions and Facilities):

*The Paradise Fire Department provides fire suppression, emergency medical, rescue, hazardous materials response, public assistance, and fire prevention/life safety services to the Town of Paradise and via a mutual aid agreement with CALFIRE most of the unincorporated areas within the Town's SOI.*

### Determination 3.6-2 (Mutual Aid Agreements):

*The mutual aid agreements that exist between the Paradise Fire Department, CALFIRE, the U.S. Forest Service, and other surrounding local government agency fire departments provide for the fire protection needs of the community and surrounding jurisdictions.*

### Determination 3.6-3 (Staffing):

*The Paradise Fire Department is currently understaffed. Additional staff are necessary to address the existing staffing deficiency as well as to accommodate possible annexation and expansion of the Town limits. Increased staffing is addressed through the Town budgeting process.*

### Determination 3.6-4 (Staffing):

*The anticipated retirement of the Fire Chief, Division Chiefs and Fire Marshal within the next several years should be planned for and addressed.*

### Determination 3.6-5 (Facilities and Equipment):

*The existing Paradise Fire Department facilities are inadequate. The Town is in the process of developing a new civic center, which would include a suitable facility for replacing Station No. 1. Implementation and development under the Southeast Paradise Area Specific Plan should allow for replacement of Station No. 2. The construction of these new facilities is vital to the long-term provision of an adequate level of fire service. The Town is currently in the process of developing a permanent location for Station No. 3. Equipment needs are addressed through the Town budgeting process.*

## CHAPTER 3.7

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# PARKS AND RECREATION

## 3.7 PARKS AND RECREATION

### ***Introduction***

Parks and recreation services are provided in the Town of Paradise by the Paradise Recreation and Park District (District) and the Town of Paradise. In 2005, a MSR on Recreation and Park Services in Butte County was completed for Butte LAFCo. The Town of Paradise MSR relies on the chapter of that MSR and incorporates it herein by reference.

Relative to the reference to the District chapter of the MSR on Recreation and Park Services in Butte County, it is re-acknowledged that the service boundaries that are common to both the Paradise Recreation and Park District and the Feather River Recreation and Park District within the “Concow” community area merit possible adjustment and shall be addressed in the LAFCo SOI update for park districts.

### ***District Characteristics***

The District was formed in 1948 to provide leisure activities to its residents. Encompassing 169 square miles, the District is bordered by the City of Chico on the west, Highway 70 on the east, Lime Saddle Recreation Area on the south, and Stirling City on the north. The District includes the Town of Paradise, and surrounding unincorporated areas of Magalia, Butte Creek, Canyon, and Concow. Figure 3.7-1 illustrates the location of recreational facilities in the District.



### ***Existing Conditions and Facilities***

Table 3.7-1 summarizes the District’s park and recreational facilities. Almost all District parks have a playground area, and overall a large variety of facilities are available. Many of the parks have undeveloped areas that could be used for expansion in the future. Taken together, the District has approximately 431 acres of parkland, of which approximately 73.5 acres are developed.

**Table 3.7-1  
Paradise Recreation and Park District Facilities**

Park Name	Acres	Improved Acres	Date Acquired	Features
<b>Terry Ashe Recreational Center</b>	3.5	3.5	Leased	Picnic area, playground, activity rooms, basketball
<b>Paul Byrne Aquatic Park</b>	6	6	1958	Picnic area, playground, fishing, swimming, activity rooms, barbeque, volleyball, horseshoes

<b>Park Name</b>	<b>Acres</b>	<b>Improved Acres</b>	<b>Date Acquired</b>	<b>Features</b>
<b>Moore Road Park</b>	19	19	1966	Playground, horse arena, baseball/softball, ropes course
<b>Bille Park</b>	55	15	1961	Picnic area, playground, hiking, activity rooms
<b>Coutolenc Park</b>	320	20	1965	Primarily unimproved park with picnic area, hiking, archery
<b>Paradise Memorial Park</b>	2	2	1949	Barbeque area
<b>Crain Memorial Park</b>	8	8	1956	Picnic area
<b>Oak Creek Natural Area</b>	17	0	1974	Natural area
<b>Drendle Circle</b>	0.5	0	1980	Small undeveloped park
<b>Paradise High School and Mountain Ridge Middle School</b>			Joint Use	Baseball/softball, tennis courts at Paradise High School and activity rooms
<b>Total</b>	<b>431</b>	<b>73.5</b>		

\*Source: Paradise Recreation and Park District, 2004.

### ***Population Growth***

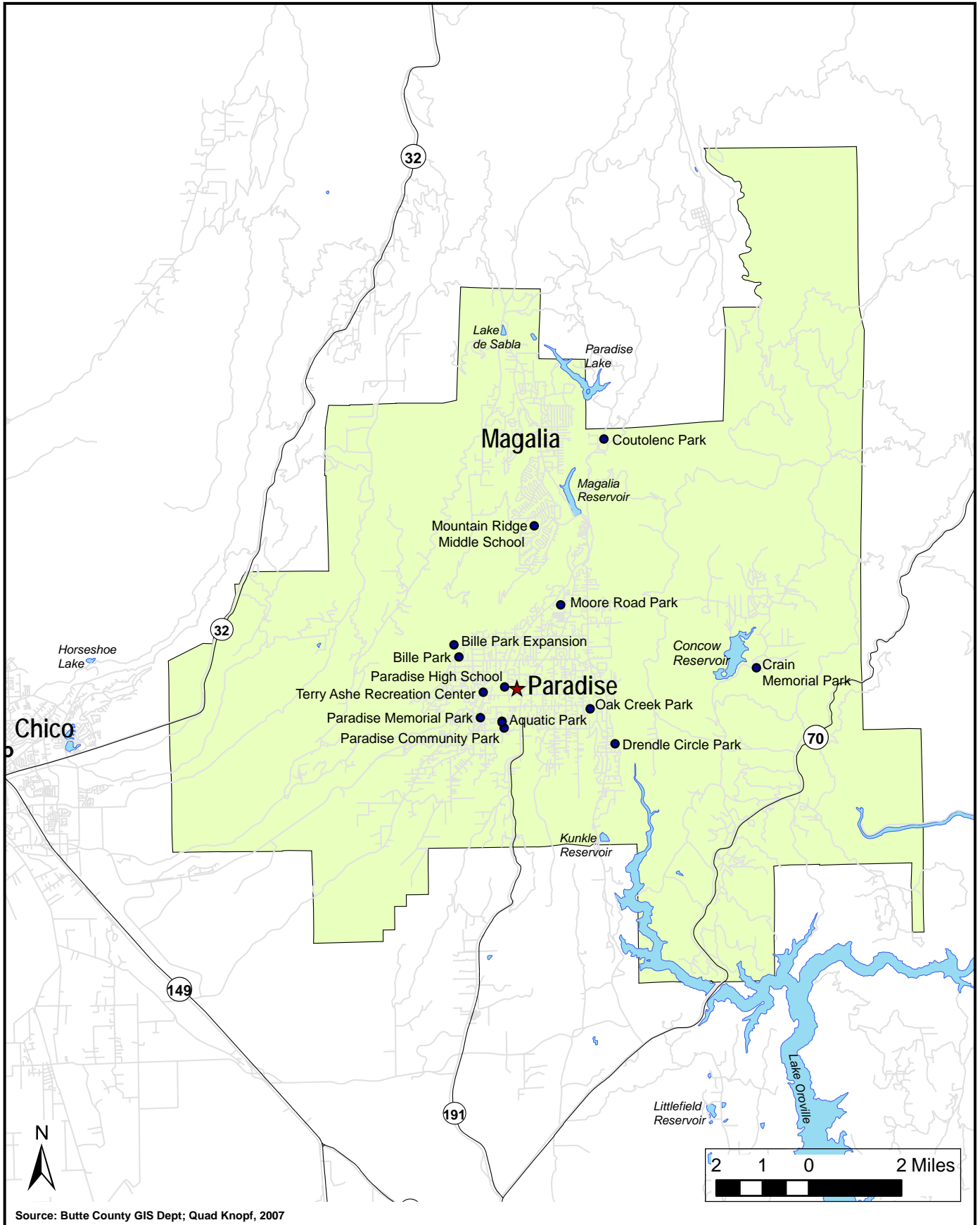
The District served an estimated 40,316 residents in 2000. According to the District Master Plan (2001), the District’s population will increase to 53,948 by 2015.

### ***Infrastructure Needs and Deficiencies***

#### **PARKLAND NEEDS**

Recreation service providers often use estimates of future population growth to determine the needs for parkland and recreation facilities and services. Both the Town and the District have adopted a goal of five acres of accessible and developed parkland for every 1,000 residents including both active and passive. As of 2005, the District had approximately 73.5 acres of developed parkland, translating into 1.8 developed acres for every 1,000 people.





## **PARK ACCESSIBILITY**

According to the District's Master Plan, "parks need to be properly distributed throughout the District so that barriers such as major highways, canyons, and rivers do not prevent residents from getting to the facilities they want to use." Approximately 30% of the District's residential properties are located within ½ mile of a District facility and 72% of residential properties are within one mile. However, topographic and other travel barriers require some users to drive up to 20 miles to reach certain types of parks facilities.

## **RECREATION FACILITY NEEDS**

The District utilizes three primary factors in planning for existing and future facility needs: the National Park and Recreation Association (NPRA) guidelines for the number and type of facilities needed by a community on a per-capita basis; the availability of recreational facilities provided by churches, community groups, schools, and other groups in the community; and the current utilization rate by the community. The high proportion of seniors in the District has implications for planning recreational facilities and services and is assessed by the utilization rate. Table 3.3-5 in the previous MSR illustrates District planning for future recreational facilities needs by 2015, using national standards and provision of recreational facilities by other organizations. This analysis guides the District in the master planning process.



## **OPERATIONAL NEEDS**

The District uses 6,000 square feet of space in the Terry Ashe Recreation Center. However, additional facility space is needed to support existing and future administrative staff, as well as recreational programming needs. The existing facility is also constrained for expansion and needs substantial renovation. The District has recently elected to develop a new Community Center. The District has also identified vehicle and equipment replacement needs, approximately one-third of the estimated cost of which is short-term, and approximately two-thirds of which is identified as a longer-term need.

**Determination 3.7-1 (Infrastructure Needs and Deficiencies):**

*The District uses appropriate methods to gauge the need for, fund, and provide parkland, recreational facilities, and recreational programming to meet the needs of the community and has sufficient land holdings to accommodate future needs, though these land holdings are not necessarily in locations that are suitable with respect to accessibility and existing and future populations. The District provides adequate levels of service for parks and recreational facilities except in outlying areas such as Butte Creek Canyon. The District has prioritized parkland development in Magalia, Butte Creek Canyon, and the Concow area, and the District should also acquire and develop parkland in the Yankee Hill area if population growth occurs.*

**Other Issues**

The previous MSR includes information and analysis on other issues related to the provision of services by the District. Since the Town of Paradise MSR is primarily concerned with the infrastructure needs and deficiencies of the District, and since the previous MSR is incorporated by reference, only the determinations from the previous MSR are included here.

**Determination 3.7-2 (Financing, Rate Restructuring, Constraints and Opportunities):**

*The District has been using reserve funding to balance its budget in recent years, and should consider adopting a reserve funding standard. The District should more carefully explore the opportunities for creating benefit assessment districts or other similar funding mechanisms to secure long-term funding for the maintenance and operation of park and recreational facilities. The District should consider increasing programming fees to help cover administrative and overhead costs.*

**Determination 3.7-3 (Management Efficiencies/Cost Avoidance, and Facility Sharing Opportunities):**

*The District has an adequate management structure, and adequate facility sharing arrangements. The District has adequately pursued facility sharing and joint-use agreements. Staffing levels are inadequate to care for all developed and natural areas under District ownership and the District should consider using private contractors for certain repetitive and labor intensive activities where cost savings could be achieved.*

**Determination 3.7-4 (Local Accountability):**

*The District provides the public with adequate information and opportunity for input and involvement in District activities.*

**Determination 3.7-5 (Government Structure):**

*The District should consider detachment proceedings for Butte Creek Canyon if there is support among the majority of residents. The District should also consider Stirling City for annexation. The District should either establish a formal agreement with the Golden Feather Unified School District to maintain the Concow Elementary School pool or investigate the feasibility of a benefit assessment district for the pool.*

**Town of Paradise Parks and Recreation**

The Town has developed, owns, and operates important recreational facilities within the Town of Paradise. The recently opened Paradise Community Park is a three-acre fully developed park. The four-mile Paradise Memorial Trailway, which is an old 100-foot wide railway easement that the Town developed into a paved bike and walking trail, is also owned and operated by the Town. The Town is a member of the Paradise Community Village project, which has several park and recreation elements that the Town is interested in developing.

Since the Town also provides recreational opportunities, the Town should collaborate with the District in developing a master plan for community parks and recreation facilities so overlapping of these services does not occur. In fact, the Town may consider the establishment of a Town Parks Department.

**Determination 3.7-6 (Town of Paradise Parks and Recreation):**

*The Town should collaborate with the District in developing a master plan for community parks and recreation facilities so overlapping of these services does not occur. The Town may consider the establishment of a Town Parks Department.*



## Summary of Determinations

### **Determination 3.7-1 (Infrastructure Needs and Deficiencies):**

*The District uses appropriate methods to gauge the need for, fund, and provide parkland, recreational facilities, and recreational programming to meet the needs of the community and has sufficient land holdings to accommodate future needs, though these land holdings are not necessarily in locations that are suitable with respect to accessibility and existing and future populations. The District provides adequate levels of service for parks and recreational facilities except in outlying areas such as Butte Creek Canyon. The District has prioritized parkland development in Magalia, Butte Creek Canyon, and the Concow area, and the District should also acquire and develop parkland in the Yankee Hill area if population growth occurs.*

### **Determination 3.7-2 (Financing, Rate Restructuring, Constraints and Opportunities):**

*The District has been using reserve funding to balance its budget in recent years, and should consider adopting a reserve funding standard. The District should more carefully explore the opportunities for creating benefit assessment districts or other similar funding mechanisms to secure long-term funding for the maintenance and operation of park and recreational facilities. The District should consider increasing programming fees to help cover administrative and overhead costs.*

### **Determination 3.7-3 (Management Efficiencies/Cost Avoidance, and Facility Sharing Opportunities):**

*The District has an adequate management structure, and adequate facility sharing arrangements. The District has adequately pursued facility sharing and joint-use agreements. Staffing levels are inadequate to care for all developed and natural areas under District ownership and the District should consider using private contractors for certain repetitive and labor intensive activities where cost savings could be achieved.*

### **Determination 3.7-4 (Local Accountability):**

*The District provides the public with adequate information and opportunity for input and involvement in District activities.*

**Determination 3.7-5 (Government Structure):**

*The District should consider detachment proceedings for Butte Creek Canyon if there is support among the majority of residents. The District should also consider Stirling City for annexation. The District should either establish a formal agreement with the Golden Feather Unified School District to maintain the Concow Elementary School pool or investigate the feasibility of a benefit assessment district for the pool.*

**Determination 3.7-6 (Town of Paradise Parks and Recreation):**

*The Town should collaborate with the District in developing a master plan for community parks and recreation facilities so overlapping of these services does not occur. The Town may consider the establishment of a Town Parks Department.*

CHAPTER 3.8  

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SOLID WASTE

## 3.8 SOLID WASTE

### **Introduction**

The Town of Paradise Solid Waste Management Division is responsible for the administration of solid waste management policies adopted by the Town Council. The Division's goals include further expansion of public accessibility to the Town's Vegetative Waste Collection Station by increasing the hours of operation and to improve the Town's refuse diversion rates by implementing experimental programs such as curbside recycling.<sup>1</sup>



### **Existing Conditions and Facilities**

#### **COLLECTION AND RECYCLING/DISPOSAL**

Solid waste generated in the Town is primarily disposed of at the Neal Road Landfill (operated and owned by Butte County). The Neal Road Landfill is located at 1023 Neal Road, one mile east of Hwy. 99 in unincorporated Butte County southwest of the Town. The facility is located on 190 acres, 140 of which are used for solid waste disposal. The Neal Road Landfill has a total estimated permitted capacity of 25,271,900 cubic yards and an estimated remaining capacity of 21,716,471 cubic yards (as of 2000). The facility has a tentative closure date of January 1, 2033. Under the landfill's existing permit, the facility is allowed to receive up to 1,500 tons per day of refuse.<sup>2</sup>

Northern Recycling & Waste Services (NRWS) was recently awarded the contract for solid waste collection and disposal services in the Town; the contract started May 1, 2007. The new service system for single-family residents is designed primarily as a "three-can-curbside collection system." It provides one container for solid waste, one 65 or 95-gallon container for recycled materials, and one (or two containers total at no extra charge) 95-gallon container for yard waste. The solid waste container receives weekly pick-up and the other containers (recycled materials and yard waste) receive bi-weekly pick-up service. In addition, the new services system also provides the year-round presence and several days a week operation of an electronic (e-waste) and household hazardous waste collection facility in Paradise at 920 American Way.<sup>3</sup> For residents and businesses to subscribe to service, they are required to sign up through the NRWS office. Once the service level has been determined, the account is set up and NRWS does all of the billing and accounts receivable.<sup>4</sup>

<sup>1</sup> Town of Paradise, [http://www.townofparadise.com/com\\_dev/com\\_dev.html](http://www.townofparadise.com/com_dev/com_dev.html).

<sup>2</sup> California Integrated Waste Management Board, Active Landfills Profile for Neal Road Landfill (04-AA-0002), <http://www.ciwmb.ca.gov/Profiles/Facility/Landfill/LFProfile1.asp?COID=4&FACID=04-AA-0002>.

<sup>3</sup> Town of Paradise, [http://www.townofparadise.com/whats\\_new.html](http://www.townofparadise.com/whats_new.html).

<sup>4</sup> Communication with Doug Speicher, NRWS General Manager, May 2007.

The single-stream recycling service allows all recyclables (glass, plastic bottles, metal items, and mixed paper) to be placed in one container.<sup>5</sup> NRWS is currently between single-stream recyclable processing facilities. It is the intent of the company to use their facility in Napa. This would require NRWS to construct a transfer facility at the Paradise facility to both maximize and handle the transfer loads. Until then, NRWS is transferring small loads of single-stream recyclables and is utilizing the Specialized Fibers facility in Corning.

Yard waste consists of grass clippings, leaves, garden prunings and branches 6” diameter or smaller. Yard waste is handled at the Town of Paradise Yard Waste Transfer Facility, which is a chip-and-go operation. These materials currently go to a co-gen facility in Anderson.

## **HOUSEHOLD HAZARDOUS WASTE**

Hazardous materials used in many household products (e.g., drain cleaners, cleaning fluids, waste oil, insecticides, and car batteries) are often improperly disposed of as part of normal household trash. These hazardous materials can interact with other chemicals, which can create risks to people and can also result in soil and groundwater contamination.

The California Department of Health Services (CCR Title 22) defines household hazardous waste as any substance that is characteristic of one of the following:

- Ignitability – flammable
- Corrosivity – eats away materials and can destroy human and animal tissue by chemical action
- Reactivity – creates an explosion or produces deadly vapors
- Toxicity – capable of producing injury, illness, or damage to human, domestic livestock, or wildlife through ingestion, inhalation, or absorption through any body surface

All Butte County residents are able to recycle and properly dispose of household hazardous waste for free at the Butte Regional Household Hazardous Waste Collection Facility, which is located at the Chico Airport Industrial Park at 1101 Marauder Street. The facility also accepts hazardous waste from small businesses who qualify as Conditionally Exempt Small Quantity Generators.<sup>6</sup> Under the new contract with NRWS, as stated above, there is also a household hazardous waste collection facility in Paradise at 920 American Way.

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<sup>5</sup> Northern Recycling & Waste Services, <http://paradiserecycles.com/residential.html>.

<sup>6</sup> City of Chico MSR, 2006.

**Determination 3.8-1 (Existing Conditions and Facilities):**

*Northern Recycling & Waste Services provides solid waste and recycling services to the Town of Paradise. The single-stream recycling service should provide a greater incentive for the Town to divert waste.*

**Infrastructure Needs and Deficiencies**

**DEMAND**

The Town's overall waste stream in 2005 was 115,681 tons, and the total household waste disposal was 77,506 tons.<sup>7</sup>

**LANDFILL CAPACITY**

The Neal Road Landfill has anticipated a 2.5 to 3.5% annual increase in waste due to anticipated growth in Butte County. The landfill was expanded in 2002 to accommodate the growing population and increasing solid waste disposal. No further expansions are planned. With a remaining capacity of approximately 22 million cubic yards, the landfill is expected to operate until 2033.<sup>8</sup>

**FACILITIES**

NRWS has secured 920 American Way for its operations facility. Improvements are being made to locate the entire operation at the site. The temporary business office is at 698 Fir Street. Two buyback centers will be located at 920 American Way (operated by NRWS) and 5760 Sawmill Road (operated by California Vocations (COVE)). These centers are ready to open pending state approval of the certification.<sup>9</sup>

**Determination 3.8-2 (Infrastructure Needs and Deficiencies):**

*Remaining capacity in the Neal Road Landfill is sufficient to accommodate the anticipated growth in the Town of Paradise.*

<sup>7</sup> California Integrated Waste Management Board, Profile for Town of Paradise, <http://www.ciwmb.ca.gov/Profiles/Juris/JurProfile2.asp?RG=C&JURID=612&JUR=Paradise>.

<sup>8</sup> City of Chico MSR, 2006.

<sup>9</sup> Communication with Doug Speicher, NRWS General Manager, May 2007.

## **Summary of Determinations**

**Determination 3.8-1 (Existing Conditions and Facilities):**

*Northern Recycling & Waste Services provides solid waste and recycling services to the Town of Paradise. The single-stream recycling service should provide a greater incentive for the Town to divert waste.*

**Determination 3.8-2 (Infrastructure Needs and Deficiencies):**

*Remaining capacity in the Neal Road Landfill is sufficient to accommodate the anticipated growth in the Town of Paradise.*

CHAPTER 3.9  

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CEMETERIES



## 3.9 CEMETERIES

### ***Introduction***

In 2004, a MSR on Cemetery Services in Butte County was completed for Butte LAFCo. The Town of Paradise MSR relies on the Paradise Cemetery District (District) chapter of that MSR and incorporates it herein by reference.

### ***District Characteristics***

Encompassing approximately 34 square miles, the District is located in the north central portion of Butte County, east of State Highway 32 and west of State Highway 70. The District includes the Town of Paradise, but the boundaries extend beyond the incorporated Town limits, particularly to the southwest. The location of the District and boundaries are shown in Figure 3.9-1.

Established in 1930, the District provides burial services and pre-need contracts for burial services in its one cemetery, Paradise Cemetery. Annually, approximately 230 burials take place at the 30.2-acre facility located along Elliott Road near Clark Road in the Town. The cemetery has full burial areas as well as a niche facility where ashen remains may be kept.

### ***Existing Conditions and Facilities***

Land for burials is the primary resource needed to provide cemetery services. Approximately 22 acres of the existing 30.2-acre Paradise Cemetery are developed. About eight acres of land are currently available for use by the cemetery to accommodate full burials and disposal of cremains. An additional 2.6-acre parcel adjacent to the existing cemetery was purchased by the District and is intended for future cemetery expansion. The District also owns a 36-acre parcel near the intersection of Roe Road and Toyon Lane which can be developed into a new cemetery following expansion at Paradise Cemetery.

According to the District Manager, cemetery roadways are in good shape with some minor asphalt patches needed in the coming years. Other cemetery facilities include asphalt parking areas, the District office with its septic system, a large equipment shed, two smaller storage sheds, a portable outhouse, a gazebo, a niche facility for cremains, and a water well. Irrigation and other water needs are met with the water well and water provided by Paradise Irrigation District. The cost of bi-monthly water service has increased dramatically in recent years, and is a major concern for the District, according to the District Manager.

**Determination 3.9-1 (Existing Conditions and Facilities):**

*The Paradise Cemetery District has sufficient current infrastructure and facilities to provide services.*

**Growth**

Assessing service demands associated with growth in the District involves the consideration of whether the District has sufficient land, infrastructure, and resources to accommodate projected needs. A conservative estimate for projecting land needs for burials and disposal of remains allows that approximately 1,000 persons can be accommodated per one acre of land. With approximately 46 remaining acres, assuming each acre can accommodate approximately 1,000 burials, land is sufficient to provide burial services through the 20-year planning period under any of the analyzed growth assumptions.

**Determination 3.9-2 (Growth):**

*The Paradise Cemetery District has sufficient land resources to accommodate anticipated growth within the 20-year planning period.*

**Other Issues**

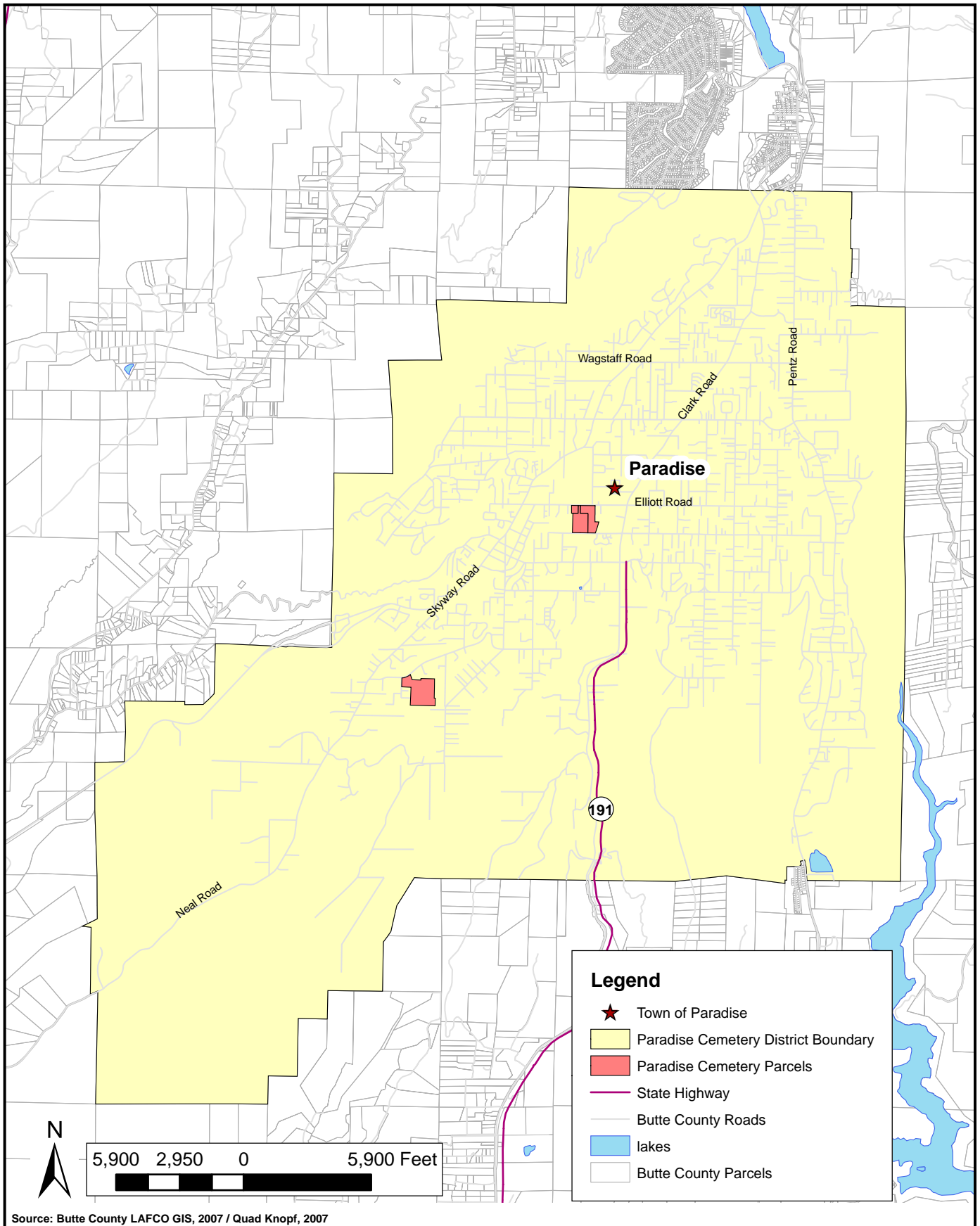
The previous MSR includes information and analysis on other issues related to the provision of services by the District. Since the Town of Paradise MSR is primarily concerned with the infrastructure needs and deficiencies of the District, and since the previous MSR is incorporated by reference, only the determinations from the previous MSR are included here.


**Determination 3.9-3 (Financing and Rate Restructuring):**

*The Paradise Cemetery District has appropriate financial planning mechanisms in place to meet operational and long-range planning needs. The District has a good ratio of reserves to expenditures, and meets State requirements for financial accounting and auditing.*

**Determination 3.9-4 (Financing and Rate Restructuring):**

*The Paradise Cemetery District has a limited staff that works with and prepares financial statements. Without a mechanism for secondary review, the potential exists for mistakes and misstatements to occur without notice by the District.*




**Paradise Cemetery District Boundary and Properties**
Figure 3.9-1

**Determination 3.9-5 (Cost Avoidance and Facilities Sharing):**

*The Paradise Cemetery District has sufficient oversight of activities by its manager and Board of Trustees as to facilitate cost saving measures when identified internally.*

**Determination 3.9-6 (Cost Avoidance and Facilities Sharing):**

*There do not appear to be any cost saving measures available to the Paradise Cemetery District to reduce overall costs without negatively affecting levels of service.*

**Determination 3.9-7 (Government Structure and Management Efficiencies):**

*The Paradise Cemetery District has a government structure sufficient to provide cemetery services to its residents in an efficient and effective manner.*

**Determination 3.9-8 (Government Structure and Management Efficiencies):**

*The Paradise Cemetery District can meet service demands within its boundaries, and the service area is logical given geographic and political conditions.*

**Determination 3.9-9 (Local Accountability):**

*The Paradise Cemetery District is responsive to its residents, conducts proactive community outreach, and conducts meetings in a format open and accessible to the public.*

## Summary of Determinations

### **Determination 3.9-1 (Existing Conditions and Facilities):**

*The Paradise Cemetery District has sufficient current infrastructure and facilities to provide services.*

### **Determination 3.9-2 (Growth):**

*The Paradise Cemetery District has sufficient land resources to accommodate anticipated growth within the 20-year planning period.*

### **Determination 3.9-3 (Financing and Rate Restructuring):**

*The Paradise Cemetery District has appropriate financial planning mechanisms in place to meet operational and long-range planning needs. The District has a good ratio of reserves to expenditures, and meets State requirements for financial accounting and auditing.*

### **Determination 3.9-4 (Financing and Rate Restructuring):**

*The Paradise Cemetery District has a limited staff that works with and prepares financial statements. Without a mechanism for secondary review, the potential exists for mistakes and misstatements to occur without notice by the District.*

### **Determination 3.9-5 (Cost Avoidance and Facilities Sharing):**

*The Paradise Cemetery District has sufficient oversight of activities by its manager and Board of Trustees as to facilitate cost saving measures when identified internally.*

### **Determination 3.9-6 (Cost Avoidance and Facilities Sharing):**

*There do not appear to be any cost saving measures available to the Paradise Cemetery District to reduce overall costs without negatively affecting levels of service.*

**Determination 3.9-7 (Government Structure and Management Efficiencies):**

*The Paradise Cemetery District has a government structure sufficient to provide cemetery services to its residents in an efficient and effective manner.*

**Determination 3.9-8 (Government Structure and Management Efficiencies):**

*The Paradise Cemetery District can meet service demands within its boundaries, and the service area is logical given geographic and political conditions.*

**Determination 3.9-9 (Local Accountability):**

*The Paradise Cemetery District is responsive to its residents, conducts proactive community outreach, and conducts meetings in a format open and accessible to the public.*

CHAPTER 3.10

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OTHER ADMINISTRATIVE SERVICES

## 3.10 OTHER ADMINISTRATIVE SERVICES

### ***Introduction***

The Town Council directly appoints the Town Manager and Town Clerk and contracts for Town Attorney services. The Town Manager is responsible for the management and administration of the Town government. In addition, the Town Manager serves as the Town's Personnel Officer, Purchasing Officer, and Emergency Services Director. The Town Manager also serves as the Executive Director for the Paradise Redevelopment Agency.

The Town Clerk is responsible for maintaining Town records and documents, including all legislative actions of the Town Council; preparing the Town Council regular and special meeting agendas; recording Town Council meetings and preparing summary minutes of those meetings; serving as the Clerk to the Council, and as the Town's elections officer during municipal or special elections. In addition, the Town Clerk also serves as the Agency Secretary for the Paradise Redevelopment Agency.

The Town Attorney, who is contracted, is responsible for serving as legal counsel to the Town Council and Town staff. His responsibilities include providing legal advice on the formulation of Town ordinances, policies, contracts and agreements. The Town Attorney also oversees, as well as provides the Town's legal defense with respect to pending litigation, and prosecutorial enforcement of Town ordinances. In addition, the Town Attorney also serves as the Agency Legal Counsel of the Paradise Redevelopment Agency.

There are six administrative departments that report directly to the Town Manager. These are the Community Development Department, Public Works Department, Finance Department, Business & Housing Services Division, Police Department, and Fire Department.<sup>1</sup> The latter two departments are individually discussed elsewhere in this MSR and will not be addressed here.

### ***Community Development Department***

The Community Development Department (CDD) helps guide the physical development and redevelopment of the Town while protecting and maintaining the quality of its physical environment. The key instrument in this effort is the Town of Paradise General Plan. The General Plan is a statement of how Paradise citizens view their community, how they envision its future and, most importantly, how they intend to deal with the planning and development issues facing the community. Proposals for new development, redevelopment and modifications to existing developments are measured against the adopted policies and programs of the General Plan.<sup>2</sup>

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<sup>1</sup> Town of Paradise, [http://www.townofparadise.com/town\\_govt/org\\_struct.html](http://www.townofparadise.com/town_govt/org_struct.html).

<sup>2</sup> Town of Paradise, [http://www.townofparadise.com/com\\_dev/com\\_dev.html](http://www.townofparadise.com/com_dev/com_dev.html).



## *Other Administrative Services*

The CDD is responsible for matters regarding planning, building, building inspections and permits, code enforcement, solid waste services management, and dial-a-ride transit services. The CDD includes the following divisions: Planning, Building, Solid Waste Management, Transit, and Code Enforcement. Both transit and solid waste management are contract/franchise services; both are discussed elsewhere in this MSR and will not be addressed here. The CDD Director manages the various divisions and performs professional planning services for the Town. The CDD Director also has shared responsibility with the Public Works Director to oversee the CDD/PW Project Coordinator, CDD/PW Office Supervisor and two Office Assistants.

### **PLANNING DIVISION**

The Planning Division is responsible for ensuring that new development conforms to the Town's General Plan and zoning regulations. It provides professional staff support for the Planning Commission and the Town Council. Planning also provides an assisting role in economic development activities, including business retention and attraction. In addition to the CDD Director, the Planning Division consists of an Assistant CDD Director and hopes to hire a Community Development Technician during FY 07/08.

### **BUILDING DIVISION**

Building and safety reviews plans and issues permits for construction projects within the Town. Inspections are provided throughout the construction process to ensure that the project is in general compliance with the approved plans and specifications. The Building Division consists of the Building Official, Senior Building Inspector, a Building Inspector, and Permit Information Technician.

### **CODE ENFORCEMENT DIVISION**

The Town Council has adopted municipal codes specifically designed to address blight, nuisances, and to maintain a clean environment for all citizens in the community. The Town does this by working in partnership with the people of Paradise. The mission of the Code Enforcement Division is to promote and maintain a safe and desirable living and working environment. The Division staff helps maintain and improve the quality of the community by administering a fair and unbiased enforcement program to correct violations of municipal codes and land use requirements. The Code Enforcement Division is responsible for enforcing municipal codes related to property maintenance; public nuisances; graffiti; health and safety; housing; business licenses; zoning issues, and tree permits. The Code Enforcement Division consists of a Senior Code Enforcement Officer and a Code Enforcement Officer.

### ***Public Works Department***

The Public Works Department consists of three divisions: Engineering, Onsite Sanitation, and Street Maintenance. The Public Works Director, who is also the Town Engineer, manages the various divisions. As stated above, the Public Works Director also has shared responsibility with

the CDD Director to oversee the CDD/PW Project Coordinator, CDD/PW Office Supervisor and two Office Assistants.

## **ENGINEERING DIVISION**

The Engineering Division is responsible for GIS and mapping, engineering standards, street safety and traffic counts, drainage and erosion control, encroachment permits, capital improvement projects and surveying. The Engineering Division consists of the Town Engineer, an Associate Civil Engineer, a Construction Inspector, and an Engineering Technician.

## **ONSITE SANITATION DIVISION**

The Onsite Sanitation Division is responsible for the management of onsite wastewater disposal systems (septic systems and alternative systems). The Onsite Sanitation Division consists of the Onsite Sanitary Official, Assistant Onsite Official, and an Environmental Services Specialist. The Onsite Sanitation Division also uses the two Office Assistants.

## **STREET MAINTENANCE DIVISION**

The Street Maintenance Division is responsible for maintaining the streets and roadways including snow removal, repairing cracks and potholes, and vegetation removal. The Street Maintenance Division consists of the Public Works Supervisor and three levels of Street Maintenance Workers.<sup>3</sup>



*Public Works Corporation Yard*

The Town has an adopted Snow and Ice Control Plan that addresses the Town's preparedness planning for major snow events, such as the one that occurred on February 27, 2007. The Plan is intended to provide the safest possible roadway system and to maintain an adequate driving surface for properly equipped vehicles and drivers prepared for winter driving conditions. The Plan is designed to move the highest number of people by keeping the major arterials, main transit and truck routes usable. The Town has a priority listing of roadways to be plowed during a snow storm. Snow and ice removal starts with the major arterial routes, followed by second and third priority roads. Snow and ice removal operations are conducted on a 24-hour basis, seven days a week, as needed. Similar to the arrangement for traffic control and fire evacuation, the Town has cooperative arrangements with the Paradise Recreation and Park District and Paradise Irrigation District for assistance during major snow events. Additional information on snow and ice operations, equipment operation, citizen cooperation, traffic control, damage claims, etc. can be found on the Town's website.<sup>4</sup>

<sup>3</sup> Town of Paradise, <http://www.townofparadise.com/publicworks/publicworks.html>.

<sup>4</sup> Town of Paradise, <http://www.townofparadise.com/publicworks/snow.html>.

## ***Finance Department***

The Finance Department is responsible for all of the financial services for the Town: budgeting, accounts receivable, accounts payable, payroll, and investment management. The Finance Department consists of the Finance Director who oversees the clerical pool, Senior Accountant, and payroll services. The clerical pool is comprised of the Accounts Payable Financial Services Clerk and the Accounts Receivable Financial Services Clerk. In payroll services, the Senior Financial Services Clerk is responsible for payroll and used to oversee human resources services and the Human Resources Manager.

## ***Business & Housing Services Division***

The Business & Housing Services Division provides opportunities for improvement to business owners and homeowners. These opportunities include low interest loans and grants for commercial façade renovation, as well as loans for home repairs, rehabilitation and down payment assistance. Most of these programs are funded through state and federal grants and are available to low-to-moderate income families and individuals.<sup>5</sup>

The Business & Housing Services Division also administers the Community Development Block Grant (CDBG) Program, which is funded by the U.S. Department of Housing and Urban Development. Participation in the CDBG Program requires the adoption certain planning documents.

The Business & Housing Services Division consists of the Assistant to the Town Manager/RDA Deputy Executive Director, one part-time housing program staff position and one part-time administrative support staff position.

## ***Economic Revitalization***

The revitalization of the downtown has been identified by the Town Council as one of the Town's primary short and long term goals for the community. Anticipated benefits of a successful, well-planned and implemented downtown revitalization effort are as follows:

- Increased numbers of retail and professional service businesses (and job opportunities in the downtown)
- Increased volumes of retail business activity for both existing and new businesses in the downtown
- Increased tourism in both the downtown and the greater Paradise community
- New public parking facilities that provide improved parking convenience and accessibility for downtown shoppers

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<sup>5</sup> Town of Paradise, [http://www.townofparadise.com/com\\_dev/business\\_housing.html](http://www.townofparadise.com/com_dev/business_housing.html).

- Improved septic system capacity for small downtown businesses to accommodate their present and future needs, and to allow for a broader range of specialty retail activity in the downtown
- Improved traffic circulation in the downtown
- Street, sidewalk, drainage and streetscape improvements throughout the downtown
- Improved physical image and appearance for the downtown
- Building façade and signage improvements
- Completion of the Memorial Trailway and its integration into the downtown
- The elimination of physical and economic blight in the downtown
- Pedestrian friendly improvements in the downtown
- Development of the downtown as a public transportation hub for the community.
- Establishment of the Paradise Town Center (including Paradise Community Park and the Living History Center) to serve as another important anchor to the downtown and a central location for community and tourism-related events
- Increased revenues to the Town, which in turn enables the Town to increase its level of public safety services and streets and roads funding for the Paradise community as a whole

The Downtown Revitalization Master Plan fulfills the 1994 General Plan's call for an updated version of the 1986 Downtown Revitalization Plan, which was adopted but never implemented. This Master Plan is far more specific in terms of recommendations and project implementation, and places a greater emphasis on community participation and involvement than the 1986 Plan.<sup>6</sup>

## **REDEVELOPMENT AGENCY**

The mission and purpose of the Paradise Redevelopment Agency (Agency) is to fulfill the goals and objectives of the adopted Redevelopment Plan, the primary emphasis of which is the economic revitalization of the downtown and the greater Redevelopment Project Area. The Agency's programs and projects, both current and future, represent the central business, economic, and housing programs for the Town.



<sup>6</sup> Town of Paradise, [http://www.townofparadise.com/com\\_dev/dt\\_intro.html](http://www.townofparadise.com/com_dev/dt_intro.html).

## *Other Administrative Services*

The Agency's objective is to eliminate the physical and economic blight and deterioration that presently characterizes the downtown and greater Redevelopment Project Area. The Agency is using a three-pronged strategy to achieve this objective, which is:

1. Capital projects to improve the public infrastructure (i.e. waste disposal, water and fire flow lines, drainage, traffic control, street lighting, pedestrian sidewalks, pathways and access, streets and roads, public parking, etc.);
2. Capital projects and programs to improve the physical appearance of the downtown and greater Redevelopment Project Area; and
3. Business and housing partnership/incentive programs that encourage new business start-ups, existing business expansion, business recruitment and relocation, affordable home ownership, affordable multi-family and senior housing, loft-residential housing over commercial businesses in the downtown, and housing rehabilitation assistance opportunities.<sup>7</sup>

### **Determination 3.10-1 (Administrative Services):**

*The Town of Paradise governmental structure contains all of the appropriate administrative departments to properly manage and provide services to a municipality. Due to budget constraints, the various administrative departments have utilized interdepartmental staff resource sharing and decentralized operations in order to provide adequate services.*

## **Infrastructure Needs and Deficiencies**

### **STAFFING**

The Town was significantly affected by statewide funding cuts in the mid-1990s. These and subsequent funding cuts have resulted in departmental staff reductions and inadequate staffing levels. Table 3.10-1 below shows the current staffing level, minimum staffing level, and optimum staffing level for each administrative department.

It should be noted that the Town Attorney has no administrative support and, as stated above, that the CDD and Public Works Department share administrative services.

It should also be noted that, similar to the situation with the Police and Fire Departments, retirement of staff within the various administrative departments has the potential to cause changes in services. Specifically, the CDD Director anticipates retiring within the next two or three years.

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<sup>7</sup> Town of Paradise, [http://www.townofparadise.com/com\\_dev/goals.html](http://www.townofparadise.com/com_dev/goals.html).

**Table 3.10-1  
Staffing Levels (excluding Police and Fire Departments)**

Administrative Department	Current Staffing Level		Minimum Staffing Level		Optimum Staffing Level	
	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time
Town Manager	1	1	1	1	0	2
Town Attorney	1	0	1	0	0	1
Town Clerk	2	1	2	1	1	2
Assistant Town Manager	0	1	0	1	0	1
Business & Housing Services	1	1	1	1	2	4
CDD & Public Works Department	1	3	1	3	2	4
Human Resources	1	1	1	0	1	2
Finance	2	2	2	2	0	4

\*Source: Communication with Denise Farrell, Town of Paradise Human Resources Manager, June 2007.

**Determination 3.10-2 (Staffing):**

*The Town of Paradise has been resourceful in dealing with understaffing problems by supplementing with part-time staff as well as interdepartmental staff resource sharing. These are considered temporary solutions to meet minimum service needs, and the staffing levels of each department should be increased to include more full-time staff members in order to relieve the burden of such minimum staffing levels, comply with audit recommendations, and accommodate the increasing services required by a growing population and state mandates.*

**Determination 3.10-3 (Staffing):**

*The anticipated retirement of the CDD Director within the next two or three years should be planned for and addressed.*

**FACILITIES**

The existing Town Hall is located at 5555 Skyway. The administrative offices for every department excluding the Fire Department and the Police Department have been located in the building since incorporation of the Town in 1979. The building is functionally obsolete, though every effort has been made by the staff to make the building and space work for the Town.



*Other Administrative Services*

Repairs have been done to the building as needed. Several years ago, the building's HVAC system was cleaned as a result of concerns over mold, allergens, dust, etc. Some concern remains about these things, especially during the wet winter months. The building does not have many windows, and of those, many are inoperable. The exterior of the building is showing signs of deterioration.

The Town is in the preliminary planning stages of creating a new civic center on Town-owned property located near the downtown revitalization area. [Note: A portion of the funding for the new civic center will be obtained via the sale of the existing Town Hall property.] The Town Manager intends to begin the design process in the relatively near future; design costs may be included in the FY07-08 budget (it will be known if this activity remains in the budget after the June 20<sup>th</sup> Council budget session). The civic center will be located across from the newly constructed Paradise Community Park, where both the Police Department and Fire Station No. 1 (with Fire Department headquarters) are currently located.

**Determination 3.10-4 (Facilities):**

*The new civic center will adequately provide for the present and future needs of the Town of Paradise's administrative departments as well as the Police Department and Fire Department.*

## Summary of Determinations

### Determination 3.10-1 (Administrative Services):

*The Town of Paradise governmental structure contains all of the appropriate administrative departments to properly manage and provide services to a municipality. Due to budget constraints, the various administrative departments have utilized interdepartmental staff resource sharing and decentralized operations in order to provide adequate services.*

### Determination 3.10-2 (Staffing):

*The Town of Paradise has been resourceful in dealing with understaffing problems by supplementing with part-time staff as well as interdepartmental staff resource sharing. These are considered temporary solutions to meet minimum service needs, and the staffing levels of each department should be increased to include more full-time staff members in order to relieve the burden of such minimum staffing levels, comply with audit recommendations, and accommodate the increasing services required by a growing population and state mandates.*

### Determination 3.10-3 (Staffing):

*The anticipated retirement of the CDD Director within the next two or three years should be planned for and addressed.*

### Determination 3.10-4 (Facilities):

*The new civic center will adequately provide for the present and future needs of the Town of Paradise's administrative departments as well as the Police Department and Fire Department.*



SECTION 4.0

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REMAINING REVIEW FACTORS

## CHAPTER 4.1

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# FINANCING AND RATE RESTRUCTURING

## 4.1 FINANCING AND RATE RESTRUCTURING

### ***Introduction***

This section analyzes the financial structure and health of the Town of Paradise with respect to the provision of services. Included in this analysis is the consideration of rates, service operations, and the like, as well as other factors affecting the Town's financial health and stability, including factors affecting the financing of needed infrastructure improvements and services. Compliance with existing State requirements relative to financial reporting and management is also discussed.

An examination of financing includes an evaluation of the fiscal impacts of potential development, and probable mechanisms to finance needed improvements and services. Evaluating these issues is important to ensure new development does not excessively burden existing infrastructure and the ability for the Town to fund existing improvements and services.

An examination of rate restructuring should identify impacts on rates and fees for services and facilities, and recognize opportunities to positively impact rates without decreasing service levels. The focus is on whether there are viable options to increase the Town's efficiency through rate restructuring prior to any SOI adjustment.

Annual audit reports and financial statements for the Town were reviewed in accordance with the MSR Guidelines. The purpose of this review is to determine fiscal viability, suitability of current funding practices, and potential fiscal impacts resulting from new legislation.

### ***Town Budget Overview***

The Town's Fiscal Year (FY) 06-07 budget is \$23,016,065. The Town's budget is broken down into four budgetary categories: personnel costs, supplies/services, capital costs, and debt services. The Town is currently going through the FY 07-08 budgetary process.

The Town is audited annually. Annual audits contain an Independent Auditor's Report; Basic Financial Statements (Government-wide Financial Statements and Fund Financial Statements); Notes to the Basic Financial Statements; and Supplemental Information. The Statement of Net Assets indicates whether the financial position of the Town is improving or deteriorating.

### **HISTORIC PERFORMANCE AND EXISTING FISCAL STATUS**

The Town government has from its point of incorporation to the present had to function and serve the community under some very severe fiscal constraints. As a predominately bedroom community, primarily to the City of Chico, the Town has a limited tax base [i.e. the Town has the lowest per capita sales tax collection among all other local governmental agencies in Butte County] that financially has prevented the Town from providing adequate levels of public safety

protection in relation to the size of the community, and from having adequate funding to repair, maintain, and rebuild deteriorating streets and roads, and infrastructure.<sup>1</sup> In contrast, the City of Chico's inventory of commercial and employment uses and associated fee structure have provided the City with a positive fiscal base. The local Chico economy appears to be healthy and continues to show strong growth.<sup>2</sup>

As with many other cities within the State of California, the Town endured four years of local government revenues being taken by the State. The Town has met funding shortfalls by staff reductions, deferred equipment replacement, and reductions in capital improvements. The Town is still recovering from the ERAF property tax shift that hit cities, counties and special districts in 1994. In 2006, the Town's property tax losses from the tax shift to the State over the previous 12 years amounted to \$3.4 million, and for FY 06-07 represented an additional loss of nearly \$500,000 in property tax revenues. During this critical period, the Town has still been able to meet the following objectives:

1. The fiscal solvency of the Town was preserved and protected;
2. The most essential services and programs were maintained without any negative or discernable impact to the Town's citizens; and
3. The Town instituted a number of cost-saving measures that saved the jobs of a number of employees and averted lay-offs of both non-public safety and public safety employees.

The State cutbacks have also contributed to the Town's inability to provide employees with any cost of living salary increases for several years. The FY 06-07 budget contained a modest and affordable cost of living salary increase. The FY 06-07 budget also included an ambitious capital projects program.<sup>3</sup>

## **ANNUAL BUDGETARY PROCESS**

The Town requires that the Town Manager present a proposed budget to the Town Council for adoption prior to the end of the fiscal year, June 30<sup>th</sup>. The Town operates as a general law city in California and has a fiscal year beginning on July 1<sup>st</sup> and ending the following year on June 30<sup>th</sup>. Included in the annual budget process are both capital improvement projects and operating budgets for all Town departments. The process begins in March or April depending on when the Town receives the necessary information from the County; the budget revolves heavily on property taxes and sales taxes. Each department then develops requests for the following fiscal year and these are reviewed by the department manager. Once the department manager has reviewed and made their recommendations, the budget is brought before the Town Council and adopted on or before July 1<sup>st</sup>. An audit for the previous fiscal year is then completed by December of the following fiscal year.

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<sup>1</sup> FY 06-07 Budget Message, Charles L. Rough, Town Manager, 2006.

<sup>2</sup> City of Chico MSR, 2006.

<sup>3</sup> FY 06-07 Budget Message, Charles L. Rough, Town Manager, 2006.

## **BOND RATING**

The Town has not issued sufficient bonds on its own to have a bond rating at this time. The Town does not have a large water or electrical enterprise within the Town administration and therefore does not issue a significant amount of long term debt. For this reason, the Town generally issues debt of a long term nature with the California Statewide Communities Development Authority where financing is insured by Ambac Assurance Corporation, giving a rate benefit of upper range bond rating.

## **INFRASTRUCTURE AND SERVICE COSTS**

The Town typically funds infrastructure and services through the General Fund and the Town's Capital Improvement Plan (CIP), which identifies the revenue source(s) through which specific projects are funded. The Town follows State regulations for collecting impact fees from development projects (AB 1600), and local provisions that govern development impact and special services fees (Paradise Municipal Code Chapter 3.30).

## **GENERAL FUND**

The General Fund consists of a variety of taxes and fees. Property taxes are the Town's main source of funding with secured property taxes, unsecured property taxes, general property taxes, prior year property taxes, and the State triple flip property tax take (a negative tax impact on the General Fund). Other taxes include general sales and use taxes, transient occupancy tax, business licenses, franchise fees, and real property transfer tax. Licenses and permits are other sources of revenue for the General Fund. Fee contributors are planning and zoning, permit allocation, police revenue, animal control, fire revenue, and administration. Intergovernmental revenues include Homeowners Property Tax Relief, off highway vehicle fees, State motor vehicle license fees, State MVIL Sect. 11005, POST reimbursements, and other State and federal funding. Nominal funding such as fines, forfeitures and penalty fees, investment earnings and rent, and refunds and reimbursements also contribute to the General Fund.<sup>4</sup>

## **OTHER SOURCES OF REVENUE**

Outside of the General Fund, the Town's budget is also comprised of various enterprise funds, special revenue funds, public safety grants, trust and agency funds, and capital project funds.

## **LONG-TERM DEBT**

The only long term debt the Town has issued was done this year to fund the Town's Retirement PERS unfunded liability using a Pension Obligation Bond issued under the California Statewide Communities Development Authority. This bonding funded the Town's pension liability and was for both miscellaneous and public safety pension in the amount of \$10,635,313. These bonds are considered General Obligation type bonds.

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<sup>4</sup> FY 05-06 budget.

**COST-REVENUE COMPARISON**

The Town currently employs 87 full-time and 12.5 full-time equivalent, part-time employees. Approximately 79% of the Town’s total employees are funded through the General Fund. Of the 87 full-time employees, 61 are public safety personnel. Personnel costs (wages and benefits) account for approximately 82% of the Town’s General Fund budget, with public safety alone accounting for approximately 83% of all General Fund personnel costs.<sup>5</sup>

Table 4.1-1 shows a comparison of the General Fund portion of the adopted FY 05-06 budget to the FY 05-06 audit:

**Table 4.1-1  
FY 05-06 General Fund Budget and Audit Comparison**

	Expenditures		
	Adopted FY 05-06 Budget	FY 05-06 Audit	Variance with Final Budget
<b>Town Departments</b>			
General Government	\$1,450,447	\$1,557,818	(\$107,371)
Police	3,700,196	3,800,320	(100,124)
Fire	2,922,738	2,983,874	(61,136)
CDD	275,022	220,433	54,589
Public Works	132,269	106,250	26,019
Capital Outlay		103,523	(103,523)
<b>Debt Service</b>			
Principal	165,539	165,539	
Interest	14,977	21,338	(6,361)
<b>Total Debt Service</b>	<b>180,513</b>	<b>186,877</b>	<b>(6,361)</b>
<b>Total Expenditures</b>	<b>8,661,188</b>	<b>8,959,095</b>	<b>(297,907)</b>
<b>Total Revenues</b>	<b>7,935,219</b>	<b>8,673,124</b>	<b>737,905</b>
<b>Excess of Revenues over Expenditures</b>	<b>(\$725,969)</b>	<b>(\$285,971)</b>	<b>\$439,998</b>

\*Source: Moss, Levy & Hartzheim, LLP FY 05-06 Audit.

Though the Town exceeded the budgeted expenditures by \$297,907, the Town received \$737,905 in revenues above the anticipated revenues in the adopted FY 05-06 budget. This left the Town with an additional \$439,998 in the General Fund.

Table 4.1-2 shows the FY 05-06 governmental funds statement of revenues, expenditures, and changes in fund balances:

<sup>5</sup> Town of Paradise, [http://www.townofparadise.com/town\\_govt/govt.html](http://www.townofparadise.com/town_govt/govt.html).

**Table 4.1-2  
FY 05-06 Governmental Funds: Statement of Revenues, Expenditures and  
Changes in Fund Balances**

<b>Total Revenues</b>	\$12,403,311
<b>Total Expenditures</b>	14,014,585
<b>Other Financing Sources</b>	3,029,927
<b>Net Change in Fund Balances</b>	1,418,653
<b>Fund Balances – July 1, 2005</b>	4,893,976
<b>Fund Balances – June 30, 2006</b>	\$6,312,629

\*Source: Moss, Levy & Hartzheim, LLP FY 05-06 Audit.

The net change in funds was \$1,418,653 for the fiscal year ending on June 30, 2006, which added to the fund balance from July 1, 2005 of \$4,893,976 to equal \$6,312,629. As long as the Town can continue to secure grant money and collect extra tax increment revenues from the RDA, it should be able to meet anticipated budgets and maintain a surplus.

**Determination 4.1-1 (Historic Performance and Existing Fiscal Status):**

*Coupled with a limited tax base, State funding cutbacks and diversion of local government revenues by the State have had severe fiscal ramifications on the Town of Paradise. The Town has dealt with funding shortfalls by staff reductions, deferred equipment replacement, and reductions in capital improvements. Overall, the Town has met its critical objectives, including preservation of the Town’s fiscal solvency. As long as the Town can continue to secure grant money and collect extra tax increment revenues from the RDA, it should be able to meet anticipated budgets and maintain a surplus.*

**Determination 4.1-2 (Bond Rating):**

*The Town has not issued sufficient bonds on its own to have a bond rating at this time. The Town generally issues debt of a long term nature with the California Statewide Communities Development Authority where financing is insured by Ambac Assurance Corporation, giving a rate benefit of upper range bond rating.*

**Determination 4.1-3 (Long-Term Debt):**

*The Town does not issue a significant amount of long term debt. The only long term debt the Town has issued was done this year to fund the Town’s Retirement PERS unfunded liability using a Pension Obligation Bond issued under the California Statewide Communities Development Authority.*

## **Overview of Rates and Fees**

The Town sets rates and fees for community development and public works services; police, animal control, and fire services; maintenance services; administrative and finance services; building permit fees; electrical permit fees; mechanical permit fees; plumbing permit fees; and grading plan and permit fees. All other services (e.g., water, solid waste, electric, natural gas, cable, etc.) are provided by existing providers whose rates are established through mechanisms that are not governed by the Town. If and when the Town ultimately assumes jurisdiction of areas in the SOI, the Town would then set the standard rates and fees in these incorporated areas for services provided by the Town. The fee schedule must be pursuant to Paradise Municipal Code Chapter 3.30, which establishes its policy as to the recovery of costs reasonably borne to be recovered from users of Town services.

The Town levies a series of development impact fees to offset the impacts of new development. Beyond fees established in accordance with Government Code §66000 et seq., the Town may also establish fees or exactions through the development agreement process. Development impact fees can be charged to match the actual costs of the infrastructure, but there is no adequate provision to require long-term funding of the services needed for new development as well.

The Town has adopted a revised and updated services fee schedule to recover the full costs reasonably associated with providing special services of limited nature. This new fee schedule goes into effect June 25, 2007.

### **DEVELOPMENT IMPACT FEES**

The imposition of development impact fees is based on the premise that new growth and development should pay its proportionate share of the cost of providing needed new infrastructure. Fees are based on Government Code §66000 et seq., which requires the agency setting the fee to: (a) identify the purpose of the fee; (b) identify the use to which the fee will be put; (c) determine the nexus between the type of development charged the fee, the amount of the fee and its use; and (d) determine the reasonable relationship between the need for the public facility or improvement and the project upon which the fee is imposed.<sup>6</sup>

### **NEW DEVELOPMENT ASSESSMENT FINANCING**

In order to insure that future large-scale commercial and residential developments not become a short- and/or long-term financial drain on the Town's limited finance resources and capacity to meet public infrastructure and public service needs, the Town adopted a development financing policy during 2006 that requires the establishment of a community facilities assessment district commensurate with certain types (and of a moderate to large magnitude) of future proposed development projects. This financing policy was created via Town Council adoption of a Town resolution [Resolution No. 06-54], which applies to the following listed types and sizes of future proposed development projects:

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<sup>6</sup> City of Chico MSR, 2006.



1. Annexations of any land areas encompassing twenty (20) or more acres and being rezoned for “commercial” or “residential” land usage and with a potential future residential density of one dwelling or greater/acre.
2. Any “residential” zoned land areas proposed to be subdivided into ten (10) or more resultant lots; and any “commercial” or “industrial” zoned land areas proposed to be subdivided into five (5) or more resultant lots that each exhibit a size that will accommodate a future potential building area of 10,000 square feet or greater.
3. Any proposed “multiple-family residential” development that shall result in the establishment of thirty (30) or more dwelling units.
4. Any proposed “commercial” or “industrial” development that shall result in the establishment of a building area of 22,000 square feet (1/2 acre) or greater.

### **OPPORTUNITIES FOR RATE/FEE RESTRUCTURING**

The Town of Paradise Master Services Fee Schedule is subject to periodic comprehensive revisions and updates. Most department heads recently reviewed and analyzed the previous fee schedule and adjustments, revisions and updates were made where appropriate. Fee increases were deemed valid to properly account for Town services cost increases (approximately 10%) associated with the Town’s adoption of its operational budget for the latter half of FY 06-07 and the upcoming FY 07-08, as well as to account for the Town’s recent commitment to invest in new computer and software technology upgrades and replacements in order to best provide services via the establishment and assignment of a 10% “technology equipment replacement” surcharge upon the fee amounts assigned to most Town-provided special services. Several new special services with their related service fees were added to the Master Services Fee Schedule because the specific service is potentially available to be provided with the cost of service being fully subsidized by revenues from the general populace, a practice that is no longer feasible and is contrary to the Town’s established policy to recover the full costs reasonably associated with providing a special service of a limited nature. These new special services are identified as: “over-the-counter plan check/permit issuance for solar photovoltaic and/or solar water heating systems”; “minor repairs”; “community systems”; “final map check” within the Onsite Sanitation services; and “fire: building permit clearance.” Information attached to the resolution includes a more detailed analysis and justification of the various fee increases, adjustments, etc.<sup>7</sup>

### **PROPOSITION 218**

Proposition 218 restricts local government’s ability to impose assessment and property related fees and requires elections to approve many local governmental revenue raising methods. This constitutional initiative approved in 1996 applies to nearly 7,000 cities, counties, special districts, schools, community college districts, redevelopment agencies, and regional organizations.<sup>8</sup> The proposition is to ensure that all taxes and most charges on property owners are subject to voter

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<sup>7</sup> Resolution No. 07-09: updated and revised schedule of fees for FY 07-08.

<sup>8</sup> Legislative Analyst’s Office,

[http://www.lao.ca.gov/1996/120196\\_prop\\_218/understanding\\_prop218\\_1296.html#intro](http://www.lao.ca.gov/1996/120196_prop_218/understanding_prop218_1296.html#intro).

approval and especially to the tools of using property related fees to fund governmental services instead of property related services. Perhaps the major constraint is in the long-term effect the proposition has created in a local government's ability to fill the growing divide between infrastructure needs and the provision of governmental services for the new infrastructure.

The Town has raised concerns regarding Proposition 218. Maintenance of roadways, for example, is limited by Proposition 218 by preventing the Public Works Department from charging what it actually costs to maintain the infrastructure. Proposition 218 creates a stumbling block and could be problematic with substantial growth in terms of services like police and fire protection.

## **REDEVELOPMENT AGENCY**

The Paradise Redevelopment Agency (Agency) was established in 2002, the Redevelopment Plan was formulated and approved in 2003, and the first redevelopment tax increment revenues were received in FY 04-05. The Agency decided in September 2003 to pursue necessary funding to finance (and leverage) initial redevelopment programs and projects with the issuance of a Tax Allocation Note (based on very conservative revenue projections). To that end, the Agency retained the services of a Public Finance Consultant and Bond Counsel. The \$1.6 million Tax Allocation Note was issued and sold in December 2003 and netted the Agency \$1.3 million. The Note requires interest only payments for 10 years and can be rolled over at any time as a bond issue when the Agency is earning more increment revenue.<sup>9</sup>

### **Determination 4.1-4 (Overview of Existing Rates and Fees):**

*The Town sets rates and fees for community development and public works services; police, animal control, and fire services; maintenance services; administrative and finance services; building permit fees; electrical permit fees; mechanical permit fees; plumbing permit fees; and grading plan and permit fees. All other services (e.g., water, solid waste, electric, natural gas, cable, etc.) are provided by existing providers whose rates are established through mechanisms that are not governed by the Town. If and when the Town ultimately assumes jurisdiction of areas in the SOI, the Town would then set the standard rates and fees in these incorporated areas for services provided by the Town.*

### **Determination 4.1-5 (Development Impact Fees):**

*The Town has used a proactive approach to ensure the long-term stability of its financial position and appropriate fees and rates, including a development impact fee mechanism so that new development pays for infrastructure. While development impact fees can be charged to match the actual costs of the infrastructure, there is no adequate provision to require long-term funding of the services needed for new development as well.*

<sup>9</sup> Town of Paradise, [http://www.townofparadise.com/com\\_dev/dt\\_intro.html](http://www.townofparadise.com/com_dev/dt_intro.html).

**Determination 4.1-6 (Opportunities for Rate/Fee Restructuring):**

*The Town of Paradise Master Services Fee Schedule is subject to periodic comprehensive revisions and updates. The Town has adopted a revised and updated fee schedule to recover the full costs reasonably associated with providing special services of limited nature. Several new special services with their related service fees were added to the Master Services Fee Schedule. This new fee schedule goes into effect June 25, 2007.*

**Determination 4.1-7 (Proposition 218):**

*The Town has raised concerns regarding Proposition 218. Maintenance of roadways, for example, is limited by Proposition 218 by preventing the Public Works Department from charging what it actually costs to maintain the infrastructure. Proposition 218 creates a stumbling block and could be problematic with substantial growth in terms of services like police and fire protection.*

## Summary of Determinations

### **Determination 4.1-1 (Historic Performance and Existing Fiscal Status):**

*Coupled with a limited tax base, State funding cutbacks and diversion of local government revenues by the State have had severe fiscal ramifications on the Town of Paradise. The Town has dealt with funding shortfalls by staff reductions, deferred equipment replacement, and reductions in capital improvements. Overall, the Town has met its critical objectives, including preservation of the Town's fiscal solvency. As long as the Town can continue to secure grant money and collect extra tax increment revenues from the RDA, it should be able to meet anticipated budgets and maintain a surplus.*

### **Determination 4.1-2 (Bond Rating):**

*The Town has not issued sufficient bonds on its own to have a bond rating at this time. The Town generally issues debt of a long term nature with the California Statewide Communities Development Authority where financing is insured by Ambac Assurance Corporation, giving a rate benefit of upper range bond rating.*

### **Determination 4.1-3 (Long-Term Debt):**

*The Town does not issue a significant amount of long term debt. The only long term debt the Town has issued was done this year to fund the Town's Retirement PERS unfunded liability using a Pension Obligation Bond issued under the California Statewide Communities Development Authority.*

### **Determination 4.1-4 (Overview of Existing Rates and Fees):**

*The Town sets rates and fees for community development and public works services; police, animal control, and fire services; maintenance services; administrative and finance services; building permit fees; electrical permit fees; mechanical permit fees; plumbing permit fees; and grading plan and permit fees. All other services (e.g., water, solid waste, electric, natural gas, cable, etc.) are provided by existing providers whose rates are established through mechanisms that are not governed by the Town. If and when the Town ultimately assumes jurisdiction of areas in the SOI, the Town would then set the standard rates and fees in these incorporated areas for services provided by the Town.*

**Determination 4.1-5 (Development Impact Fees):**

*The Town has used a proactive approach to ensure the long-term stability of its financial position and appropriate fees and rates, including a development impact fee mechanism so that new development pays for infrastructure. While development impact fees can be charged to match the actual costs of the infrastructure, there is no adequate provision to require long-term funding of the services needed for new development as well.*

**Determination 4.1-6 (Opportunities for Rate/Fee Restructuring):**

*The Town of Paradise Master Services Fee Schedule is subject to periodic comprehensive revisions and updates. The Town has adopted a revised and updated fee schedule to recover the full costs reasonably associated with providing special services of limited nature. Several new special services with their related service fees were added to the Master Services Fee Schedule. This new fee schedule goes into effect June 25, 2007.*

**Determination 4.1-7 (Proposition 218):**

*The Town has raised concerns regarding Proposition 218. Maintenance of roadways, for example, is limited by Proposition 218 by preventing the Public Works Department from charging what it actually costs to maintain the infrastructure. Proposition 218 creates a stumbling block and could be problematic with substantial growth in terms of services like police and fire protection.*

## CHAPTER 4.2

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# COST AVOIDANCE AND FACILITIES SHARING

## 4.2 COST AVOIDANCE AND FACILITIES SHARING

### ***Introduction***

Practices and opportunities that may help to reduce or eliminate unnecessary costs are examined in this section, along with cost avoidance measures that are already being utilized. Occurrences of facilities sharing are listed and assessed for efficiency, and potential sharing opportunities so as to better deliver services are discussed.

An examination of cost avoidance opportunities should identify practices and opportunities that may help eliminate unnecessary or excessive costs to provide services. Such costs may be derived from a variety of factors including: duplication of service efforts and facilities; inefficient budgeting practices; higher than necessary administration and operating cost ratios; inefficient use of outsourcing opportunities; and inefficient service boundaries.

An examination of opportunities for shared facilities should determine if public service costs can be reduced as a result of identification and development of opportunities for sharing facilities and resources. The benefits of sharing costs for facilities are numerous, including: pooling of funds to enjoy economies of scale; reduced service duplications; diversion of administrative functions of some facilities; reduced costs; and providing better overall service.

Maximizing the opportunities to share facilities allows for a level of service that may not otherwise be possible under normal funding constraints. However, facilities sharing opportunities are not without their negatives. When a municipality enters into a shared agreement, it generally relinquishes a portion of its control of the facility. Additionally, the facility may not be entirely suited to accommodate the municipality's needs.

### ***Cost Avoidance Opportunities***

The Town utilizes several cost avoidance measures in its operations. The Town is exposed to various risks of losses related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The Town transfers risks that may arise from these and other events through the purchase of insurance with the Northern California Cities Self-Insurance Fund, a public entity risk pool for liability and worker's compensation purposes.

The Town has over 75 citizen volunteers. These individuals volunteer countless hours supporting a variety of Town public safety programs and services. Their many contributions of community service represent a significant savings in costs to the Town's taxpayers.<sup>1</sup>

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<sup>1</sup> Town of Paradise, [http://www.townofparadise.com/town\\_govt/govt.html](http://www.townofparadise.com/town_govt/govt.html).

## *Cost Avoidance and Facilities Sharing*

The Town's annual budget process includes a review of the previous fiscal year's accomplishments, upcoming fiscal year goals and programs, and specific funding to carry out those programs. This process provides the Town with an ongoing mechanism to evaluate efficiencies and explore cost avoidance opportunities.

The Town levies a series of development impact fees to offset the impacts of new development. Development impact fees can be charged to match the actual costs of the infrastructure, but there is no adequate provision to require long-term funding of the services needed for new development.

### **DEPARTMENTAL COST AVOIDANCE MECHANISMS**

Due to budget constraints, the various administrative departments have utilized interdepartmental staff resource sharing and decentralized operations in order to provide adequate services while minimizing costs. The Town has also been resourceful in dealing with understaffing problems by supplementing with part-time staff.

The Fire Department participates in various mutual aid agreements. The State Master Mutual Aid Agreement, signed by Butte County and the five cities, establishes a framework that allows agencies to share resources when they have exhausted their own. Other Automatic Aid and Mutual Threat Zone agreements with CALFIRE, the U.S. Forest Service, and other surrounding local government agency fire departments exist to respond to emergencies in the Town.

In addition, approximately 15 years ago the Town cooperatively arranged and established a surcharge fee of \$1.00/month that is assessed and collected via the service billings of the community's major water purveyor, the PID. This surcharge fee predates the limitations of Proposition 218; the fees collected are deposited into a fund account that is used to partially fund fire hydrant and water main upgrades and replacements.

Various departments participate in information sharing, including the Community Development Department, Police Department, Fire Department, and the Business and Housing Services Division. The Public Works Department and Fire Department also participate in safety meetings and training to minimize workers comp injuries. In the Public Works Department, nearly all of the engineering and construction inspection and administration are done in-house.

The Town will continue to pursue grant money to supplement its budget. The Fire Department, for example, receives grants for equipment and hazardous fire fuel reduction efforts. They are currently considering pursuing a grant for personnel (the SAFER grant). The Police Department aggressively pursues Federal and State grants to offset the cost of operations. They also seek reimbursements for training, equipment, and State-required operation costs.

Software upgrades have been another area where the Town has been able to use cost saving mechanisms. Recently approved by the Town Council, a new online permitting software system will be purchased and implemented in the near future. The system will allow users to submit for building permits online, which will speed up the process and make it more efficient. The



Finance Department has also implemented a new web-based software program/platform by New World Systems within the past fiscal year. This new system allows for decentralized purchasing and cash receipting in response to staffing reductions, as well as electronic entry of employee time.

**Determination 4.2-1:**

*The Town of Paradise and the various departments utilize an appropriate variety of cost avoidance measures including purchase of pooled insurance, citizen volunteers, interdepartmental staff resource sharing, use of part-time staff, decentralized operations, mutual aid agreements, information sharing, safety meetings and training, grants, reimbursements, and technological upgrades.*

**Determination 4.2-2:**

*The Town of Paradise's annual budget process provides the Town with an ongoing mechanism to evaluate efficiencies and explore cost avoidance opportunities to bridge the projected gap between revenues and expenditures.*

**Determination 4.2-3:**

*Development impact fees can be charged to match the actual costs of the infrastructure necessary to serve new development, but there is no adequate provision to require long-term funding of the services needed for new development.*

## **Opportunities for Shared Facilities**

The current Town Hall facility houses all of the departments except for the public safety departments. The Community Development Department and Public Works Department utilize interdepartmental staff resource sharing, which in turn allows them to jointly utilize facility space as well.

The Public Works Department in conjunction with the Redevelopment Agency has created the Paradise Community Park. This facility represents the single largest capital improvement project in the history of the Town and the first major redevelopment project for the downtown revitalization effort. Scenarios such as this may enable the Town to provide the physical infrastructure and the maintenance and services could then be provided by the Paradise Recreation and Park District.

### *Cost Avoidance and Facilities Sharing*

The Public Works Department corporation yard site is co-located with animal control and solid waste facilities. Future plans to move the vehicle fleet maintenance operation to this site will further facilitate facilities sharing and maximize utilization.

The Fire Department's Station No. 3 is currently located at the CALFIRE site on Forest Service Road in the Town. Currently on the 11-acre site they have a single wide mobile home for which they are sharing septic with the CALFIRE facility. The Fire Department is leaning toward a long-term station on the CALFIRE site, and there is future potential to purchase the land.

The Town is in the preliminary planning stages of creating a new civic center near the downtown revitalization area. The civic center will be located across from the newly constructed Paradise Community Park, where both the Police Department and Fire Station No. 1 (with Fire Department headquarters) are currently located. The new civic center will adequately provide for the present and future needs of the Town of Paradise's administrative departments as well as the Police Department and Fire Department in one consolidated location.

**Determination 4.2-4:**

*The Town of Paradise and the various departments utilize an appropriate variety of facilities sharing opportunities. The new civic center will adequately provide for the present and future needs of the Town's administrative departments as well as the Police Department and Fire Department in one consolidated location.*

## Summary of Determinations

### Determination 4.2-1:

*The Town of Paradise and the various departments utilize an appropriate variety of cost avoidance measures including purchase of pooled insurance, citizen volunteers, interdepartmental staff resource sharing, use of part-time staff, decentralized operations, mutual aid agreements, information sharing, safety meetings and training, grants, reimbursements, and technological upgrades.*

### Determination 4.2-2:

*The Town of Paradise's annual budget process provides the Town with an ongoing mechanism to evaluate efficiencies and explore cost avoidance opportunities to bridge the projected gap between revenues and expenditures.*

### Determination 4.2-3:

*Development impact fees can be charged to match the actual costs of the infrastructure necessary to serve new development, but there is no adequate provision to require long-term funding of the services needed for new development.*

### Determination 4.2-4:

*The Town of Paradise and the various departments utilize an appropriate variety of facilities sharing opportunities. The new civic center will adequately provide for the present and future needs of the Town's administrative departments as well as the Police Department and Fire Department in one consolidated location.*

## CHAPTER 4.3

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# GOVERNMENT STRUCTURE AND LOCAL ACCOUNTABILITY

## 4.3 GOVERNMENT STRUCTURE AND LOCAL ACCOUNTABILITY

### ***Introduction***

This chapter addresses the adequacy and appropriateness of the Town of Paradise's existing boundary and sphere of influence, and evaluates the ability of the Town to meet its service demands under its existing government structure. Also included in this chapter is an evaluation of compliance by the Town with public meeting and records laws.

An examination of government structure should consider the advantages and disadvantages of various government structures that could provide public services. In reviewing potential government structure options, consideration may be given to service delivery quality and cost, regulatory or government frameworks, financial feasibility, operational practicality, and public preference.

An examination of local accountability should evaluate the accessibility to and levels of public participation with the agency's management and decision-making processes. The MSR Guidelines note measures such as legislative and bureaucratic accountability, public participation, and easy accessibility to public documents and information as important in ensuring public participation in the decision-making process.

### ***Overview***

The Town, which is a General Law City, is responsible for governance within its incorporated boundaries. The Town is governed by a five member Town Council, elected at large. Council members are elected for alternating four-year terms. The Council appoints a mayor and vice-mayor from among its members to one-year terms. The Town is managed by a Town Manager who is appointed by the Council.

The current Town Council is as follows:

<b><u>Member</u></b>	<b><u>Title</u></b>	<b><u>Term Expires</u></b>
Woody Culleton	Mayor	December 2008
Scott Lotter	Vice-Mayor	December 2010
Alan White	Council member	December 2008
Frankie Rutledge	Council member	December 2010
Robin Huffman	Council member	December 2008

The Council is responsible for governing as well as establishing the overall priorities and direction for the Town's municipal government. The Council's responsibilities include the adoption of Town ordinances and policies; approval of programs, services, projects, contracts and agreements; adoption of the annual budget; and establishment of short- and long-term goals for the Town. The Council also acts as the Board of Directors for the Paradise Redevelopment

Agency. Actions of the Council, including opportunities for public involvement and public hearing, are regulated in accordance with applicable statutes and Town procedures.

The Town has numerous commissions, boards and committees that are composed of citizens from the community and that act upon or provide recommendations to the Council on a variety of issues. These include the Planning Commission, Paradise Economic Development Commission, Building Board of Appeals, Development Impact Fees Adjustment Board, Tree Permit Review Committee, Youth Council, Design Review Board, and Redevelopment Advisory Committee. The Planning Commission, which consists of five members, serves as a delegated decision-making body on land use matters, as well as provides the Council with advisory recommendations on a variety of planning and land use-related issues.

The Town is required to follow the open meeting law set forth in the Brown Act (California Government Code Section 54950 et seq.). The intent of this legislation is to ensure that deliberations and actions of a legislative body be conducted openly and that all persons be permitted to attend any meeting except as otherwise provided in the law. Agendas must be posted at least 72 hours in advance of a meeting, and information made available to the Council must also be available to the public.

The Town provides services and infrastructure within its current incorporated boundaries and also within portions of Butte County's adjacent unincorporated areas in the SOI. Services are generally structured to meet the needs and expectations of urban/suburban levels of development. If urban level development were to occur within the SOI, it would likely be dependent upon the extension of infrastructure and provision of services from the Town. The levels of service that would be provided to the extended areas would, in most cases, enhance the services currently available. The respective services and the ability for Paradise to serve areas outside of the Town's incorporated boundaries are presented in Section 3, Infrastructure Needs and Deficiencies, of this MSR.

**Determination 4.3-1:**

*The Town of Paradise is responsible for governance within its incorporated boundaries. Actions of the Town Council and Planning Commission, including opportunities for public involvement and public hearing, are regulated in accordance with the Brown Act, other applicable statutes and regulations, and Town procedures.*

**Practices and Performance**

The Mayor and other Council members are compensated \$300 per month. The Mayor presides over Council meetings, which are held on the second and fourth Tuesdays of each month at 6 p.m. in the Council Chambers located in the Town Hall (5555 Skyway). Regular meetings of the Planning Commission take place on the first Monday of each month at 6 p.m. in the Council Chambers.

There appear to be ample opportunities for public involvement and input at regularly scheduled meetings. The agenda is posted in and sent to local media. As of January 2007, an electronic agenda and agenda packet are posted on the Town's website. Council agendas and packets are posted and available for public review beginning at 8 a.m. on the Thursday preceding each regularly scheduled Council meeting. Planning Commission agendas and packets are posted and available for public review no later than the preceding Wednesday at 2 p.m. Public notices (pursuant to the Government Code) are published to advertise certain types of hearings. Between 10 and 30 members of the public attend a typical meeting of the Council.

The Town Clerk and the Town Attorney are responsible for Council meeting compliance with the Brown Act. The Community Development Department Director (with assistance from the Community Development Department/Public Works Office Supervisor) oversees Planning Commission compliance with the Brown Act. The Town appears to meet the requirements of the Brown Act.

The following is a list of some of the opportunities available to the public, which inform and involve the Town's governmental affairs:

- All Council, commission, committee, and board meetings are open to the public; notice of all meetings is posted; and, where required by law or Town policy, notice is both published and mailed directly to affected and/or interested parties.
- The Town's website has a variety of current information, general information, department links, and contact information.
- The Town budget is posted on the website and is also available for review at the Town's Finance Department.
- All Town plans and regulatory documents are available for review or purchase from the Town.

**Determination 4.3-2:**

*There are sufficient opportunities for local (public) involvement in Town activities, and information regarding the Town is readily available to members of the public. Agendas and documents for Town Council and Planning Commission meetings are made available to the public in a timely manner, and may also be reviewed on the Town's website. The Town maintains accountability and compliance in its governance, and public meetings appear to be held in compliance with Brown Act requirements.*

As a municipality, the Town is structured to meet the needs and expectations of urban/suburban levels of development. As a single service provider with established service systems, the Town would be able to efficiently provide a comprehensive range of services. With existing and planned development within the SOI, the extension of infrastructure and services into these areas would be logical and generally more efficient than if provided by other utilities. Provision of

services and infrastructure by the Town into the SOI should not overlap or conflict with other service providers. The inclusion of the SOI areas in the Town is not anticipated to have a significant effect on the governmental structure of the Town.

Some Town officials feel that existing boundaries are not appropriate for the services provided by the Town. Due to the existing topographic conditions and road network located on the immediate Ridge area, the Town's boundaries should be slightly expanded to include a few more rural residential properties abutting its northwest and eastern periphery. In addition, approximately two dozen properties presently developed with suburban type land uses and located within 1,800 feet of the Town's southeast boundary (near lower Pentz Road) should be annexed.

Some Town officials feel that the current SOI, shown in [Figure 1-2](#), is overly ambitious. Consideration should be given to modify it to remove some land areas located above the Town and greater than three miles beyond the Town's northern boundary.

**Determination 4.3-3:**

*The Town of Paradise provides services and infrastructure within its current incorporated boundaries and also within portions of Butte County's adjacent unincorporated areas in the SOI. The expansion of urban development within the SOI would be dependent upon the extension of infrastructure and provision of services from the Town. The levels of service that would be provided to the extended areas would, in most cases, enhance the services currently available.*

**Determination 4.3-4:**

*As a municipality, the Town of Paradise is structured to meet the needs and expectations of urban/suburban levels of development. The inclusion of the SOI areas in the Town is not anticipated to have a significant effect on the governmental structure of the Town.*

**Determination 4.3-5:**

*Consideration should be given to expansion of the Town's boundary to include areas within the SOI already served by the Town. Consideration should be given to contraction of the Town's SOI to the north.*



## Summary of Determinations

### Determination 4.3-1:

*The Town of Paradise is responsible for governance within its incorporated boundaries. Actions of the Town Council and Planning Commission, including opportunities for public involvement and public hearing, are regulated in accordance with the Brown Act, other applicable statutes and regulations, and Town procedures.*

### Determination 4.3-2:

*There are sufficient opportunities for local (public) involvement in Town activities, and information regarding the Town is readily available to members of the public. Agendas and documents for Town Council and Planning Commission meetings are made available to the public in a timely manner, and may also be reviewed on the Town's website. The Town maintains accountability and compliance in its governance, and public meetings appear to be held in compliance with Brown Act requirements.*

### Determination 4.3-3:

*The Town of Paradise provides services and infrastructure within its current incorporated boundaries and also within portions of Butte County's adjacent unincorporated areas in the SOI. The expansion of urban development within the SOI would be dependent upon the extension of infrastructure and provision of services from the Town. The levels of service that would be provided to the extended areas would, in most cases, enhance the services currently available.*

### Determination 4.3-4:

*As a municipality, the Town of Paradise is structured to meet the needs and expectations of urban/suburban levels of development. The inclusion of the SOI areas in the Town is not anticipated to have a significant effect on the governmental structure of the Town.*

### Determination 4.3-5:

*Consideration should be given to expansion of the Town's boundary to include areas within the SOI already served by the Town. Consideration should be given to contraction of the Town's SOI to the north.*

CHAPTER 4.4

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MANAGEMENT EFFICIENCIES

## 4.4 MANAGEMENT EFFICIENCIES

### ***Introduction***

This chapter assesses the management structure and overall managerial practices of the Town of Paradise. This analysis includes a review of the organizational structure, allocation of duties and responsibilities among elected or appointed officials, management, and staff.

An examination of management efficiencies should evaluate the management capabilities of the organization. Efficiently managed organizations provide high levels of public services without unnecessary or inefficient expenditures of public funds. They maximize the use and quality of human and operational resources and strive to provide the best services feasible in the context of local conditions and circumstances. Efficiently managed organizations report budget and reserve data to customers and either reinvest excess reserves in operations or infrastructure, or return excess funds to service users through service improvements or rate reductions.

### ***Overview***

The Town provides a broad range of services including wastewater management, storm drainage, construction and maintenance of streets and infrastructure, law enforcement, fire protection, parks and recreational activities, solid waste management,<sup>1</sup> transit,<sup>1</sup> community development, and other general administrative services within its boundaries. The Town is responsible for managing these services including budgeting, policies, operations, and capital improvements. Specific services are discussed in Section 3, Infrastructure Needs and Deficiencies, of this MSR. Additional information related to management of the Town can be found in Chapter 3.10 (Other Administrative Services) and Chapter 4.3 (Government Structure and Local Accountability). The information and determinations contained in those chapters is incorporated herein by reference. [Figure 4.4-1](#) contains an overall organization chart for the Town.

### ***Practices and Performance***

Information on the management and organizational structure of each department and staffing within each department can be found in the individual chapters within Section 3, Infrastructure Needs and Deficiencies, of this MSR. The information and determinations contained in those chapters is incorporated herein by reference.

The ratio of managers to workers is appropriate; the Town is not top heavy in managers, and the department heads are actively involved in departmental operations and service provision. The Town and the various departments have various policies and procedures related to personnel, provision of services, customer relations, relationships with other agencies, and the like. The Town has been able to accomplish several of the recommendations from recent audits and management letters. It should be noted that recent audits have recommended increased

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<sup>1</sup> Both solid waste management and transit are contract/franchise services.

## *Management Efficiencies*

separation of duties, which is correlated to the staffing deficiencies and recommendations discussed elsewhere in this MSR.

The management structure of the Town is relatively simple and is well suited to the type of operations undertaken by the Town; the linear management structure ensures reportability and accountability. No alternative structures or reorganizations of the staff would result in more efficient operations, and the existing structure is considered appropriate for the Town. However, replacing part-time staff with full-time staff would result in more efficient operations.

The Town's budget process is a key mechanism used to review efficiencies in the management of Town services and programs. The annual budget process includes a review of previous year accomplishments, upcoming year goals and programs, and specific funding to carry out those programs. The budget is adopted through a public hearing process by the Town Council. Budgets and fund balances are posted on the Town's website, as is the Town Manager's annual budget message.

The Town has had no actions taken against it from any regulatory agencies within the last 10 years.

### **Determination 4.4-1:**

*The Town of Paradise is essentially a full-service municipality. The overall management structure of the Town is sufficient to account for necessary services and to maintain operations in an efficient and effective manner, though it is recommended that part-time staff be replaced with full-time staff to the extent possible.*



**CITIZENS OF PARADISE**

**TOWN COUNCIL**

*Town of Paradise*

**Organization Chart**

**2007 - 2008**

PLANNING COMMISSION  
 DESIGN REVIEW BOARD  
 DEVELOPMENT IMPACT FEES ADJUSTMENT BOARD  
 SOLID WASTE MANAGEMENT COMMITTEE  
 TREE PERMIT REVIEW COMMITTEE  
 PARADISE FIRE SAFE COUNCIL  
 RDA ADVISORY COMMITTEE  
 BUILDING & FIRE CODE APPROVAL BOARD  
 YOUTH COUNCIL

**TOWN ATTORNEY**  
**RDA Legal Counsel**  
 Dwight Moore

**TOWN MANAGER**  
**RDA EXECUTIVE DIRECTOR**  
 Charles L. Rough, Jr.  
 Emergency Operations Management

**TOWN CLERK**  
**RDA Secretary**  
 Joanna Gutierrez  
 Council Agendas  
 Records, Elections  
 Emergency Public Information

**BUSINESS & HOUSING SERVICES DIVISION**  
 Lauren Gill  
 Assistant to the Town Manager  
 RDA Deputy Executive Director

**ASSISTANT TOWN MANAGER**  
 Dennis Ivey  
 Assistant RDA Executive Director

**HUMAN RESOURCES RISK MANAGEMENT**  
 Denise Farrell  
 Human Resources Manager

CDBG Programs  
 Grant Funded Housing Programs  
 Commercial Facade Renovation Programs  
 Community Grants Program  
 Business Assistance Programs

**POLICE DEPARTMENT**  
 Gerald Carrigan  
 Police Chief

OPERATIONS  
 INVESTIGATIONS  
 COMMUNICATIONS  
 ANIMAL CONTROL  
 MOTOR POOL

**FIRE DEPARTMENT**  
 Mark Haunschild  
 Fire Chief

SUPPRESSION  
 PREVENTION  
 FIRE VOLUNTEERS

**COMMUNITY DEVELOPMENT DEPARTMENT**  
 Al McGreehan  
 CDD Director

PLANNING  
 BUILDING  
 TRANSIT  
 SOLID WASTE

**PUBLIC WORKS ENGINEERING DEPARTMENT**  
 Dennis Schmidt  
 Public Works Director  
 Town Engineer

ENGINEERING  
 ONSITE SANITATION  
 STREET MAINTENANCE

**FINANCE DEPARTMENT**  
 Rodney Davenport  
 Finance Director  
 Treasurer  
 RDA Treasurer

BUDGET  
 ACCOUNTS RECEIVABLES  
 ACCOUNTS PAYABLE  
 PAYROLL  
 INVESTMENT MANAGEMENT

Source: Town of Paradise, 2007 / Quad Knopf, 2007



**Town of Paradise  
 Organization Chart**

**Figure 4.4-1**

## Summary of Determinations

**Determination 4.4-1:**

*The Town of Paradise is essentially a full-service municipality. The overall management structure of the Town is sufficient to account for necessary services and to maintain operations in an efficient and effective manner, though it is recommended that part-time staff be replaced with full-time staff to the extent possible.*

## SECTION 5.0

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# COMMENTS RECEIVED AND RESPONSES TO COMMENTS

## 5.0 COMMENTS RECEIVED AND RESPONSES TO COMMENTS

### ***Introduction***

The Draft MSR was circulated for public review from July 3, 2007 to August 1, 2007. The document was distributed to service providers within the Town of Paradise and the greater Paradise area, the Butte County Library in Paradise, Chico, and Oroville, the LAFCo Commissioners and their alternates, and was made available at the LAFCo office in Oroville and online at [www.buttelafo.org](http://www.buttelafo.org).

### ***Comments Received on the Draft MSR***

The following public agencies/service providers, organizations, and individuals submitted comment letters on the Draft MSR during the public review period:

#### Public Agencies/Service Providers

- Butte County Public Works Department, e-mail dated July 16, 2007
- Paradise Recreation & Park District, letter dated July 16, 2007
- Butte County Environmental Health Division, e-mail dated July 30, 2007
- Town of Paradise, e-mail dated July 31, 2007

#### Organizations

None

#### Individuals

None

### ***Response to Comments on the Draft MSR***

The letters and e-mails are contained in the administrative record maintained at the LAFCo office. In general, the comments were relatively minor in nature, such as minor updates, corrections, clarifications, and additions. Comments from LAFCo Commissioners were also received at the first LAFCo hearing on August 2, 2007. All comments were considered and incorporated into the Draft MSR text, tables, and determinations as necessary. Changes were made to eight chapters and the Table of Contents in ~~strikeout~~/underline format; these changes are highlighted in the following chapters (dated August 2007), which were considered at the second LAFCo hearing on September 6, 2007. The changes have been “accepted” in the prior chapters such that those chapters are considered final.



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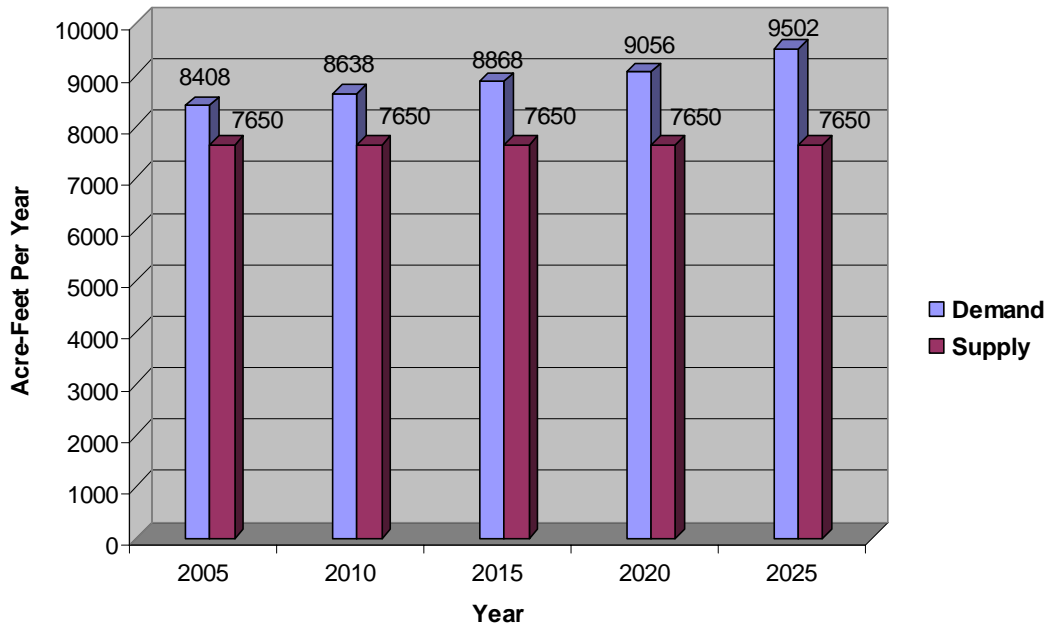
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Projected Water Demand 2005-2025**



A larger water supply is required to meet the District’s water demands, especially in prolonged (greater than three-year) periods of drought. The area north of the District’s service area and southeast of the District’s service area along Pentz Road is covered by Del Oro Water Company. The District has established protocol to obtain water from Del Oro in the event of an emergency and is actively negotiating with Del Oro for a water transfer agreement which will allow for additional water supply from the County’s allocation of Lake Oroville water.

**Determination 3.1-2 (Quantity):**

*The District can provide adequate supplies of water during years for normal precipitation, but has inadequate supplies of potable water during drought periods. If no new sources of water are found for the District, it will not have a sufficient water supply to support the expected growth in the area. Currently, the District has adopted use restrictions during periods of drought, but a larger water supply must be obtained to accommodate future growth. Reduction in unaccounted water would also help to support the expected growth.*

Presently, the District has approximately 12,293 AF of raw water storage in two reservoirs, Paradise Lake and Magalia Reservoir, in addition to a 500,000 gallon storage tank at the treatment plant to maintain constant head in the facility. The District is currently investigating options to increase its raw water storage capacity at the Paradise Dam and/or Magalia Reservoir facilities.

## Summary of Determinations

### Determination 3.1-1 (Population Growth):

*The population within the District will continue to grow at a rate of approximately 1.0% annually until 2010 and approximately 0.8% thereafter.*

### Determination 3.1-2 (Quantity):

*The District can provide adequate supplies of water during years for normal precipitation, but has inadequate supplies of potable water during drought periods. If no new sources of water are found for the District, it will not have a sufficient water supply to support the expected growth in the area. Currently, the District has adopted use restrictions during periods of drought, but a larger water supply must be obtained to accommodate future growth. Reduction in unaccounted water would also help to support the expected growth.*

### Determination 3.1-3 (Storage):

*The District has 9.5 MG of treated and 12,293 AF of raw water storage capacity. The District requires more raw water storage to supplement its supply during periods of drought.*

### Determination 3.1-4 (Water Quality):

*The District's water quality can be characterized as good; it meets all state and federal regulations for water quality.*

### Determination 3.1-5 (Facilities):

*The District's facilities are in good to excellent condition with the exception of some of the pipelines in the distribution system, which need to be replaced in order to reduce unaccounted water.*

topography of the Town along with the physical distances from many homes to their primary service collection system would call for construction of a sewer system that would require special and costly collection system development. There would be a need for significant pipe laying throughout many if not all streets and roads, and multiple pump stations to accommodate collection of the wastewater from residential and commercial users that would be cost prohibitive and not very practical given the Town's unique topography. Another issue is the funding of (an estimated \$100 million) and with lack of federal funds for development of such a costly system, it would more than likely come from significant assessments to all residential, commercial, and industrial uses.<sup>2</sup>

The Town manages and monitors the use of approximately 11,500 onsite systems through the Town of Paradise Onsite Wastewater Management Zone (Zone) and the *Manual for the Onsite Treatment of Wastewater*, which is incorporated herein by reference. These onsite systems range from the very small, for a small residence, to the very large, for an entire housing development or commercial site. There are approximately 40 special design onsite systems in Paradise that treat more than 1,000 gallons per day (gpd) of wastewater and are therefore considered treatment plants by the State of California.

The Neal Road Landfill is presently the only County site that is permitted to receive septic tank effluent coming from the Town. In 2003, the Neal Road Landfill received approximately eight million gallons of septage, of which approximately three million gallons was generated by the Town. The Neal Road Landfill's existing septic effluent receiving ponds will need to be replaced and/or relocated within the next eight to 10 years.

Utilization of onsite wastewater treatment provides for minimal infrastructure beyond each individual septic system. At a minimum, each system includes a tank with an inlet and an outlet, the associated pipes, and an area for releasing the effluent into the soil. The area where the effluent is released, or leach field, needs to be of sufficient size to handle the expected wastewater load. This is largely dependent on soil composition and other site specific conditions such as slope, as well as proximity to surface and ground water. The systems are privately owned and operated by the individual property owners with the Town responsible for regulation of operations, management and the permitting of new systems.

Currently, the Town employs one full-time Onsite Sanitary Official, who is responsible for all activities related to onsite inspections and water quality testing, an Assistant Onsite Official, and an Environmental Services Specialist. Water quality testing occurs on a semi-annual basis at several sites in the Paradise area. Currently, regular sampling is done based on requirements from the Regional Water Quality Control Board (RWQCB), with additional testing completed on an as needed basis. Under County Service Area 4 requirements, water sampling of surface water upstream from the Town is done on a quarterly basis by a County REHS. These samples could provide a baseline level of data with which to compare the test results obtained from the surface water samples from within the Town.

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<sup>2</sup> Town of Paradise, <http://www.townofparadise.com/publicworks/onsite.html>.

## **Infrastructure Needs and Deficiencies**

The onsite model of wastewater treatment is generally satisfactory for Paradise due to the Town's unique topography and needs. Demand for services is at a fairly constant level, but service availability is a limiting factor to growth, especially for high-density residential and commercial developments where the land requirements for effluent discharge may be prohibitive to the development. Some effluent receiving stations may also be reaching their septage load capacities. The Neal Road Landfill septage ponds are scheduled to be decommissioned in the next eight to 10 years due to landfill expansion. The County is now studying options to find an alternate process to dispose of septic tank effluent generated throughout the County.

The Town of Paradise Redevelopment Agency has been identifying potential ways to overcome the wastewater treatment limitations of onsite systems in the Downtown Revitalization Master Plan Area (Area). Both the Town Council and the Redevelopment Agency are interested in pursuing the concept of clustered wastewater treatment systems throughout the Area. These small treatment systems will provide clean effluent, utilizing subsurface irrigation disposal. An extended aeration, activated sludge wastewater treatment plant will have no discernable odors. Cleaner effluent will result in an area wide improvement in water quality. With the new wastewater system infrastructure installed, existing establishments can abandon their existing leach field(s), creating increased developable land. Additionally, a clustered wastewater treatment system removes any business constraints that may have hindered business decisions in the past. The clustered system will also be less expensive for individual homeowners to hook into.

7-H Technical Services Group Inc. completed the *Town of Paradise Downtown Revitalization Area Clustered Wastewater Treatment System(s) Master Plan (Plan)* in March 2004. The Plan, which is incorporated herein by reference, outlines the design of one large system or three smaller systems to provide wastewater treatment services for the Area and the costs associated with each option. Both options include pipe trunk lines in roadways and laterals to the right-of-way line at individual properties. Additional connection costs would be at the property owner's expense. Onsite septic tanks would either be abandoned, by removal or in-filling, or converted to pumpwells, if needed, also at the owner's expense.

While the three system approach allows for a phased development plan with lower capital outlays at the beginning of the development, the single system model is preferred by the Town due to much lower ongoing maintenance costs. The Town is currently negotiating the purchase of a parcel large enough to build the single treatment system. Paradise estimates that the new system will be operable by 2012.

To address the pending closure of the Neal Road Landfill septage ponds, one option is for the Town and County to work together in incorporating septage disposal capacity into the Town's proposed wastewater treatment system that could accommodate the septage disposal needs of the Town and Upper Ridge area.

**Determination 3.2-5 (Infrastructure Needs and Deficiencies):**

*The Town of Paradise should continue to pursue development of a clustered wastewater treatment system in the Downtown Revitalization Area to facilitate redevelopment.*

**Determination 3.2-6 (Infrastructure Needs and Deficiencies):**

*The Town of Paradise should work with the County to address the feasibility of incorporating septage disposal into any future plans for wastewater treatment.*



**Determination 3.2-6 (Infrastructure Needs and Deficiencies):**

***The Town of Paradise should work with the County to address the feasibility of incorporating septage disposal into any future plans for wastewater treatment.***

Roadway Segment	1992 Two-Way Volume	Projected Two-Way Volume (2008)	Classification	LOS	2006 Average Daily Traffic Volume
Clark to Edgewood Edgewood to Pentz	6310 4340	12690 8826	Arterial Arterial	D C	9585 (E of Clark)
Elliott Road Skyway to Clark Clark to Sawmill Sawmill to Pentz	11396 7500 N/A	14942 8027 3347	Arterial Collector Collector	C C C	10784 (W of Clark) 6229 (E of Clark)
Bille Road Skyway to Clark Clark to Sawmill Sawmill to Pentz	8246 5390 3720	12012 8675 6567	Arterial Collector Collector	C D C	8581 (E of Clark)
Wagstaff Road Skyway to Clark Clark to Pentz	6146 5490	8595 7369	Arterial Collector	C C	5714 6615
Sawmill Road Pearson to Bille South of Pearson	2420 830	2670 1178	Collector Collector	C C	Unavailable
Rocky Lane Wagstaff to Skyway	924	924	Collector	C	Unavailable
Maxwell Drive Elliot to Skyway	2996	3249	Collector	C	Unavailable
Central Park Drive Maxwell to Clark	2160	2601	Collector	C	Unavailable
Nunneley Road Pearson to Sawmill	2730	3123	Collector	C	Unavailable
Buschmann Road Foster to Clark	2560	2631	Collector	C	Unavailable
Roe Road Neal to Foster	500	1000	Collector	C	Unavailable
South Libby Road South Pearson	500	1000	Collector	C	Unavailable
Edgewood Lane South of Pearson	500	1000	Collector	C	Unavailable

\*Source: Town of Paradise 1994 General Plan, amended through January 2005; BCAG 2006 Traffic Counts.

#### Determination 3.4-1 (Existing Conditions and Facilities—LOS):

*The most current comprehensive traffic study was completed in 1992 for the 1994 General Plan--an updated traffic study is needed to confirm identify current and future roadway LOS. As of 1992, the LOS for multiple roads was at or approaching unacceptable levels of service. As growth continues, the number of roads operating at unacceptable LOS will increase. Implementation of the Town's Capital Improvement Plan will reduce or delay the decline in service, but may not totally eliminate roads with unacceptable LOS.*

## PHYSICAL ROADWAY CONDITIONS

The Town maintains approximately 98.5 centerline miles of **public** streets within the Town limits.<sup>2</sup> Prior development has typically generated substandard widths and deteriorated roadways that affect public access for fire and police protection. Approximate **public** street conditions have been classified as follows:<sup>3</sup>

- Excellent (generally new or reconstructed within past 3 to 5 years) – 6.6 miles
- Very good (minor routine maintenance) – 10 miles
- Good (routine maintenance required such as crack sealing, minor dig-outs, chip seals and slurry seals) – 50 miles
- Poor (repair beyond routine maintenance that requires either an asphalt overlay or reconstruction) – 31.8 miles

In addition to the Town-maintained public streets, there exist approximately 100 centerline miles of private roads within the Town limits. These private roadways exhibit varied widths and physical conditions, and are oftentimes substandard in design and/or rarely receive any maintenance and upkeep by private property owners. This situation also affects the ability to provide public access for fire, medical, and police protection services.

### **Determination 3.4-2 (Existing Conditions and Facilities—**Public** Roadway Conditions):**

*The most current Pavement Management System report was completed in 1999. An updated Pavement Management System report is needed to confirm current road conditions. Approximately 32 percent of the Town’s **public** streets are classified as “poor,” 51 percent are classified as “good,” 10 percent are classified as “very good,” and only 7 percent are classified as “excellent.” Implementation of the Town’s Capital Improvement Plan will help to improve physical **public** roadway conditions.*

### **Determination 3.4-3 (Existing Conditions and Facilities—Private Roadway Conditions):**

*The conditions of private roads within the Town affect the ability to provide public access for fire, medical, and police protection services. The Town needs to develop a plan to evaluate the status of private roads with an emphasis on possible conversion to public status.*

<sup>2</sup> 2006 Maintained Mileage spreadsheet.

<sup>3</sup> 1999 Pavement Management System (PMS) report and communications with Dennis Schmidt, Town of Paradise Public Works Director, May 2007.

Fiscal Year	Project Type	Location and Planned Improvement	Estimated Cost	Proposed Funding Source
	<b>New Construction/ Design Projects</b>	Skyway/Wagstaff Traffic Signal (Construction)	\$1,500,000	CMAQ
			\$127,000	DIF – Fund 56F
			\$113,000	DIF –Fund 74
			\$30,000	H/run
			\$340,000	DIF Funds
			\$240,000	Transit (Fund 90) Prop 1-B
		Pearson Road TEA Project – Construction	\$407,000	TEA Grant
			\$302,200	Transit (Fund 90)
		Memorial Trailway Southern Extension (Construction)	\$86,750	BTA Grant Fund
			\$40,000	Transit (Fund 90)
		Boquest Neighborhood Drainage Project (Design/Build)	\$25,000	DIF – Fund 56F
	<b>RDA &amp; BHS Funded Projects</b>	Foster/Skyway Street Improvements (Construction)	\$350,000	RDA – Non-housing
		Clustered Septic W.W.T.P. Phase One	\$180,000	RDA – Non-housing
		Jeffords Façade Improvement	\$85,000	RDA – Non-housing
		790-794 <b>Birth Birch</b> Street Commercial Lot Development	\$50,000	RDA – Non-housing
<b>TOTAL FY 07/08 CIP Budget</b>			<b>\$4,165,950</b>	
<b>2008/2009</b>	<b>Maintenance Projects</b>	Upper Skyway Overlay, Clark to N. Town Limits	\$90,000	Prop 1-B
		Double Chip Seal, Various Town Streets	\$150,000	Prop 1-B
		Thermoplastic Pavement Legends/Crosswalks & Markers	\$60,000	Prop 42
		Pentz Road Dig-outs, Wagstaff to Pearson	\$140,000	Prop 1-B
		Pentz Road Double Chip Seal, Wagstaff to S. Town Limits	\$260,000	Future AB 2928
		Memorial Trailway Slurry Seal, Fir to Pentz	\$60,000	Fund 32/ AB 2928
		Sidewalk and ADA ramp repairs	\$5,000	Fund 90
	<b>Rehabilitation Projects</b>	Skyway – Wagstaff to Clark Road	\$1,100,000	Future STIP
		South Libby – Road Rehab, Pearson to End	\$600,000	Fund 51/ AB 2928
		Edgewood Overlay/Rehab, from Pearson south to end	\$600,000	Future STIP or DIF
		Maxwell Drive curb, gutter, sidewalk and CL 2 bike lanes	\$1,200,000	SR2S/ BTA Grants
		Neal Road CL 2 bike lanes/road rehab, Skyway to Wayland	\$3,000,000	SR2S/BTA Grants/Prop 1-B

Fiscal Year	Project Type	Location and Planned Improvement	Estimated Cost	Proposed Funding Source
		Elliott Road, Skyway to Memorial Trail	\$600,000	Future STIP
	<b>New Construction</b>	Lower Clark Road Widening + TWLTL (R/W)	\$1,100,000	Future RTIP
		Pentz Road – school curb, gutter and sidewalk + TWLTL	\$1,000,000	Future SR2S/ BTA Grant
	<b>RDA &amp; BHS Funded Projects</b>	Fir Street Rehab, Skyway to Black Olive	\$700,000	RDA/Fund 11
		Almond Street, Elliott to Pearson	\$850,000	RDA/ Future Grant
		Pearson Road, Black Olive to Clark Road	\$2,400,000	Future STIP
		Clustered Septic W.W.T.P. – Construction Phase 3	\$1,800,000	RDA/Grants/ Loans
<b>TOTAL FY 10/11 CIP Budget</b>			<b>\$9,385,000</b>	
<b>2011/2012</b>	<b>Maintenance Projects</b>	Street Striping/Pavement Markings	\$30,000	Prop 42
		Sidewalk and ADA ramp repairs	\$5,000	Prop 42
		Overlays –various streets	\$500,000	Prop 42
	<b>Rehabilitation Projects</b>	Pearson Road, Clark to Pentz	\$2,000,000	Prop 42
	<b>New Construction</b>	Lower Clark Road Widening, Pearson to Golf Course	\$5,000,000	Future RTIP (Caltrans)
		SR2S – Maxwell Sidewalks, Bike Lanes Phase 2	\$500,000	Future SR2S Grant
		Class 2 Bike Lane Construction	\$300,000	Future BTA Grant
	<b>RDA &amp; BHS Funded Projects</b>	Birch Street Rehab, Skyway to Black Olive	\$800,000	RDA/Grants/ other funds
		Willow Street Rehab, Almond to Black Olive	\$500,000	RDA/Grants/ other funds
<b>TOTAL FY 11/12 CIP Budget</b>			<b>\$9,635,000</b>	

\*Source: Resolution No. 07-20 – Adopted Five Year Capital Improvement Plan, 2007.

**Determination 3.4-34 (Planned Improvements):**

*The Town of Paradise's ability to make roadway improvements is potentially affected as additional areas are annexed, mostly depending on whether or not the roads are private, and as available revenues are reduced. The Town has identified a list of prioritized projects to address current and future operational deficiencies within the Town limits. The CIP identifies \$46,615,950 in improvements to the Town's roadway system over the course of five years from FY 07/08 to FY 11/12 from several funding sources (programs).*

**Determination 3.4-5 (Planned Improvements):**

***The Town of Paradise should coordinate with the County to develop a proposed joint Town/County nexus and impact fee study for the urban area that can be brought to the Town Council and Board of Supervisors for consideration.***

## Summary of Determinations

### Determination 3.4-1 (Existing Conditions and Facilities—LOS):

*The most current comprehensive traffic study was completed in 1992 for the 1994 General Plan--an updated traffic study is needed to confirm identify current and future roadway LOS. As of 1992, the LOS for multiple roads was at or approaching unacceptable levels of service. As growth continues, the number of roads operating at unacceptable LOS will increase. Implementation of the Town's Capital Improvement Plan will reduce or delay the decline in service, but may not totally eliminate roads with unacceptable LOS.*

### Determination 3.4-2 (Existing Conditions and Facilities—Public Roadway Conditions):

*The most current Pavement Management System report was completed in 1999. An updated Pavement Management System report is needed to confirm current road conditions. Approximately 32 percent of the Town's public streets are classified as "poor," 51 percent are classified as "good," 10 percent are classified as "very good," and only 7 percent are classified as "excellent." Implementation of the Town's Capital Improvement Plan will help to improve physical public roadway conditions.*

### Determination 3.4-3 (Existing Conditions and Facilities—Private Roadway Conditions):

*The conditions of private roads within the Town affect the ability to provide public access for fire, medical, and police protection services. The Town needs to develop a plan to evaluate the status of private roads with an emphasis on possible conversion to public status.*

### Determination 3.4-34 (Planned Improvements):

*The Town of Paradise's ability to make roadway improvements is potentially affected as additional areas are annexed, mostly depending on whether or not the roads are private, and as available revenues are reduced. The Town has identified a list of prioritized projects to address current and future operational deficiencies within the Town limits. The CIP identifies \$46,615,950 in improvements to the Town's roadway system over the course of five years from FY 07/08 to FY 11/12 from several funding sources (programs).*

**Determination 3.4-5 (Planned Improvements):**

***The Town of Paradise should coordinate with the County to develop a proposed joint Town/County nexus and impact fee study for the urban area that can be brought to the Town Council and Board of Supervisors for consideration.***



- 3 – marked 4WD patrol (SUV) snow vehicles
- 3 – marked VIPS vehicles
- 23 – marked patrol vehicles

Vehicles receive routine maintenance and are scheduled for replacement depending on age and/or mileage.



Animal control enforcement started in 1984. The Town is the only agency in the County that maintains its own animal control shelter and field operations. The Town currently has two part-time kennel assistants, one part-time and two full-time animal control officers. These officers provide service to residents of the Town only. Major emphasis is for the safety of all persons and animals within the Town limits. The shelter has facilities for dogs and cats, although other domesticated animals can be held at

the shelter. Animal control services include pet adoptions, bite investigations, cruelty investigations, noise complaints, stray dogs, injured animals, livestock or wildlife problems, and rabies control. The officers patrol problem areas in the Town and provide educational programs for schools and organizations.<sup>3</sup>

Animal control services are further augmented by the provision of volunteer services at the animal control shelter by members of a local citizen volunteer organization known as “Paradise Animal Shelter Helpers” or PASH. In addition, the Town has recently established via an electorate approved measure, a property parcel tax of \$12.00/year to primarily fund animal control services.

**Determination 3.5-1 (Existing Conditions and Facilities):**

*The Paradise Police Department provides police protection services to the Town of Paradise. Though the Department is not meeting the desired level of service, staffing is reviewed as part of the Town’s budgeting process, and an additional officer was recently authorized. Maintenance of the Town’s entire vehicle fleet is planned to be shifted to the Public Works Department, which will reduce the burden on the Police Department.*

<sup>3</sup> Town of Paradise, [http://www.townofparadise.com/emergency\\_ser/animal\\_ctrl.html](http://www.townofparadise.com/emergency_ser/animal_ctrl.html).

## 3.7 PARKS AND RECREATION

### ***Introduction***

Parks and recreation services are provided in the Town of Paradise by the Paradise Recreation and Park District (District) and the Town of Paradise. In 2005, a MSR on Recreation and Park Services in Butte County was completed for Butte LAFCo. The Town of Paradise MSR relies on the ~~Paradise Recreation and Park District (District)~~ chapter of that MSR and incorporates it herein by reference.

Relative to the reference to the District chapter of the MSR on Recreation and Park Services in Butte County, it is re-acknowledged that the service boundaries that are common to both the Paradise Recreation and Park District and the Feather River Recreation and Park District within the “Concow” community area merit possible adjustment and shall be addressed in the LAFCo SOI update for park districts.

### ***District Characteristics***

The District was formed in 1948 to provide leisure activities to its residents. Encompassing 169 square miles, the District is bordered by the City of Chico on the west, Highway 70 on the east, Lime Saddle Recreation Area on the south, and Stirling City on the north. The District includes the Town of Paradise, and surrounding unincorporated areas of Magalia, Butte Creek, Canyon, and Concow. Figure 3.7-1 illustrates the location of recreational facilities in the District.



### ***Existing Conditions and Facilities***

Table 3.7-1 summarizes the District’s park and recreational facilities. Almost all District parks have a playground area, and overall a large variety of facilities are available. Many of the parks have undeveloped areas that could be used for expansion in the future. Taken together, the District has approximately 431 acres of parkland, of which approximately 73.5 acres are developed.

**Table 3.7-1  
Paradise Recreation and Park District Facilities**

Park Name	Acres	Improved Acres	Date Acquired	Features
<b>Terry Ashe Recreational Center</b>	3.5	3.5	Leased	Picnic area, playground, activity rooms, basketball
<b>Paul Byrne Aquatic Park</b>	6	6	1958	Picnic area, playground, fishing, swimming, activity rooms, barbeque, volleyball, horseshoes

**Determination 3.7-5 (Government Structure):**

*The District should consider detachment proceedings for Butte Creek Canyon if there is support among the majority of residents. The District should also consider Stirling City for annexation. The District should either establish a formal agreement with the Golden Feather Unified School District to maintain the Concow Elementary School pool or investigate the feasibility of a benefit assessment district for the pool.*

**Town of Paradise Parks and Recreation**

The Town has developed, owns, and operates important recreational facilities within the Town of Paradise. The recently opened Paradise Community Park is a three-acre fully developed park. The four-mile Paradise Memorial Trailway, which is an old 100-foot wide railway easement that the Town developed into a paved bike and walking trail, is also owned and operated by the Town. The Town is a member of the Paradise Community Village project, which has several park and recreation elements that the Town is interested in developing.

Since the Town also provides recreational opportunities, the Town should collaborate with the District in developing a master plan for community parks and recreation facilities so overlapping of these services does not occur. In fact, the Town may consider the establishment of a Town Parks Department.

**Determination 3.7-6 (Town of Paradise Parks and Recreation):**

*The Town should collaborate with the District in developing a master plan for community parks and recreation facilities so overlapping of these services does not occur. The Town may consider the establishment of a Town Parks Department.*

**Determination 3.7-5 (Government Structure):**

*The District should consider detachment proceedings for Butte Creek Canyon if there is support among the majority of residents. The District should also consider Stirling City for annexation. The District should either establish a formal agreement with the Golden Feather Unified School District to maintain the Concow Elementary School pool or investigate the feasibility of a benefit assessment district for the pool.*

**Determination 3.7-6 (Town of Paradise Parks and Recreation):**

**The Town should collaborate with the District in developing a master plan for community parks and recreation facilities so overlapping of these services does not occur. The Town may consider the establishment of a Town Parks Department.**

the CDD Director to oversee the CDD/PW Project Coordinator, CDD/PW Office Supervisor and two Office Assistants.

## ENGINEERING DIVISION

The Engineering Division is responsible for GIS and mapping, engineering standards, street safety and traffic counts, drainage and erosion control, encroachment permits, capital improvement projects and surveying. The Engineering Division consists of the Town Engineer, an Associate Civil Engineer, a Construction Inspector, and an Engineering Technician.

## ONSITE SANITATION DIVISION

The Onsite Sanitation Division is responsible for the management of onsite wastewater disposal systems (septic systems and alternative systems). The Onsite Sanitation Division consists of the Onsite Sanitary Official, Assistant Onsite Official, and an Environmental Services Specialist. The Onsite Sanitation Division also uses the two Office Assistants.

## STREET MAINTENANCE DIVISION

The Street Maintenance Division is responsible for maintaining the streets and roadways including snow removal, repairing cracks and potholes, and vegetation removal. The Street Maintenance Division consists of the Public Works Supervisor and three levels of Street Maintenance Workers.<sup>3</sup>



*Public Works Corporation Yard*

The Town has an adopted Snow and Ice Control Plan that addresses the Town's preparedness planning for major snow events, such as the one that occurred on February 27, 2007. The Plan is intended to provide the safest possible roadway system and to maintain an adequate driving surface for properly equipped vehicles and drivers prepared for winter driving conditions. The Plan is designed to move the highest number of people by keeping the major arterials, main transit and truck routes usable. The Town has a priority listing of roadways to be plowed during a snow storm. Snow and ice removal starts with the major arterial routes, followed by second and third priority roads. Snow and ice removal operations are conducted on a 24-hour basis, seven days a week, as needed. Similar to the arrangement for traffic control and fire evacuation, the Town has cooperative arrangements with the Paradise Recreation and Park District and Paradise Irrigation District for assistance during major snow events. Additional information on snow and ice operations, equipment operation, citizen cooperation, traffic control, damage claims, etc. can be found on the Town's website.<sup>4</sup>

<sup>3</sup> Town of Paradise, <http://www.townofparadise.com/publicworks/publicworks.html>.

<sup>4</sup> Town of Paradise, <http://www.townofparadise.com/publicworks/snow.html>.

**Table 3.10-1  
Staffing Levels (excluding Police and Fire Departments)**

Administrative Department	Current Staffing Level		Minimum Staffing Level		Optimum Staffing Level	
	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time
Town Manager	1	01	1	01	0	2
Town Attorney	01	0	01	0	0	1
Town Clerk	2	01	2	01	1	2
Assistant Town Manager	0	01	0	01	0	1
Business & Housing Services	1	1	1	1	2	4
CDD & Public Works Department	1	3	1	3	2	4
Human Resources	1	01	1	0	1	2
Finance	2	±2	2	±2	0	4

\*Source: Communication with Denise Farrell, Town of Paradise Human Resources Manager, June 2007.

**Determination 3.10-2 (Staffing):**

*The Town of Paradise has been resourceful in dealing with understaffing problems by supplementing with part-time staff as well as interdepartmental staff resource sharing. These are considered temporary solutions to meet minimum service needs, and the staffing levels of each department should be increased to include more full-time staff members in order to relieve the burden of such minimum staffing levels, comply with audit recommendations, and accommodate the increasing services required by a growing population and state mandates.*

**Determination 3.10-3 (Staffing):**

*The anticipated retirement of the CDD Director within the next two or three years should be planned for and addressed.*

**FACILITIES**

The existing Town Hall is located at 5555 Skyway. The administrative offices for every department excluding the Fire Department and the Police Department have been located in the building since incorporation of the Town in 1979. The building is functionally obsolete, though every effort has been made by the staff to make the building and space work for the Town.



*Other Administrative Services*

Repairs have been done to the building as needed. Several years ago, the building's HVAC system was cleaned as a result of concerns over mold, allergens, dust, etc. Some concern remains about these things, especially during the wet winter months. The building does not have many windows, and of those, many are inoperable. The exterior of the building is showing signs of deterioration.

The Town is in the preliminary planning stages of creating a new civic center on Town-owned property located near the downtown revitalization area. [Note: A portion of the funding for the new civic center will be obtained via the sale of the existing Town Hall property.] The Town Manager intends to begin the design process in the relatively near future; design costs may be included in the FY07-08 budget (it will be known if this activity remains in the budget after the June 20<sup>th</sup> Council budget session). The civic center will be located across from the newly constructed Paradise Community Park, where both the Police Department and Fire Station No. 1 (with Fire Department headquarters) are currently located.

**Determination 3.10-4 (Facilities):**

*The new civic center will adequately provide for the present and future needs of the Town of Paradise's administrative departments as well as the Police Department and Fire Department.*

## 4.1 FINANCING AND RATE RESTRUCTURING

### ***Introduction***

This section analyzes the financial structure and health of the Town of Paradise with respect to the provision of services. Included in this analysis is the consideration of rates, service operations, and the like, as well as other factors affecting the Town's financial health and stability, including factors affecting the financing of needed infrastructure improvements and services. Compliance with existing State requirements relative to financial reporting and management is also discussed.

An examination of financing includes an evaluation of the fiscal impacts of potential development, and probable mechanisms to finance needed improvements and services. Evaluating these issues is important to ensure new development does not excessively burden existing infrastructure and the ability for the Town to fund existing improvements and services.

An examination of rate restructuring should identify impacts on rates and fees for services and facilities, and recognize opportunities to positively impact rates without decreasing service levels. The focus is on whether there are viable options to increase the Town's efficiency through rate restructuring prior to any SOI adjustment.

Annual audit reports and financial statements for the Town were reviewed in accordance with the MSR Guidelines. The purpose of this review is to determine fiscal viability, suitability of current funding practices, and potential fiscal impacts resulting from new legislation.

### ***Town Budget Overview***

The Town's Fiscal Year (FY) 06-07 budget is \$23,016,065. The Town's budget is broken down into four budgetary categories: personnel costs, supplies/services, capital costs, and debt services. The Town is currently going through the FY 07-08 budgetary process.

The Town is audited annually. Annual audits contain an Independent Auditor's Report; Basic Financial Statements (Government-wide Financial Statements and Fund Financial Statements); Notes to the Basic Financial Statements; and Supplemental Information. The Statement of Net Assets indicates whether the financial position of the Town is improving or deteriorating.

### **HISTORIC PERFORMANCE AND EXISTING FISCAL STATUS**

The Town government has from its point of incorporation to the present had to function and serve the community under some very severe fiscal constraints. As a predominately bedroom community, primarily to the City of Chico, the Town has a limited tax base [i.e. the Town has the lowest per capita sales tax collection among all other local governmental agencies in Butte County] that financially has prevented the Town from providing adequate levels of public safety



## **Overview of Rates and Fees**

The Town sets rates and fees for community development and public works services; police, animal control, and fire services; maintenance services; administrative and finance services; building permit fees; electrical permit fees; mechanical permit fees; plumbing permit fees; and grading plan and permit fees. All other services (e.g., water, solid waste, electric, natural gas, cable, etc.) are provided by existing providers whose rates are established through mechanisms that are not governed by the Town. If and when the Town ultimately assumes jurisdiction of areas in the SOI, the Town would then set the standard rates and fees in these incorporated areas for services provided by the Town. The fee schedule must be pursuant to Paradise Municipal Code Chapter 3.30, which establishes its policy as to the recovery of costs reasonably borne to be recovered from users of Town services.

The Town levies a series of development impact fees to offset the impacts of new development. Beyond fees established in accordance with Government Code §66000 et seq., the Town may also establish fees or exactions through the development agreement process. Development impact fees can be charged to match the actual costs of the infrastructure, but there is no adequate provision to require long-term funding of the services needed for new development as well.

The Town has adopted a revised and updated services fee schedule to recover the full costs reasonably associated with providing special services of limited nature. This new fee schedule goes into effect June 25, 2007.

### **DEVELOPMENT IMPACT FEES**

The imposition of development impact fees is based on the premise that new growth and development should pay its proportionate share of the cost of providing needed new infrastructure. Fees are based on Government Code §66000 et seq., which requires the agency setting the fee to: (a) identify the purpose of the fee; (b) identify the use to which the fee will be put; (c) determine the nexus between the type of development charged the fee, the amount of the fee and its use; and (d) determine the reasonable relationship between the need for the public facility or improvement and the project upon which the fee is imposed.<sup>6</sup>

### **NEW DEVELOPMENT ASSESSMENT FINANCING**

In order to insure that future large-scale commercial and residential developments not become a short- and/or long-term financial drain on the Town's limited finance resources and capacity to meet public infrastructure and public service needs, the Town adopted a development financing policy during 2006 that requires the establishment of a community facilities assessment district commensurate with certain types (and of a moderate to large magnitude) of future proposed development projects. This financing policy was created via Town Council adoption of a Town resolution [Resolution No. 06-54], which applies to the following listed types and sizes of future proposed development projects:

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<sup>6</sup> City of Chico MSR, 2006.

1. Annexations of any land areas encompassing twenty (20) or more acres and being rezoned for “commercial” or “residential” land usage and with a potential future residential density of one dwelling or greater/acre.
2. Any “residential” zoned land areas proposed to be subdivided into ten (10) or more resultant lots; and any “commercial” or “industrial” zoned land areas proposed to be subdivided into five (5) or more resultant lots that each exhibit a size that will accommodate a future potential building area of 10,000 square feet or greater.
3. Any proposed “multiple-family residential” development that shall result in the establishment of thirty (30) or more dwelling units.
4. Any proposed “commercial” or “industrial” development that shall result in the establishment of a building area of 22,000 square feet (1/2 acre) or greater.

## **OPPORTUNITIES FOR RATE/FEE RESTRUCTURING**

The Town of Paradise Master Services Fee Schedule is subject to periodic comprehensive revisions and updates. Most department heads recently reviewed and analyzed the previous fee schedule and adjustments, revisions and updates were made where appropriate. Fee increases were deemed valid to properly account for Town services cost increases (approximately 10%) associated with the Town’s adoption of its operational budget for the latter half of FY 06-07 and the upcoming FY 07-08, as well as to account for the Town’s recent commitment to invest in new computer and software technology upgrades and replacements in order to best provide services via the establishment and assignment of a 10% “technology equipment replacement” surcharge upon the fee amounts assigned to most Town-provided special services. Several new special services with their related service fees were added to the Master Services Fee Schedule because the specific service is potentially available to be provided with the cost of service being fully subsidized by revenues from the general populace, a practice that is no longer feasible and is contrary to the Town’s established policy to recover the full costs reasonably associated with providing a special service of a limited nature. These new special services are identified as: “over-the-counter plan check/permit issuance for solar photovoltaic and/or solar water heating systems”; “minor repairs”; “community systems”; “final map check” within the Onsite Sanitation services; and “fire: building permit clearance.” Information attached to the resolution includes a more detailed analysis and justification of the various fee increases, adjustments, etc.<sup>7</sup>

## **PROPOSITION 218**

Proposition 218 restricts local government’s ability to impose assessment and property related fees and requires elections to approve many local governmental revenue raising methods. This constitutional initiative approved in 1996 applies to nearly 7,000 cities, counties, special districts, schools, community college districts, redevelopment agencies, and regional organizations.<sup>8</sup> The proposition is to ensure that all taxes and most charges on property owners are subject to voter

<sup>7</sup> Resolution No. 07-09: updated and revised schedule of fees for FY 07-08.

<sup>8</sup> Legislative Analyst’s Office,

[http://www.lao.ca.gov/1996/120196\\_prop\\_218/understanding\\_prop218\\_1296.html#intro](http://www.lao.ca.gov/1996/120196_prop_218/understanding_prop218_1296.html#intro).

## *Cost Avoidance and Facilities Sharing*

The Town's annual budget process includes a review of the previous fiscal year's accomplishments, upcoming fiscal year goals and programs, and specific funding to carry out those programs. This process provides the Town with an ongoing mechanism to evaluate efficiencies and explore cost avoidance opportunities.

The Town levies a series of development impact fees to offset the impacts of new development. Development impact fees can be charged to match the actual costs of the infrastructure, but there is no adequate provision to require long-term funding of the services needed for new development.

### **DEPARTMENTAL COST AVOIDANCE MECHANISMS**

Due to budget constraints, the various administrative departments have utilized interdepartmental staff resource sharing and decentralized operations in order to provide adequate services while minimizing costs. The Town has also been resourceful in dealing with understaffing problems by supplementing with part-time staff.

The Fire Department participates in various mutual aid agreements. The State Master Mutual Aid Agreement, signed by Butte County and the five cities, establishes a framework that allows agencies to share resources when they have exhausted their own. Other Automatic Aid and Mutual Threat Zone agreements with CALFIRE, the U.S. Forest Service, and other surrounding local government agency fire departments exist to respond to emergencies in the Town.

In addition, approximately 15 years ago the Town cooperatively arranged and established a surcharge fee of \$1.00/month that is assessed and collected via the service billings of the community's major water purveyor, the PID. This surcharge fee predates the limitations of Proposition 218; the fees collected are deposited into a fund account that is used to partially fund fire hydrant and water main upgrades and replacements.

Various departments participate in information sharing, including the Community Development Department, Police Department, Fire Department, and the Business and Housing Services Division. The Public Works Department and Fire Department also participate in safety meetings and training to minimize workers comp injuries. In the Public Works Department, nearly all of the engineering and construction inspection and administration are done in-house.

The Town will continue to pursue grant money to supplement its budget. The Fire Department, for example, receives grants for equipment and hazardous fire fuel reduction efforts. They are currently considering pursuing a grant for personnel (the SAFER grant). The Police Department aggressively pursues Federal and State grants to offset the cost of operations. They also seek reimbursements for training, equipment, and State-required operation costs.

Software upgrades have been another area where the Town has been able to use cost saving mechanisms. Recently approved by the Town Council, a new online permitting software system will be purchased and implemented in the near future. The system will allow users to submit for building permits online, which will speed up the process and make it more efficient. The

SECTION 6.0  

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GLOSSARY

## 6.0 GLOSSARY

TERM	DEFINITION
<b>Acre-foot/feet (AF)</b>	Measurement of water volume--the volume of water that would cover one acre of land to a depth of one foot, equivalent to 325,851 gallons of water.
<b>Annexation</b>	The annexation, inclusion, attachment, or addition of territory to a city or district.
<b>Board of Directors</b>	The legislative body or governing board of a district.
<b>Change of organization</b>	A city incorporation, district formation, annexation to, or detachment from, a city or district, disincorporation of a city, district dissolution, consolidation of cities or special districts, or merger or establishment of a subsidiary district.
<b>City</b>	Any charter or general law city, including any city the name of which includes the word "town."
<b>Consolidation</b>	The uniting or joining of two or more cities located in the same county into a single new successor city or two or more districts into a single new successor district. In the case of consolidation of special districts, all of those districts shall have been formed pursuant to the same principal act.
<b>Cost avoidance</b>	Actions to eliminate unnecessary costs derived from, but not limited to, duplication of service efforts, higher than necessary administration/operation cost ratios, use of outdated or deteriorating infrastructure and equipment, underutilized equipment or buildings or facilities, overlapping/inefficient service boundaries, inefficient purchasing or budgeting practices, and lack of economies of scale.
<b>Detachment</b>	The detachment, deannexation, exclusion, deletion, or removal from a city or district of any portion of the territory of that city or district.
<b>Dissolution</b>	The dissolution, disincorporation, extinguishment, and termination of the existence of a district and the cessation of all its corporate powers, except for the purpose of winding up the affairs of the district.
<b>District or special district</b>	An agency of the state, formed pursuant to general law or special act, for the local performance of governmental or proprietary functions within limited boundaries. "District" or "special district" includes a county service area.
<b>District of limited powers</b>	An airport district, community services district, municipal utility district, public utilities district, fire protection district, harbor district, port district, recreational harbor district, small craft harbor

TERM	DEFINITION
	district, resort improvement district, library district, local hospital district, local health district, municipal improvement district formed pursuant to any special act, municipal water district, police protection district, recreation and park district, garbage disposal district, garbage and refuse disposal district, sanitary district, or county sanitation district.
<b>Enabling legislation</b>	Legal statute authorizing the creation of the agency or district considered.
<b>Enterprise fund</b>	Services for which a city charges customers a fee. Cities can use enterprise funds to account for its sewer, electric, and non-major (water and solid waste funds. Enterprise funds are the same as its business-type activities, but provide more detail and additional information.
<b>Feasible</b>	Capable of being accomplished in a successful manner within a reasonable period of time, taking into account economic, legal, social and technological factors.
<b>Formation</b>	The formation, incorporation, organization, or creation of a district.
<b>Function</b>	Any power granted by law to a local agency or a county to provide designated governmental or proprietary services or facilities for the use, benefit, or protection of all persons or property.
<b>Functional revenues</b>	Revenues generated from direct services or associated with specific services, such as a grant or statute, and expenditures.
<b>FY</b>	Fiscal year
<b>General law city</b>	A general law city operates within the parameters and guidelines of California municipal law. The advantage of a general law city is that general state laws have been subjected to judicial scrutiny and tested over the years, so there is relatively little confusion about their application.
<b>General revenues</b>	Revenues not associated with specific services or retained in an enterprise fund.
<b>gpd</b>	Gallons per day
<b>Incorporation</b>	The incorporation, formation, creation, and establishment of a city with corporate powers. Any area proposed for incorporation as a new city must have at least 500 registered voters residing within the affected area at the time commission proceedings are initiated.
<b>Independent special district</b>	Any special district having a legislative body all of whose members are elected by registered voters or landowners within the district, or whose members are appointed to fixed terms, and excludes any special district having a legislative body consisting, in whole or in

TERM	DEFINITION
	part, of ex officio members who are officers of a county or another local agency or who are appointees of those officers other than those who are appointed to fixed terms. "Independent special district" does not include any district excluded from the definition of district contained in §56036.
<b>Infrastructure needs and deficiencies</b>	The term "infrastructure" is defined as public services and facilities, such as water supply systems, other utility systems, and roads (General Plan Guidelines). Any area needing or planned for service must have the infrastructure necessary to support the provision of those services. The term "infrastructure needs and deficiencies" refers to the status of existing and planned infrastructure and its relationship to the quality and levels of service that can or need to be provided.
<b>Interested agency</b>	Each local agency, which provides facilities or services in the affected territory that a subject agency would provide.
<b>Joint Commission</b>	A single Commission formed to preside over the functions of a multi-LAFCo Joint Powers Agreement. The Commission may be comprised of all or a portion of the Commissioners of the individual Commissions that are participating in the Joint Powers Agreement. A Joint Commission, as herein defined, does not constitute an individual agency. It is intended to jointly exercise existing powers common to each agency.
<b>LAFCo</b>	Local Agency Formation Commission
<b>Loaded cost</b>	A cost that has overhead and/or other fees or charges added to the actual and direct service or item cost.
<b>Local accountability and governance</b>	The term "local accountability and governance" refers to public agency decision making, operational and management styles that include an accessible staff, elected or appointed decision-making body and decision making process, advertisement of, and public participation in, elections, publicly disclosed budgets, programs, and plans, solicited public participation in the consideration of work and infrastructure plans; and regularly evaluated or measured outcomes of plans, programs or operations and disclosure of results to the public.
<b>Local agency</b>	A city, county, or special district or other public entity, which provides public services.
<b>Management efficiency</b>	The term "management efficiency" refers to the organized provision of the highest quality public services with the lowest necessary expenditure of public funds. An efficiently managed entity (1) promotes and demonstrates implementation of continuous

TERM	DEFINITION
	improvement plans and strategies for budgeting, managing costs, training and utilizing personnel, and customer service and involvement, (2) has the ability to provide service over the short and long term, (3) has the resources (fiscal, manpower, equipment, adopted service or work plans) to provide adequate service, (4) meets or exceeds environmental and industry service standards, as feasible considering local conditions or circumstances, (5) and maintains adequate contingency reserves.
<b>Merger</b>	The extinguishment, termination, and cessation of the existence of a district of limited powers by the merger of that district with a city as a result of proceedings taken pursuant to this division.
<b>MG</b>	Million gallons—measurement of water and wastewater volume.
<b>MGD</b>	Million gallons per day—water and wastewater flow rate.
<b>Municipal services</b>	The full range of services that a public agency provides, or is authorized to provide, except general county government functions such as courts, special services and tax collection. As understood under the CKH Act, this includes all services provided by special districts under California law.
<b>Non-enterprise activity</b>	A non-enterprise activity, such as fire protection, is an activity that has an accounting system organized on a governmental fund basis.
<b>Overlapping territory</b>	Territory which is included within the boundaries of two or more districts or within one or more districts and a city or cities.
<b>Out-of-Agency contract</b>	A contract to provide services outside of an agency’s boundaries.
<b>Plan of reorganization</b>	A plan or program for effecting reorganization and which contains a description of all changes of organization included in the reorganization and setting forth all terms, conditions, and matters necessary or incidental to the effectuation of that reorganization.
<b>Principal act</b>	In the case of a district, the law under which the district was formed and, in the case of a city, the general laws or a charter, as the case may be.
<b>Principal LAFCo for municipal service review</b>	The LAFCo with the lead responsibility for a municipal service review. Lead responsibility can be determined pursuant to the CKH Act definition of a Principal LAFCo as it applies to government organization or reorganization actions, by negotiation, or by agreement among two or more LAFCos.



TERM	DEFINITION
<b>Proceeding</b>	Proceedings taken by the commission for a proposed change of organization or reorganization pursuant to Part 4 (commencing with §57000).
<b>Proposal</b>	A request or statement of intention made by petition or by resolution of application of a legislative body or of a school district proposing proceedings for the change of organization or reorganization described in the request or statement of intention.
<b>Public agency</b>	The state or any state agency, board, or commission, any city, county, city and county, special district, or other political subdivision, or any agency, board, or commission of the city, county, city and county, special district, or other political subdivision.
<b>Rate restructuring</b>	Rate restructuring does not refer to the setting or development of specific rates or rate structures. During a municipal service review, LAFCo may compile and review certain rate related data, and other information that may affect rates, as that data applies to the intent of the CKH Act (§56000, §56001, §56301), factors to be considered (§56668), SOI determinations (§56425) and all required municipal service review determinations (§56430). The objective is to identify opportunities to positively impact rates without adversely affecting service quality or other factors to be considered.
<b>Regional</b>	Pertaining to activities or economies at a scale greater than that of a single jurisdiction, and affecting a broad geographic area.
<b>Reorganization</b>	Two or more changes of organization initiated in a single proposal.
<b>Retained earnings</b>	The accumulated earnings of an enterprise or intragovernmental service fund which have been retained in the fund and are not reserved for any specific purpose (debts, planned improvements, and contingency/emergency).
<b>Reserve</b>	(1) For governmental type funds, an account used to earmark a portion of fund balance, which is legally or contractually restricted for a specific use or not appropriable for expenditure. (2) For proprietary type/enterprise funds, the portion of retained earnings set aside for specific purposes. Unnecessary reserves are those set aside for purposes that are not well defined or adopted or retained earnings that are not reasonably proportional to annual gross revenues.
<b>Service</b>	A class established within, and as a part of, a single function, as provided by regulations adopted by the commission pursuant to Chapter 5 (commencing with §56820) of Part 3.

*Glossary*

<b>TERM</b>	<b>DEFINITION</b>
<b>Service review</b>	A study and evaluation of municipal service(s) by specific area, sub-region or region culminating in written determinations regarding nine specific evaluation categories.
<b>Special reorganization</b>	A reorganization that includes the detachment of territory from a city or city and county and the incorporation of that entire detached territory as a city.
<b>Sphere of influence (SOI)</b>	A plan for the probable physical boundaries and service area of a local agency, as determined by the LAFCo.
<b>Stakeholder</b>	Refers to LAFCOs, members of the public, affected and interested agencies, and other entities interested in, and affected by, service(s) being reviewed.
<b>Subject agency</b>	Each district or city for which a change of organization is proposed or provided in a reorganization or plan of reorganization.

SECTION 7.0

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## 7.0 BIBLIOGRAPHY

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APPENDIX A

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SURVEY RESPONSES

**Butte LAFCo  
Town of Paradise Service Provider Review**

#	Question	Public Works <sup>1</sup>	Community Development <sup>2</sup>	Housing Support	Police	Fire	Finance	Town Clerk
<b>PHYSICAL SYSTEMS AND INFRASTRUCTURE</b>								
1	Please provide documentation on existing conditions and facilities.	X	X		X	X		
2	What long-range planning documents do you maintain? Please provide a copy of any Master Plan, Capital Improvements Program (CIP), and/or infrastructure plans you have.	X	X	X				
3	Please provide a copy of the Town's General Plan (including the Housing Element) and any available information related to growth plans.		X					
4	Please provide demand projections for your department in 5-year increments over the next 20 years.	X	X	X	X	X		
5	Please explain your projection methods. Do you utilize local land use plans in your projections, or are they based on historic growth and usage?	X	X	X	X	X		
6	What do you see as the biggest concerns for continued growth and successful provision of service within your service boundaries and likely future service area?	X	X	X	X	X	X	X
7	What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?	X	X	X	X	X	X	X
8	Have you had any Environmental Impact Reports (EIRs) or other environmental documents prepared for recent activities? Please provide a copy of any such reports.	X	X	X				
9	Please provide information on the plans and regulatory requirements that govern your provision of service.	X	X	X	X	X	X	X
10	Have you had any engineering studies completed within the last 10 years? If so, please provide a copy of any such studies.	X						
11	Have you had any actions taken against you by regulatory agencies within the last 10 years, including Cease and Desist orders or fines? Please specify.							X
12	What are the biggest constraints to future expansions to serve a growing population?	X	X	X	X	X		
13	What other information do you think would help us understand your operations better with regard to physical systems and infrastructure?	X	X	X	X	X		
<b>FINANCES AND RATES</b>								
14	Please provide copies of the past three financial audits conducted for Town operations. Please provide a copy of the last three controller's reports.						X	
15	Please provide a copy of the FY07-08 budget when available.						X	
16	Please provide a copy of your current rates and fees charged.		X				X	
17	What grants or debt financing has the Town used to finance improvements or operations?						X	

**Butte LAFCo  
Town of Paradise Service Provider Review**

#	Question	Public Works <sup>1</sup>	Community Development <sup>2</sup>	Housing Support	Police	Fire	Finance	Town Clerk
18	How does the Town anticipate Proposition 218 will limit the Town's ability to charge rates sufficient to cover service costs?						X	
19	What insurance does the Town maintain for professional activities? Does the Town participate in pooled insurance programs?						X	X
20	When are controller's reports submitted to the County Auditor-Controller's Office?						X	
21	Has the Town been able to accomplish all recommendations from recent audits and management letters?						X	X
22	What other information do you think would help us understand your operations better with regard to finances and rates?						X	

**LOCAL GOVERNANCE AND BOUNDARIES**

23	Who is responsible for compliance of Town activities with the Brown Act (public meeting and disclosure laws)? Do you meet all requirements of the Brown Act in your operations?		X					X
24	How many members of the public attend a typical meeting of the Town Council?		X					X
25	How does the Town seek to involve the public in its meetings?		X					X
26	Do you feel that the Town's current boundaries are appropriate for the services the Town provides? If not, please explain how the Town's boundaries should be modified.	X	X	X	X	X		
27	Do you feel that the Town's current Sphere of Influence is appropriate for the services the Town provides? If not, please explain how the Town's Sphere of Influence should be modified.		X					

**MANAGEMENT AND OPERATIONS**

28	Please provide a copy of your department's organizational chart.	X	X	X	X	X	X	X
29	Please provide a copy of your mission statement or similar statement of goals.	X	X	X	X	X		
30	Are there any areas within your service area which are also served by another provider?	X	X		X	X		
31	Do you jointly serve any areas with other providers?	X			X	X		
32	Do you participate in any information sharing with other providers regarding practices, operations, or other aspects of service provision?	X	X	X	X	X		
33	What cost avoidance measures do you utilize?	X	X	X	X	X		
34	How do you ensure compliance with changing laws related to the provision of your service?	X	X	X	X	X		
35	Are you a participant in any Joint Powers Agreement (JPA) or other agreement to share service or facilities?	X	X		X	X		X



**Butte LAFCo  
Town of Paradise Service Provider Review**

#	Question	Public Works <sup>1</sup>	Community Development <sup>2</sup>	Housing Support	Police	Fire	Finance	Town Clerk
36	What other information do you think would help us understand your operations better with regard to management and operational efficiencies?	X	X	X	X	X		



**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**PUBLIC WORKS**

[Public Works Attachments](#)

#	Question	Required	Adequate Response Provided	Information Received	Link to Attachment
<b>PHYSICAL SYSTEMS AND INFRASTRUCTURE</b>					
					<a href="#">Public Works Survey Response</a>
1	Please provide documentation on existing conditions and facilities.	X	YES	See attached - Copy of Pvmt Mgmt System CIP Priority (No. 6), Copy of Master Storm Drain Study, Copy of Storm Drain Map, Copy of Budget 5 year CIP, Copy of maintained road mileage list.	
2	What long-range planning documents do you maintain? Please provide a copy of any Master Plan, Capital Improvements Program (CIP), and/or infrastructure plans you have.	X	YES	See above - also see Clustered Wastewater System Master Plan on website at <a href="http://www.townofparadise.com/publicworks/masterplan.pdf">http://www.townofparadise.com/publicworks/masterplan.pdf</a>	<a href="http://www.townofparadise.com/publicworks/masterplan.pdf">www.townofparadise.com/publicworks/masterplan.pdf</a>
4	Please provide demand projections for your department in 5-year increments over the next 20 years.	X	YES	Original Response: A little hard to quantify - as we provide many varied services (street maintenance, development engineering, and onsite sanitation services). Interview Response: Three different divisions; onsite sanitation: pending (AB 885) legislation for the past three years, will have far reaching effects. The largest municipality west of the Mississippi to have community on septic systems. Detailed evaluations, much more progressive 1993 the waste water management, all have been evaluated and they are on a periodic maintenance schedule. street maintenance, fairly constant, infrastructure is not keeping up. The state has cut funding dramatically. Didn't have much to start with and has fallen behind on top of that. Engineering division: a lot of traffic coming in from the upper ridge. With the housing crisis, many moved from Chico. Now they have a real commute pattern. 3-4 million in 10 years toward Skyway to deal with the commuting. Engineering chases the money and does the design work.	Design standards have changed drastically sign the town was incorporated. lack of staff continues to be a problem. Grant writing, brought in 7-8 million dollars, non RDA (STIP, CNAC, Safe Routes to Schools) over last 10 years.
5	Please explain your projection methods. Do you utilize local land use plans in your projections, or are they based on historic growth and usage?	X	YES	Our population growth rate is less than 2%, our demands would probably be similar. Paradise, for the most part, is built-out, with the exception of a few small tracts of land.	
6	What do you see as the biggest concerns for continued growth and successful provision of service within your service boundaries and likely future service area?	X	YES	Biggest concern is fiscal - how to pay for the ever increasing cost of providing services	

Butte LAFCo Town of Paradise Service Provider Review					
PUBLIC WORKS					
7	What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?	X	YES	Major Constraint - fiscal challenges, and legislative challenges (keeping Sacramento politicians away from our very limited funding sources).	
8	Have you had any Environmental Impact Reports (EIRs) or other environmental documents prepared for recent activities? Please provide a copy of any such reports.	X	YES	None for Public Works activities.	
9	Please provide information on the plans and regulatory requirements that govern your provision of service.	X	YES	NPDES/SWPPP's, AB 885 (Onsite), Env. Regulations (especially NEPA),	
10	Have you had any engineering studies completed within the last 10 years? If so, please provide a copy of any such studies.	X	NO	Yes - Various Capital Improvement Projects have been designed, numerous studies prepared - we need to discuss to see exactly what you need (this could be a huge copying job). Interview response; no overall handle or studies done. They are done Ad Hoc, but only as needed. They have a 20 year CIP, but it is not funded, it is a working model, but it is not approved. Nexus study and it is what they use as their development impact fees basis. Will need to update that, should be done within the next couple of years	
12	What are the biggest constraints to future expansions to serve a growing population?	X	YES	In Paradise, funding, wastewater capacity, firm yield water supply (outside the current town limits)	
13	What other information do you think would help us understand your operations better with regard to physical systems and infrastructure?	X	YES	We maintain about 100 centerline miles of streets, thousands of culverts, Oversee/regulate 14,000+ septic tanks, and approve construction of 1-2 million dollars of private developments each year, and answer questions/service 26,500 citizens - all with a staff of 14.	
FINANCES AND RATES					
18	How does the Town anticipate Proposition 218 will limit the Town's ability to charge rates sufficient to cover service costs?	X	YES	This is not checked - but this is HUGE relative to Public Works. We are the only service provider that I know of that is not allowed to charge what it costs to provide service (i.e. maintenance of roadways). We are typically given "what is left over" after the Sacramento budget process is completed. Interview response: Infrastructure needs are bad all over California, and you can get people to agree to get 2/3's of the people to agree on an extra tax. Public works in general can not charge what it will cost, instead they are given what is left over. At the state level it needs to be addressed.	

**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**PUBLIC WORKS**

**LOCAL GOVERNANCE AND BOUNDARIES**

26	Do you feel that the Town's current boundaries are appropriate for the services the Town provides? If not, please explain how the Town's boundaries should be modified.	X	YES	such as on the east side of Pentz Road (all access and emergency services are provided by the Town of Paradise).	
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**MANAGEMENT AND OPERATIONS**

28	Please provide a copy of your department's organizational chart.	X	YES	Provided	<a href="#">Organization Chart - public works.doc</a>
29	Please provide a copy of your mission statement or similar statement of goals.	X	YES	See Attached Budget.	<a href="#">Budget - PW 06-07, p169-192.pdf</a>
30	Are there any areas within your service area which are also served by another provider?	X	YES	Caltrans maintains State Hwy 191, Butte County Public Works services outlying areas both above and below paradise.	
31	Do you jointly serve any areas with other providers?	X	YES	No	
32	Do you participate in any information sharing with other providers regarding practices, operations, or other aspects of service provision?	X	YES	Yes - we do "informally" assist Butte County with snow removal across the "Magalia Dam". Interview response: jointly serve any areas with service providers. Information sharing. This dam is in the county, traffic will come in surges when it snows.	
33	What cost avoidance measures do you utilize?	X	YES	Safety meetings/training to minimize workers comp injuries, utilize mutual aid to augment our workforce during emergencies, do much of our engineering and construction inspection/admin in-house,	
34	How do you ensure compliance with changing laws related to the provision of your service?	X	YES	Involved in APWA, League of Ca Cities, ASCE, and MSA	
35	Are you a participant in any Joint Powers Agreement (JPA) or other agreement to share service or facilities?	X	YES	Public Works - no.	
36	What other information do you think would help us understand your operations better with regard to management and operational efficiencies?	X	YES		



Butte LAFCo					
Town of Paradise Service Provider Review					
COMMUNITY DEVELOPMENT					
<a href="#">Town of Paradise CDD Dept. Response.htm</a>					
#	Question	Community Development <sup>2</sup>	Adequate Response Provided	Information Received	Link to Document
<b>PHYSICAL SYSTEMS AND INFRASTRUCTURE</b>					
1	Please provide documentation on existing conditions and facilities.	X	YES	Interview Response: online permitting program, infrastructure, vehicles, computers, software	Paradise interviews\AI McGreehan_2007_05_09.wav
2	What long-range planning documents do you maintain? Please provide a copy of any Master Plan, Capital Improvements Program (CIP), and/or infrastructure plans you have.	X	YES	Interview Response: long range planning documents, municiple codes, town bicycle plan, is updated every 5-10 years, parks and rec plans	
3	Please provide a copy of the Town's General Plan (including the Housing Element) and any available information related to growth plans.	X	YES	the plan was adopted in 1994, the housing element has been updated with the latest of 2007. The general plan has been amended here and there in the past, but we can do a comprehensive plan update or we could readopt because the town is not growing at the population rate we anticipated.	Hard copies provided.
4	Please provide demand projections for your department in 5-year increments over the next 20 years.	X	YES	Our department does not generate demand projections in 5-year increments or for a 20-year period.	
5	Please explain your projection methods. Do you utilize local land use plans in your projections, or are they based on historic growth and usage?	X	YES	We use the town's adopted Paradise General Plan [a copy is forthcoming].	<a href="http://www.townofparadise.com/com_dev/planning.html">http://www.townofparadise.com/com_dev/planning.html</a>
6	What do you see as the biggest concerns for continued growth and successful provision of service within your service boundaries and likely future service area?	X	YES	Our biggest concerns are with securing appropriate financing to sustain the provision of town services, etc., particularly given the constraints currently in place due to existing State laws.	
7	What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?	X	YES	The major constraints within this department and its operations are the lack of adequate staffing and resources. A pending factor that could cause a change in service is the eventual retirement of the department director within the next two or three years.	
8	Have you had any Environmental Impact Reports (EIRs) or other environmental documents prepared for recent activities? Please provide a copy of any such reports.	X	YES	The most recent EIR is associated with the Paradise Community Village project. Your firm already has accessed this draft EIR document.	Need to get copy of document
9	Please provide information on the plans and regulatory requirements that govern your provision of service.	X	YES	Most regulatory requirements that govern the provision of service by this department are contained within the Paradise Municipal Code [PMC]. You can view the PMC on line on the Town's web site.	<a href="http://www.townofparadise.com/com_dev/planning.html">http://www.townofparadise.com/com_dev/planning.html</a>
12	What are the biggest constraints to future expansions to serve a growing population?	X	YES	The biggest constraint to future expansions to serve a growing population is the severe social/political challenge to secure a constant and reliable local source of town services funding.	
13	What other information do you think would help us understand your operations better with regard to physical systems and infrastructure?	X	YES		

Butte LAFCo					
Town of Paradise Service Provider Review					
COMMUNITY DEVELOPMENT					
<a href="#">Town of Paradise CDD Dept. Response.htm</a>					
#	Question	Community Development <sup>2</sup>	Adequate Response Provided	Information Received	Link to Document
<b>FINANCES AND RATES</b>					
16	Please provide a copy of your current rates and fees charged.	X	YES	On April 24, 2007, the Town Council adopted an updated and revised "master services fees schedule" [Town Resolution No. 07-09]. Please contact the Town Clerk and request copy of the document be sent to your firm as an attachment with an e-mail communication.	<a href="#">Community Development\FY07-08Goals.doc</a>
<b>LOCAL GOVERNANCE AND BOUNDARIES</b>					
23	Who is responsible for compliance of Town activities with the Brown Act (public meeting and disclosure laws)? Do you meet all requirements of the Brown Act in your operations?	X	YES	The CDD department director (with assistance from the CDD/PW Office Supervisor) oversees compliance of Planning Commission and Planning Director activities with the Brown Act.	
24	How many members of the public attend a typical meeting of the Town Council?	X	YES	Public attendance at a typical Town Council meeting averages between 12 to 30 people.	
25	How does the Town seek to involve the public in its meetings?	X	YES	Please refer to response to this question received from the Town Clerk	See Townclerks response
26	Do you feel that the Town's current boundaries are appropriate for the services the Town provides? If not, please explain how the Town's boundaries should be modified.	X	YES	The Town's current boundaries are not appropriate for the services it provides. Due to the existing topographic conditions and road network located upon the immediate ridge area the town's boundaries should be slightly modified to expand to include a few more rural residential properties abutting its northwest and eastern periphery. In addition approximately 24-26 properties presently developed with suburban type land uses and located within the 1,800 feet of the Town's southeast boundary and near lower Pentz Road should be annexed.	
27	Do you feel that the Town's current Sphere of Influence is appropriate for the services the Town provides? If not, please explain how the Town's Sphere of Influence should be modified.	X	YES	The current Sphere of Influence is overly ambitious for the Town of Paradise. Consideration should be given to modify it to possibly remove some land areas located above the Town of Paradise and greater than 3-miles distance beyond the town's north boundary.	
<b>MANAGEMENT AND OPERATIONS</b>					
28	Please provide a copy of your department's organizational chart.	X	YES	No department organization chart presently exists. However, a chart will be created next week and sent to your firm.	<a href="#">Community Development/flow_chart.jpg</a>



**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**COMMUNITY DEVELOPMENT**

[Town of Paradise CDD Dept. Response.htm](#)

#	Question	Community Development <sup>2</sup>	Adequate Response Provided	Information Received	Link to Document
29	Please provide a copy of your mission statement or similar statement of goals.	X	NO	Interview Response, sent us the copies of the different departments mission statements and wants us to create one cohesive one.	
30	Are there any areas within your service area which are also served by another provider?	X	YES	BCAG: they do the transportation planning for the cities and county of Butte. They do more of the comprehensive planning.	
31	Do you jointly serve any areas with other providers?		YES	Mutal Aid agreement with Fire: attempted a solid waste provider switch, however county dropped out.	
32	Do you participate in any information sharing with other providers regarding practices, operations, or other aspects of service provision?	X	YES	This department annually participates in information sharing with the following service providers: the Paradise Irrigation District [PID]; the Paradise Recreation & Park District [PRPD]; the Paradise Unified School District [PUSD]; and the County of Butte.	
33	What cost avoidance measures do you utilize?	X	YES	Cost avoidance measures? Please cite some examples. <b>Interview Response:</b> lost personnel over the years and each employee has been allocated a percentage of hours to CD and PW. Online permitting service; new civic center, everyone will be located in the same area.	
34	How do you ensure compliance with changing laws related to the provision of your service?	X	YES	League of California Cities; AI keeps current by attending workshops and conferences, reading publications; joint meetings with Chico; BCAG technical advisory committee; Butte County special Districts Association (since he is on Rec & Park Board)	
35	Are you a participant in any Joint Powers Agreement (JPA) or other agreement to share service or facilities?	X	YES	Ad Hoc committee to meet from time to time about the ridge. To find common interests that would be beneficial for the community as a whole, the use of standard details such as road standards that will be supplied that will be in our SOI. Different items are going to be looked at like out door burning	
36	What other information do you think would help us understand your operations better with regard to management and operational efficiencies?	X	YES		



**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**HOUSING SUPPORT**

[g.](#)

#	Question	Housing Support	Adequate Response Provided	Information Received	Link to Document
<b>PHYSICAL SYSTEMS AND INFRASTRUCTURE</b>					
2	What long-range planning documents do you maintain? Please provide a copy of any Master Plan, Capital Improvements Program (CIP), and/or infrastructure plans you have.	X	YES	The Business and Housing Services Division of the Office of the Town Manager administers the Community development Block Grant Program. The Community Development Block Grant Program is funded by the U.S. Department of Housing and Urban Development. Participation in the DDBG Program requires the adoption of certain planning documents. The Consolidated Plan provides program goals and objectives for the 2005-2010 Planning Period. Within that planning period, the Council adopts Annual Action plans. A copy of the 2005-2010 Consolidated Plan and the Annual Action Plans can be provided if you believe that information is germane to the MSR. In addition the CDBG Program, the Division is responsible for the implementation of the housing and business assistance components of the redevelopment plan.	Need copy of 2005-2010 Consolidated Plan and Annual Action Plans
4	Please provide demand projections for your department in 5-year increments over the next 20 years.	X	YES	the Redevelopment Agency will be developing the required incremental housing and non-housing development plans in the near future. Those incremental plans will be established objectives for the agency; however, it is my understanding that they will only cover a 5-year planning period. A project demand for the housing and business assistance programs in 5 10 year increments for the next 20 years cannot be provided at this time.	
5	Please explain your projection methods. Do you utilize local land use plans in your projections, or are they based on historic growth and usage?	X	YES	Not applicable	
6	What do you see as the biggest concerns for continued growth and successful provision of service within your service boundaries and likely future service area?	X	YES	funding: HOME is competitive, CDBG funding has been decreasing, RDA is tax increment funding through property taxes	Dennis Ivey_2007_05_09.dvf
7	What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?	X	YES	Funding for on-site sanitation; as it is the home owners responsibility to fix the septic systems when they break, they can be quite expensive. It is an extra constraint in the housing development departments	

**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**HOUSING SUPPORT**

[g.](#)

#	Question	Housing Support	Adequate Response Provided	Information Received	Link to Document
8	Have you had any Environmental Impact Reports (EIRs) or other environmental documents prepared for recent activities? Please provide a copy of any such reports.	X	YES	Paradise Community Development (involves parks/school district/ boys and girls club/soccer program/youth for change/charter school); a combination of rental housing and single family homes with a community center.	
9	Please provide information on the plans and regulatory requirements that govern your provision of service.	X	YES	California Redevelopment Law and the CDGB & HOME program requirements	
12	What are the biggest constraints to future expansions to serve a growing population?	X	YES	Not necessarily growing, but demographics are changing (population that qualifies for housing assistance programs is relatively stable)	
13	What other information do you think would help us understand your operations better with regard to physical systems and infrastructure?	X	YES	Our community has been on the ridge for sometime and has an eclectic mix of homes, this community is linked to Chico, limited housing stock, annexation of shopping center area, community retirees brought a close the gate mentality that has been hard to change, Heaven's annexation moving forward as well.	

**FINANCES AND RATES**

**LOCAL GOVERNANCE AND BOUNDARIES**

26	Do you feel that the Town's current boundaries are appropriate for the services the Town provides? If not, please explain how the Town's boundaries should be modified.	X	YES	The Paradise Ridge has a population approaching 50,000 residents. While the majority of those residents live in the Town of Paradise, the unincorporated areas of Magalia and Stirling City continue to grow and evolve from the traditional "retirement" communities toward a younger, more active demographic. In addition, the availability of rental property in the unincorporated areas attracts still another demographic to the Ridge. As a result of growth and changing demographic both in town and in the outlying areas, the demand for services is changing and growing. Some of the demand is for social services programs that may or may not be offered by the County. Still more of the demand is felt in public safety. The bottom line is this - we are a service area, a market area of 50,000; we are a property tax base of around 12,000 homes and a sales tax base that bleeds nearly 55 cents of every retail dollar to Chico.	The growth and changing demographics of the Ridge have a direct impact on the Town's infrastructure, public safety service levels, Town assistance programs, and other community based programs. However, there is little or no way to capture funds to offset these burgeoning impacts.
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**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**HOUSING SUPPORT**

[g.](#)

#	Question	Housing Support	Adequate Response Provided	Information Received	Link to Document
<b>MANAGEMENT AND OPERATIONS</b>					
28	Please provide a copy of your department's organizational chart.	X	YES	See town organizational chart. In addition, the BHS has one part-time housing program staff and one part-time administrative support staff position.	
29	Please provide a copy of your mission statement or similar statement of goals.	X	YES	The Consolidated Plan provides a partial mission statement for the Division. The redevelopment plan may also provide a partial statement.	
32	Do you participate in any information sharing with other providers regarding practices, operations, or other aspects of service provision?	X	YES	Yes	
33	What cost avoidance measures do you utilize?	X	YES	Not applicable	
34	How do you ensure compliance with changing laws related to the provision of your service?	X	YES	Our major grant programs have assigned state and federal staffs that communicate changes in program regulations. Most grant programs offer annual trainings that cover program changes.	
36	What other information do you think would help us understand your operations better with regard to management and operational efficiencies?	X	YES	Any analysis of the organizations should look at the staffing levels vis a vis the caseload and project load. The number and complexity of programs and projects implemented by such a small staff is truly remarkable.	



Butte LAFCo					
Town of Paradise Service Provider Review					
POLICE					
<a href="#">Butte LAFCo Question Responses.doc</a>					
#	Question	Police	Adequate Response Provided	Information Received	Link to Document
<b>PHYSICAL SYSTEMS AND INFRASTRUCTURE</b>					
1	Please provide documentation on existing conditions and facilities.	X	YES	See Survey Response Document	<a href="#">Butte LAFCo Question Responses.doc</a>
4	Please provide demand projections for your department in 5-year increments over the next 20 years.	X	YES	See Survey Response Document	<a href="#">Butte LAFCo Question Responses.doc</a>
5	Please explain your projection methods. Do you utilize local land use plans in your projections, or are they based on historic growth and usage?	X	YES	We base our projections on historical crime statistics and the trends gleaned from the statistics. The statistics include all calls for service to the Paradise Police Department, proactive field work, and counter reports	
6	What do you see as the biggest concerns for continued growth and successful provision of service within your service boundaries and likely future service area?	X	YES	The biggest concern is acquiring the funding for additional staff to address service needs of the growing community. Once an added Police Officer position is authorized and approved by Town Council; it takes over a year to recruit, hire, and train the Police Officer to fill the position as a solo officer. To be successful in the recruitment of this position, we must remain competitive with other local agencies with our salaries and benefits. Currently, we have one of the lowest salary levels in Butte County	<a href="#">Statistic Report.xls</a>
7	What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?	X	YES	Our staffing levels have diminished over the past 4-5 years. We have had Police Officers retire and most recently two Police Officers left to work for hirer paying Butte County agencies. These vacancies have impacted the level of service we are able to provide our community and have increased the fatigue factor of our current employees. A continuance of our losses will further diminish our ability to address the community's needs.	
9	Please provide information on the plans and regulatory requirements that govern your provision of service.	X	YES	The Town has recognized the need to increase the income of the Town Government through retail sales. The Town supports the Gateway project, which is anticipated to increase the General Fund revenues to the Town about \$200,000 to \$250,000 for the first year. Town Hall may provide additional information in this area.	
12	What are the biggest constraints to future expansions to serve a growing population?	X	YES	As answered in question 6, 7, and 10; increase revenue to the Town to support the infrastructure. Remain competitive with wages and benefits to retain current employees and assist in recruitment for new employees	
13	What other information do you think would help us understand your operations better with regard to physical systems and infrastructure?	X	YES	To truly understand our position and operational needs, a consultant would need to schedule a tour of the Department and schedule several ride-a-longs with different officers.	

Butte LAFCo					
Town of Paradise Service Provider Review					
POLICE					
<a href="#">Butte LAFCo Question Responses.doc</a>					
#	Question	Police	Adequate Response Provided	Information Received	Link to Document
<b>FINANCES AND RATES</b>					
<b>LOCAL GOVERNANCE AND BOUNDARIES</b>					
26	Do you feel that the Town's current boundaries are appropriate for the services the Town provides? If not, please explain how the Town's boundaries should be modified.	X	YES	Yes, in order to expand the current boundaries, which would in-turn increase the volume of service requested from the community; the appropriate staffing levels would have to be increased to meet the community's needs	
<b>MANAGEMENT AND OPERATIONS</b>					
28	Please provide a copy of your department's organizational chart.	X	YES	See Attached	<a href="#">Police Organizational Chart.doc</a>
29	Please provide a copy of your mission statement or similar statement of goals.	X	YES	See Attached	<a href="#">Paradise Police Department Mission Statement.doc</a>
30	Are there any areas within your service area which are also served by another provider?	X	YES	No	
31	Do you jointly serve any areas with other providers?	X	YES	No	
32	Do you participate in any information sharing with other providers regarding practices, operations, or other aspects of service provision?	X	YES	Yes. We are a member of the Butte Intra-agency Task Force (BINTF) for narcotics related enforcement	
33	What cost avoidance measures do you utilize?	X	YES	We aggressively pursue Federal and State grants to offset the cost of operations. We also seek reimbursements for training, equipment, and State required operation costs.	
34	How do you ensure compliance with changing laws related to the provision of your service?	X	YES	We contract with the following entities to ensure compliance: • JPA • POST • Gregory Bragg & Associates • State Legislation up-dates •Legal Periodicals	
35	Are you a participant in any Joint Powers Agreement (JPA) or other agreement to share service or facilities?	X	YES	No, the town participates in a JPA for insurance and risk management only	
36	What other information do you think would help us understand your operations better with regard to management and operational efficiencies?	X	YES	Review a copy of the POST Management Study of the Paradise Police Department (December 20, 2005). See attached summary.	<a href="#">POST Management Consultation.doc</a>



**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**FIRE**

[Fire MSR survey - 4\\_12\\_07.xls](#)

#	Question	Fire	Adequate Response Provided	Information Received	Link to Document
<b>PHYSICAL SYSTEMS AND INFRASTRUCTURE</b>					
1	Please provide documentation on existing conditions and facilities.	X	YES	See attached -Copy to follow of the last risk analysis.	<a href="#">fc 1.pdf</a>
4	Please provide demand projections for your department in 5-year increments over the next 20 years.	X	YES	See attached -Copy of "DRAFT" fire master plan being developed by the County Fire Chiefs. This plan has not been reviewed by any political bodies and is still in the review phase with the chief's association.	<a href="#">fc 2.pdf</a>
5	Please explain your projection methods. Do you utilize local land use plans in your projections, or are they based on historic growth and usage?	X	YES	Our population growth rate is less than 2%, our demands would probably be similar. Paradise, for the most part, is built-out, with the exception of a few small tracts of land.	<a href="#">fc 3.pdf</a>
6	What do you see as the biggest concerns for continued growth and successful provision of service within your service boundaries and likely future service area?	X	YES	Biggest concern is fiscal - how to pay for the ever increasing cost of providing services. The Town sees the age demographic changing to an older population, which will require an increase in EMS services.	
7	What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?	X	YES	Major Constraint - fiscal challenges, and legislative challenges (keeping sacramento politicians away from our very limited funding sources). Stable funding sources like business licenses that generate reliable cash flow. Implementation of local sales tax.	
9	Please provide information on the plans and regulatory requirements that govern your provision of service.	X	YES	OSHA, California Fire Code, Nation Fire Protection Association	
12	What are the biggest constraints to future expansions to serve a growing population?	X	YES	In Paradise, funding, It all come back to a reliable funding source without state take aways or increased demands on the local budget.	
13	What other information do you think would help us understand your operations better with regard to physical systems and infrastructure?	X	YES	Our three stations are over 40 years old with out a major remodel. Station 1 will be replaced when the Town builds it's new civic center. Station 2 should be replaced when the South East secific is implemented and devepolment begins. It is the oldest station and sits in the middle of an intersection. Station 3 is current uninhabited due to a mold issue. The Town is current in the process of rlocatingthe station to a new site. Temporary quarters have been established with CDF on their property in a single wide mobilehome.	

**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**FIRE**

[Fire MSR survey - 4\\_12\\_07.xls](#)

#	Question	Fire	Adequate Response Provided	Information Received	Link to Document
<b>FINANCES AND RATES</b>					
<b>LOCAL GOVERNANCE AND BOUNDARIES</b>					
26	Do you feel that the Town's current boundaries are appropriate for the services the Town provides? If not, please explain how the Town's boundaries should be modified.	X	YES	Some of our boundaries are somewhat illogical - such as on the east side of Pentz Road (all access and emergency services are provided by the Town of Paradise). This question comes back to finances, if we have more area to cover will the fees generated cover the cost of the services provided.	
<b>MANAGEMENT AND OPERATIONS</b>					
28	Please provide a copy of your department's organizational chart.	X	YES	See attached Chart	<a href="#">fc 4.pdf</a>
29	Please provide a copy of your mission statement or similar statement of goals.	X	YES	See attached Statement and 5 year goals statement	<a href="#">fc 5.pdf</a>
30	Are there any areas within your service area which are also served by another provider?	X	YES	Through Mutual Aid, Automatic aid and Mutual Threat Zone agreements CALFIRE, U.S. Forest Service and other surrounding local government agency fire department respond to emergencies in the Town of Paradise.	
31	Do you jointly serve any areas with other providers?	X	YES	Through Mutual Aid, Automatic aid and Mutual Threat Zone agreements the Paradise fire department responds to emergencies in other areas of the county state and nation.	
32	Do you participate in any information sharing with other providers regarding practices, operations, or other aspects of service provision?	X	YES	Yes, We are members of the Butte County Chiefs Association, BC Training Officers Association, BC interagency Rescue Team, BC Arson Task Force, BC Interagency Haz Mat Team, Critical Incident Stress Debrief Team,	
33	What cost avoidance measures do you utilize?	X	YES	Safety meetings/training to minimize workers comp injuries, utilize mutual aid to augment our workforce during emergencies, Grants for equipment and fuel breaks, looking at a grant for personnel (SAFER)	
34	How do you ensure compliance with changing laws related to the provision of your service?	X	YES	Membership in Calchiefs, NFFPA, Butte County Fire Chiefs, BCTO's	
35	Are you a participant in any Joint Powers Agreement (JPA) or other agreement to share service or facilities?	X	YES	JPA for HaZ Mat Team, Shared Facilities with CALFIRE	

**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**FIRE**

[Fire MSR survey - 4\\_12\\_07.xls](#)

#	Question	Fire	Adequate Response Provided	Information Received	Link to Document
36	What other information do you think would help us understand your operations better with regard to management and operational efficiencies?	X	YES	<p>Our Department operates Three fire stations, maintains the towns vehicle fueling system, operates 13 emergency response vehicles, (6 engines, 1 truck, 1 squad, 4 staff vehicles 1 breathing support), over see fuel reduction projects, conduct 250-500 hydrant flow per yr., maintain required state and federal training as well as required departmental training, with a suppression staff of 24 (3 admin), Prevention department conducts hazard abatement program, life safety inspections, license care facilities, Plan checks, site reviews, development reviews, and work site inspection services with a staff of 1 fulltime and 3 parttime personnel. The Department admin assistant answers all public phones, and front counter traffic, manages the accounts payable and receiveable for the department, formats and word process documents from the Admin and Prevention divisions, with 1 parttime assistant. The department is authorized to have 25 volunteer firefighters currently we have 20.</p>	



**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**FINANCE**

#	Question	Finance	Adequate Response Provided	Information Received	Link to Document
<b>PHYSICAL SYSTEMS AND INFRASTRUCTURE</b>					
6	What do you see as the biggest concerns for continued growth and successful provision of service within your service boundaries and likely future service area?	X	YES	Staffing: currently understaffed and has a predominately part time staff. They have received new software. Ramifications: slow payments to outside vendors, payroll, causes increased errors. As line departments increase, impacts Finance. Decentralization has helped (purchasing invoices) (staff in line departments)	
7	What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?	X	YES	Comments located above	
9	Please provide information on the plans and regulatory requirements that govern your provision of service.	X	YES	RDA Reporting, State controller reports, Statement of Indebtedness (to County Auditor-controller). Paradise is incorporated by the State. The county is the collection agency.	
<b>FINANCES AND RATES</b>					
14	Please provide copies of the past three financial audits conducted for Town operations. Please provide a copy of the last three controller's reports.	X	YES	Follow up with the past 3 Audits	<a href="#">Finance\Town Audits.pdf</a>
15	Please provide a copy of the FY07-08 budget when available.	X	YES	Available in June	
16	Please provide a copy of your current rates and fees charged.	X	YES	get rate/fee schedule from AI or Town Clerk	<a href="#">Finance\Fee Schedule.pdf</a>
17	What grants or debt financing has the Town used to finance improvements or operations?	X	YES	First debt this year: pension obligation bonds; operating capital leases, Grants: RDA (Lauren Gill or Dennis Ivey) Grants can be pursued by line departments with is decentralized so each department should be asked and interviewed.	
18	How does the Town anticipate Proposition 218 will limit the Town's ability to charge rates sufficient to cover service costs?	X	YES	Get nexus support to justify nominal rate increases - reasonable rate increases (COLA). The rate increases are frequent but small amounts. Prop 218 is definitely a stumbling block, could be problematic with substantial growth (police/fire) - operations vs. facilities.	
19	What insurance does the Town maintain for professional activities? Does the Town participate in pooled insurance programs?	X	YES	Northern California Cities Self Insurance Fund-liability, Workers Comp	
20	When are controller's reports submitted to the County Auditor-Controller's Office?	X	YES	They are submitted to the state as previously discussed.	

**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**FINANCE**

#	Question	Finance	Adequate Response Provided	Information Received	Link to Document
21	Has the Town been able to accomplish all recommendations from recent audits and management letters?	X	YES	Recommondations for improvements: seperation of duties (problem/less than ideal), auditors prefer (findings on seperation of duties), decentralized cash receipting system, fixed assets under control based on recommendations (NWS, new world systems) which is a web based platform), dispersment budget cash	
22	What other information do you think would help us understand your operations better with regard to finances and rates?	X	YES	Would like centralized purchasing, cash receipting: town's employees enter time through web/electronic; would like full time people vs. part time (more efficient, helps in recruiting, part timers, leave more often)	
<b>LOCAL GOVERNANCE AND BOUNDARIES</b>					
<b>MANAGEMENT AND OPERATIONS</b>					
28	Please provide a copy of your department's organizational chart.	X	YES	Get from AI	<a href="#">Finance\Organizational Chart.pdf</a>

**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**TOWN CLERK**

[Town Clerk\Town Clerk Dept Response.doc](#)

#	Question	Required	Adequate Response Provided	Information Received	Link to Document
<b>PHYSICAL SYSTEMS AND INFRASTRUCTURE</b>					
6	What do you see as the biggest concerns for continued growth and successful provision of service within your service boundaries and likely future service area?	X	YES	Public Safety, roads and onsite infrastructure.	
7	What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?	X	YES	No major constraints in the Town Clerk Department at present. Factors that would cause change in service would be controversial issues that would cause requests for information that required research of archived records; citizen initiatives that might create a need for a special election; special meetings for non-routine business.	
9	Please provide information on the plans and regulatory requirements that govern your provision of service.	X	YES	The Town Clerk is required to follow the open meeting laws set forth in the Government, which is often referred to as the "Brown Act." The intent of the legislation to ensure that deliberations and action of a legislative body be taken openly and that all person be permitted to attend any meeting except as otherwise provided in the law. Agendas must be posted 72 hours in advance of a meeting and information made available to the Council must also be available to the public.	
11	Have you had any actions taken against you by regulatory agencies within the last 10 years, including Cease and Desist orders or fines? Please specify.	X	YES	None.	
<b>FINANCES AND RATES</b>					
19	What insurance does the Town maintain for professional activities? Does the Town participate in pooled insurance programs?	X	YES	Northern California Cities Self Insurance Fund – Liability Claims	
21	Has the Town been able to accomplish all recommendations from recent audits and management letters?	X	YES	Yes.	

**Butte LAFCo**  
**Town of Paradise Service Provider Review**  
**TOWN CLERK**

[Town Clerk\Town Clerk Dept Response.doc](#)

#	Question	Required	Adequate Response Provided	Information Received	Link to Document
<b>LOCAL GOVERNANCE AND BOUNDARIES</b>					
23	Who is responsible for compliance of Town activities with the Brown Act (public meeting and disclosure laws)? Do you meet all requirements of the Brown Act in your operations?	X	YES	The Town Clerk and the Town Attorney are responsible for Town Council meeting compliance with the Brown Act; the Community Development Department Office Supervisor and CDD Director are responsible for the Planning Commission compliance with the Brown Act.	
24	How many members of the public attend a typical meeting of the Town Council?	X	YES	Ten to thirty.	
25	How does the Town seek to involve the public in its meetings?	X	YES	The agenda is posted in and sent to local media. As of January 2007 an electronic agenda and agenda packet are posted on the Town's website. Public notices (pursuant to the Government Code) are published to advertise certain types of hearings. This agency meets the requirements of the Brown Act.	
<b>MANAGEMENT AND OPERATIONS</b>					
28	Please provide a copy of your department's organizational chart.	X	YES	See flow chart.	<a href="#">FLOWCHART1A-2006.doc</a>
35	Are you a participant in any Joint Powers Agreement (JPA) or other agreement to share service or facilities?	X	YES	Northern California Cities Self Insurance Fund – administered by Gregory B. Bragg & Associates	



## **TOWN CLERK RESPONSE TO QUAD KNOPF RE MUNICIPAL SERVICES REVIEW**

### **PHYSICAL SYSTEMS AND INFRASTRUCTURE**

Question #6: Public Safety, roads and onsite infrastructure.

Question #7: No major constraints in the Town Clerk Department at present. Factors that would cause change in service would be controversial issues that would cause requests for information that required research of archived records; citizen initiatives that might create a need for a special election; special meetings for non-routine business.

Question #9: The Town Clerk is required to follow the open meeting laws set forth in the Government, which is often referred to as the "Brown Act." The intent of the legislation to ensure that deliberations and action of a legislative body be taken openly and that all person be permitted to attend any meeting except as otherwise provided in the law. Agendas must be posted 72 hours in advance of a meeting and information made available to the Council must also be available to the public.

Question #11: None.

### **FINANCES AND RATES**

Question #19: Northern California Cities Self Insurance Fund – Liability Claims

Question #21: Yes.

### **LOCAL GOVERNANCE AND BOUNDARIES**

Question #23: The Town Clerk and the Town Attorney are responsible for Town Council meeting compliance with the Brown Act; the Community Development Department Office Supervisor and CDD Director are responsible for the Planning Commission compliance with the Brown Act.

Question #24: Ten to thirty.

Question #25: The agenda is posted in and sent to local media. As of January 2007 an electronic agenda and agenda packet are posted on the Town's website. Public notices (pursuant to the Government Code) are published to advertise certain types of hearings. This agency meets the requirements of the Brown Act.

### **MANAGEMENT AND OPERATIONS**

Questions #28: See flow chart.

Question #35: Northern California Cities Self Insurance Fund – administered by  
Gregory B. Bragg & Associates



## MEMORANDUM

**To:** Jeff Foster, Senior Planner Quad Knopf

**From:** Gerald W. Carrigan, Chief of Police

**Subject:** Butte LAFCo Survey

**Date:** April 24, 2007

### **1. Please Provide documentation on existing conditions and facility.**

The Paradise Police Department was established in 1980, manned with Lateral Police Officers that were hired from around the State. Because of this factor the Department has experienced a large number of the original officers reaching retirement age and have retired, leaving the Department with a shortage for the past three years. Coupled with the increased calls for service, which has risen to a yearly average of over 30,000 calls per year, this has put an excessive burden on our remaining employees. The Department estimates by November 2007, the man power issue may be resolved. We will be hiring four trainees from the local Law Enforcement Academy on June 8, 2007, and they will be fully trained by the November date. This estimation is not accounting for any unforeseen retirements or resignations.

The current Police facility was built in 1980. The building was built to a residential standard and would not meet the standard for today's public emergency facility. We have experienced an increase in maintenance costs for the 27 year old building. Although we have re-roofed and resided the exterior of the building, we are still plagued with water leaks, which jeopardizes the health of our employees and the electronic equipment housed in the facility. In addition to maintenance, the Police Department has out grown the building and the Town has made plans to construct a new Police and Fire facility, but this is only in the conceptual stage of planning.

2. N/A

3. N/A

4. **Please provide demand projections for your department in 5-year increments over the next 20 years.**

There are a variety of influences that impact the demand for police services that are difficult to predict. For instances, the State Legislation has place many demands and mandates for dealing with certain crimes, which takes officers additional time to bring the case to a resolve. It is also difficult to predict crime trends, which provide demands on the department. We have documented statistical data that gives us a general idea of current crime trends, but it is difficult to attach this data to a rise in population or economical status of its citizens.

The P.O.S.T. (Commission on Police Officer Standards & Training) management study was conducted for the Paradise Police Department to assist us in evaluating our current status and in making predictions for the near future. In summary, based on the current demands placed on the Department, the study supports our goal of increasing our daily/nightly patrol staff from a supervisor and two patrol officers to a supervisor and three patrol officers. To reach this goal our Department must increase the Sworn Officer allocation from 25 to 27. The Town Manager via the Town Council has assisted us in reaching this goal by allowing us to hire the 26<sup>th</sup> officer in FY06/07, and will go to Town Council for approval on May 8, 2007. The 27<sup>th</sup> Sworn position has been deferred to the FY07/08 mid-year budget review for consideration.

**Year 1 to 5:** Increasing Sworn personal from 25 sworn to 27, train new employees to the level of solo officer. Comply with POST recommended advanced officer training for our current employees. Conduct further research/development of plans for new Public Safety facility. Continue the process of complying with Federal Communication Commission regulation on converting our radio system from a wide-band frequency to a narrow-band system. Survey the adaptability of Mobile Data Terminals (MDT's) for our patrol units in our area. Continue to update and upgrade computer systems to stay contemporary with industrial standards. Prepare for annexation of the Gateway corridor (lower Skyway) and lower Pentz Road into the Town limits as additional service areas for the Police Department. Plan replacement of the Chief of Police in FY 2012.

**Year 6 to 10:** Continue to evaluate current status of operational demands for further expansion of Department to meet community needs. We estimate adding 3-5 sworn officers (from 27 to 30 or 32 officers) to accommodate possible annexation and expansion of Town limits. Comply with Federal Communication Commission regulation on converting our radio system from narrow-band to a digital system. Continue to update and upgrade computer systems to stay contemporary with industrial standards. Occupy new Public Safety building.

**Year 11 to 15:** Not sufficient time to complete staff work before April 24<sup>th</sup> due date.

**Year 16 to 20:** Not sufficient time to complete staff work before April 24<sup>th</sup> due date.

**5. Please explain your projection methods. Do you utilize local land use plans in your projections, or are they based on historical growth and usage.**

We base our projections on historical crime statistics and the trends gleaned from the statistics. The statistics include all calls for service to the Paradise Police Department, proactive field work, and counter reports.

**6. What do you see as the biggest concerns for continued growth and successful provisions of service within your service boundaries and likely future service area?**

The biggest concern is acquiring the funding for additional staff to address service needs of the growing community. Once an added Police Officer position is authorized and approved by Town Council; it takes over a year to recruit, hire, and train the Police Officer to fill the position as a solo officer. To be successful in the recruitment of this position, we must remain competitive with other local agencies with our salaries and benefits. Currently, we have one of the lowest salary levels in Butte County.

**7. What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?**

Our staffing levels have diminished over the past 4-5 years. We have had Police Officers retire and most recently two Police Officers left to work for hirer paying Butte County agencies. These vacancies have impacted the level of service we are able to provide our community and have increased the fatigue factor of our current employees. A continuance of our losses will further diminish our ability to address the community's needs.

**8. N/A**

**9. Please provide information on the plans and regulatory requirements that govern your provisions of service.**

The Town has recognized the need to increase the income of the Town Government through retail sales. The Town supports the Gateway project, which is anticipated to increase the General Fund revenues to the Town about \$200,000 to \$250,000 for the first year. Town Hall may provide additional information in this area.

**10. N/A**

**11. N/A**

**12. What are the biggest constraints to future expansions to serve a growing population?**

As answered in question 6, 7, and 10; increase revenue to the Town to support the infrastructure. Remain competitive with wages and benefits to retain current employees and assist in recruitment for new employees.

**13. What other information do you think would help us understand your operations better with regard to physical systems and infrastructure?**

To truly understand our position and operational needs, a consultant would need to schedule a tour of the Department and schedule several ride-a-longs with different officers.

14. N/A

15. N/A

16. N/A

17. N/A

18. N/A

19. N/A

20. N/A

21. N/A

22. N/A

23. N/A

24. N/A

25. N/A

**26. Do you feel that the Town's current boundaries are appropriate for the services the Town provides? If not, please explain how the Town's boundaries should be modified.**

Yes, in order to expand the current boundaries, which would in-turn increase the volume of service requested from the community; the appropriate staffing levels would have to be increased to meet the community's needs.

**27. N/A**

**28. Please Provide a copy of your department's organizational chart.**

See attached.

**29. Please provide a copy of your mission statement or similar statement of goals.**

See attached.

**30. Are there any areas within your services area which are also served by another provider?**

No.

**31. Do you jointly serve any areas with other providers?**

No.

**32. Do you participate in any information sharing with other providers regarding practices, operations, or other aspects of service provisions?**

Yes. We are a member of the Butte Intra-agency Task Force (BINTF) for narcotics related enforcement.

**33. What cost avoidance measures do you utilize?**

We aggressively pursue Federal and State grants to offset the cost of operations. We also seek reimbursements for training, equipment, and State required operation costs.



**34. How do you ensure compliance with changing laws related to provisions of your service?**

We contract with the following entities to ensure compliance:

- JPA
- POST
- Gregory Bragg & Associates
- State Legislation up-dates
- Legal Periodicals

**35. Are you a participant in any Joint Powers Agreement (JPA) or other agreement to share service or facility?**

No, the Town participates in a JPA for insurance and risk management only.

**36. What other information do you think would help us understand your operations better with regard to management and operational efficiencies?**

Review a copy of the POST Management Study of the Paradise Police Department (December 20, 2005). See attached summary.



TOWN OF PARADISE  
OFFICE OF THE TOWN MANAGER  
MEMORANDUM

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TO: AL MCGREEHAN, COMMUNITY DEVELOPMENT DIRECTOR  
FROM: DENNIS IVEY, ASSISTANT TOWN MANAGER **DI**  
SUBJECT: MUNICIPAL SERVICES REVIEW  
DATE: 5/9/2007  
CC: LAUREN GILL, BUSINESS AND HOUSING SERVICES DIRECTOR

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The following is provided in response to the MSR related questions posed to the Business and Housing Services Division:

**PHYSICAL SYSTEMS AND INFRASTRUCTURE**

2. What long range planning documents do you maintain?  

The Business and Housing Services Division of the Office of the Town Manager administers the Community Development Block Grant Program. The Community Development Block Grant Program is funded by the U.S. Department of Housing and Urban Development. Participation in the CDBG Program requires the adoption of certain planning documents. The Consolidated Plan provides program goals and objectives for the 2005-2010 planning period. Within that planning period, the Council adopts Annual Action Plans. A copy of the 2005-2010 Consolidated Plan and the Annual Action Plans can be provided if you believe that information is germane to the MSR.

In addition to the CDBG Program, the Division is responsible for the implementation of the housing and business assistance components of the redevelopment plan.
  
4. Please provide demand projections for your department in 5-year increments over the next 20 years.

The Redevelopment Agency will be developing the required incremental housing and non-housing development plans in the near future. Those

incremental plans will establish objectives for the agency; however, it is my understanding that they will only cover a 5-year planning period.

A projected demand for housing and business assistance programs in 5-year increments for the next 20 years cannot be provided at this time.

- 5. Not applicable.

### Local Governance and Boundaries

- 26. Do you feel the Town's current boundaries are appropriate for the services the Town provides?

The Paradise Ridge has a population approaching 50,000 residents. While the majority of those residents live in the Town of Paradise, the unincorporated areas of Magalia and Stirling City continue to grow and evolve from the traditional "retirement" communities toward a younger, more active demographic. In addition, the availability of rental property in the unincorporated areas attracts still another demographic to the Ridge.

As a result of growth and changing demographic both in town and in the outlying areas, the demand for services is changing and growing. Some of the demand is for social services programs that are provided by local non-profits. Some of the demand is for housing programs that may or may not be offered by the County. Still more of the demand is felt in public safety. The bottom line is this – we are a service area, a market area of 50,000; we are a property tax base of around 12,000 homes and a sales tax base that bleeds nearly 55 cents of every retail dollar to Chico.

The growth and changing demographics of the Ridge have a direct impact on the Town's infrastructure, public safety service levels, Town assistance programs, and other community based programs. However, there is little or no way to capture funds to offset these burgeoning impacts.

### Management and Operations

- 28. See town organizational chart. In addition, the BHS Division has one part-time housing program staff and one part-time administrative support staff position.

- 29. The Consolidated Plan provides a partial mission statement for the Division. The redevelopment plan may also provide a partial statement.

- 32. Yes.
- 33. Not applicable.
- 34. Our major grant programs have assigned state and federal staffs that communicate changes in program regulations. Most grant programs offer annual trainings that cover program changes.
- 36. Any analysis of the organizations should look at the staffing levels vis a vis the caseload and project load. The number and complexity of programs and projects implemented by such a small staff is truly remarkable.

Thank you for the opportunity to comment on the MSR. Please let me know if you need additional information.



Butte LAFCo Town of Paradise Service Provider Review								
#	Question	Public Works <sup>1</sup>	Community Development <sup>2</sup>	Housing Support	Police	Fire	Finance	Town Clerk
<b>PHYSICAL SYSTEMS AND INFRASTRUCTURE</b>								
1	Please provide documentation on existing conditions and facilities.	X	X		X	X		
2	What long-range planning documents do you maintain? Please provide a copy of any Master Plan, Capital Improvements Program (CIP), and/or infrastructure plans you have.	X	X	X				
3	Please provide a copy of the Town's General Plan (including the Housing Element) and any available information related to growth plans.		X					
4	Please provide demand projections for your department in 5-year increments over the next 20 years.	X	X	X	X	X		
5	Please explain your projection methods. Do you utilize local land use plans in your projections, or are they based on historic growth and usage?	X	X	X	X	X		
6	What do you see as the biggest concerns for continued growth and successful provision of service within your service boundaries and likely future service area?	X	X	X	X	X	X	X
7	What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?	X	X	X	X	X	X	X
8	Have you had any Environmental Impact Reports (EIRs) or other environmental documents prepared for recent activities? Please provide a copy of any such reports.	X	X	X				
9	Please provide information on the plans and regulatory requirements that govern your provision of service.	X	X	X	X	X	X	X
10	z	X						
11	Have you had any actions taken against you by regulatory agencies within the last 10 years, including Cease and Desist orders or fines? Please specify.							X
12	What are the biggest constraints to future expansions to serve a growing population?	X	X	X	X	X		
13	What other information do you think would help us understand your operations better with regard to physical systems and infrastructure?	X	X	X	X	X		
<b>FINANCES AND RATES</b>								
14	Please provide copies of the past three financial audits conducted for Town operations. Please provide a copy of the last three controller's reports.						X	
15	Please provide a copy of the FY07-08 budget when available.						X	
16	Please provide a copy of your current rates and fees charged.		X				X	
17	What grants or debt financing has the Town used to finance improvements or operations?						X	

See attached - Copy of Pvmt Mgmt System CIP Priority (No. 6), Copy of Master Storm Drain Study, Copy of Storm Drain Map, Copy of Budget 5 year CIP, Copy of maintained road mileage list.

See above - also see Clustered Wastewater System Master Plan on website at <http://www.townofparadise.com/publicworks/masterplan.pdf>

A little hard to quantify - as we provide many varied services (street maintenance, development engineering, and onsite sanitation services).

Our population growth rate is less than 2%, our demands would probably be similar. Paradise, for the most part, is built-out, with the exception of a few small tracts of land.

Biggest concern is fiscal - how to pay for the ever increasing cost of providing services

Major Constraint - fiscal challenges, and legislative challenges (keeping sacramento

None for Public Works activities.

NPDES/SWPPP's, AB 885 (Onsite), Env. Regulations (especially NEPA),  
Yes - Various Capital Improvement Projects have been designed, numerous studies prepared - we need to discuss to see exactly what you need (this could be a huge copying job).

No

In Paradise, funding, wastewater capacity, firm yield water supply (outside the current town limits)

We maintain about 100 centerline miles of streets, thousands of culverts, Oversee/regulate 14,000+ septic tanks, and approve construction of 1-2 million dollars of private developments each year, and answer questions/service 26,500 citizens - all with a staff of 14.

Butte LAFCo Town of Paradise Service Provider Review								
#	Question	Public Works <sup>1</sup>	Community Development <sup>2</sup>	Housing Support	Police	Fire	Finance	Town Clerk
18	How does the Town anticipate Proposition 218 will limit the Town's ability to charge rates sufficient to cover service costs?						X	
19	What insurance does the Town maintain for professional activities? Does the Town participate in pooled insurance programs?						X	X
20	When are controller's reports submitted to the County Auditor-Controller's Office?						X	
21	Has the Town been able to accomplish all recommendations from recent audits and management letters?						X	X
22	What other information do you think would help us understand your operations better with regard to finances and rates?						X	
<b>LOCAL GOVERNANCE AND BOUNDARIES</b>								
23	Who is responsible for compliance of Town activities with the Brown Act (public meeting and disclosure laws)? Do you meet all requirements of the Brown Act in your operations?		X					X
24	How many members of the public attend a typical meeting of the Town Council?		X					X
25	How does the Town seek to involve the public in its meetings?		X					X
26	Do you feel that the Town's current boundaries are appropriate for the services the Town provides? If not, please explain how the Town's boundaries should be modified.	X	X	X	X	X		
27	Do you feel that the Town's current Sphere of Influence is appropriate for the services the Town provides? If not, please explain how the Town's Sphere of Influence should be modified.		X					
<b>MANAGEMENT AND OPERATIONS</b>								
28	Please provide a copy of your department's organizational chart.	X	X	X	X	X	X	X
29	Please provide a copy of your mission statement or similar statement of goals.	X	X	X	X	X		
30	Are there any areas within your service area which are also served by another provider?	X	X		X	X		
31	Do you jointly serve any areas with other providers?	X			X	X		
32	Do you participate in any information sharing with other providers regarding practices, operations, or other aspects of service provision?	X	X	X	X	X		
33	What cost avoidance measures do you utilize?	X	X	X	X	X		
34	How do you ensure compliance with changing laws related to the provision of your service?	X	X	X	X	X		
35	Are you a participant in any Joint Powers Agreement (JPA) or other agreement to share service or facilities?	X	X		X	X		X
36	What other information do you think would help us understand your operations better with regard to management and operational efficiencies?	X	X	X	X	X		

This is not checked - but this is HUGE relative to Public Works. We are the only service provider that I know of that is not allowed to charge what it costs to provide service (i.e. maintenance of roadways). We are typically given "what is left over" after the Sacramento budget process is completed.

Some of our boundaries are somewhat illogical - such as on the east side of Pentz Road (all access and emergency services are provided by the Town of Paradise).

See Attached Budget.  
 Caltrans maintains State Hwy 191. Butte County Public Works services outlying areas both above and below paradise.  
 No  
 Yes - we do "informally" assist Butte County with snow removal across the "Magalia Dam".  
 Safety meetings/training to minimize workers comp injuries, utilize mutual aid to augment our workforce during emergencies, do much of our engineering and construction inspection/admin in-house,  
 Involved in APWA, League of Ca Cities, ASCE, and MSA  
 Public Works - no.

<sup>1</sup> Includes engineering, street maintenance, and onsite sanitation.  
<sup>2</sup> Includes planning, building, code enforcement, and solid waste management.



**From:** Jeff Foster  
**Sent:** Tuesday, June 19, 2007 4:18 PM  
**To:** Debey Grimes  
**Subject:** FW: Town of Paradise CDD Dept. Response to MSR Survey Questions

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**From:** McGreehan, Al [mailto:amcgreehan@townofparadise.com]  
**Sent:** Friday, April 27, 2007 1:38 PM  
**To:** Jeff Foster  
**Cc:** Schmidt, Dennis; Whalen, Suzanne; Gutierrez, Joanna; Ivey, Dennis  
**Subject:** Town of Paradise CDD Dept. Response to MSR Survey Questions

Responses to:

Question # 4: Our department does not generate demand projections in 5-year increments or for a 20-year period.

Question # 5: We use the town's adopted Paradise General Plan [a copy is forthcoming].

Question #6: Our biggest concerns are with securing appropriate financing to sustain the provision of town services, etc., particularly given the constraints currently in place due to existing State laws.

Question # 7: The major constraints within this department and its operations are the lack of adequate staffing and resources. A pending factor that could cause a change in service is the eventual retirement of the department director within the next two or three years.

Question #8: The most recent EIR is associated with the Paradise Community Village project. Your firm already has accessed this draft EIR document.

Question #9: Most regulatory requirements that govern the provision of service by this department are contained within the Paradise Municipal Code [PMC]. You can view the PMC on line on the Town's web site.

Question #12: The biggest constraint to future expansions to serve a growing population is the severe social/political challenge to secure a constant and reliable local source of town services funding.

Question #16: On April 24, 2007, the Town Council adopted an updated and revised "master services fees schedule" [Town Resolution No. 07-09]. Please contact the Town Clerk and request copy of the document be sent to your firm as an attachment with an e-mail communication.

Question #23: The CDD department director (with assistance from the CDD/PW Office Supervisor) oversees compliance of Planning Commission and Planning Director activities with the Brown Act.

Question #24: Public attendance at a typical Town Council meeting averages between 12 to 30 people.

Question #25: Please refer to response to this question received from the Town Clerk.

Question #26: The Town's current boundaries are not appropriate for the services it provides. Due to the existing topographic conditions and road network located upon the immediate ridge area the town's boundaries should be slightly modified to expand to include a few more rural residential properties abutting its northwest and eastern periphery. In addition approximately 24-26 properties presently developed with suburban type land uses and located within the 1,800 feet of the Town's southeast boundary and near lower Pentz Road should be annexed.

Question #27: The current Sphere of Influence is overly ambitious for the Town of Paradise. Consideration should be given to modify it to possibly remove some land areas located above the Town of Paradise and greater than 3-miles distance beyond the town's north boundary.

Question #28: No department organization chart presently exists. However, a chart will be created next week and sent to your firm.

Question #32: This department annually participates in information sharing with the following service providers: the Paradise Irrigation District [PID]; the Paradise Recreation & Park District [PRPD]; the Paradise Unified School District [PUSD]; and the County of Butte.

Question #33: Cost avoidance measures? Please cite some examples.

Butte LAFCo Town of Paradise Service Provider Review								
#	Question	Public Works <sup>1</sup>	Community Development <sup>2</sup>	Housing Support	Police	Fire	Finance	Town Clerk
<b>PHYSICAL SYSTEMS AND INFRASTRUCTURE</b>								
1	Please provide documentation on existing conditions and facilities.	X	X		X	X		
2	What long-range planning documents do you maintain? Please provide a copy of any Master Plan, Capital Improvements Program (CIP), and/or infrastructure plans you have.	X	X	X				
3	Please provide a copy of the Town's General Plan (including the Housing Element) and any available information related to growth plans.		X					
4	Please provide demand projections for your department in 5-year increments over the next 20 years.	X	X	X	X	X		
5	Please explain your projection methods. Do you utilize local land use plans in your projections, or are they based on historic growth and usage?	X	X	X	X	X		
6	What do you see as the biggest concerns for continued growth and successful provision of service within your service boundaries and likely future service area?	X	X	X	X	X	X	X
7	What are the major constraints within your department and operations at present? What factors are most likely to cause a change in service?	X	X	X	X	X	X	X
8	Have you had any Environmental Impact Reports (EIRs) or other environmental documents prepared for recent activities? Please provide a copy of any such reports.	X	X	X				
9	Please provide information on the plans and regulatory requirements that govern your provision of service.	X	X	X	X	X	X	X
10	Have you had any engineering studies completed within the last 10 years? If so, please provide a copy of any such studies.	X						
11	Have you had any actions taken against you by regulatory agencies within the last 10 years, including Cease and Desist orders or fines? Please specify.							X
12	What are the biggest constraints to future expansions to serve a growing population?	X	X	X	X	X		
13	What other information do you think would help us understand your operations better with regard to physical systems and infrastructure?	X	X	X	X	X		
<b>FINANCES AND RATES</b>								
14	Please provide copies of the past three financial audits conducted for Town operations. Please provide a copy of the last three controller's reports.						X	
15	Please provide a copy of the FY07-08 budget when available.						X	
16	Please provide a copy of your current rates and fees charged.		X				X	
17	What grants or debt financing has the Town used to finance improvements or operations?						X	
18	How does the Town anticipate Proposition 218 will limit the Town's ability to charge rates sufficient to cover service costs?						X	
19	What insurance does the Town maintain for professional activities? Does the Town participate in pooled insurance programs?						X	X
20	When are controller's reports submitted to the County Auditor-Controller's Office?						X	
21	Has the Town been able to accomplish all recommendations from recent audits and management letters?						X	X
22	What other information do you think would help us understand your operations better with regard to finances and rates?						X	

See attached -Copy to follow of the last risk analyst.

See attached -Copy of "DRAFT" fire master plan being developed by the County Fire Chiefs. This plan has not been reviewed by any political bodies and is still in the review phase with the chief's association. Our population growth rate is less than 2%, our demands would probably be similar. Paradise, for the most part, is built-out, with the exception of a few small tracts of land.

Biggest concern is fiscal - how to pay for the ever increasing cost of providing services. The Town sees the age demographic changing to an older population, which will require an increase in EMS services. Major Constraint - fiscal challenges, and legislative challenges (keeping sacramento politicians away from our very limited funding sources). Stable funding sources like business licenses that generate a reliable cash flow. Implementation of local sales tax.

OSHA, California Fire Code, Nation Fire Protection Association

In Paradise, funding, It all come back to a reliable funding source without state take aways or increased demands on the local budget.

Our three stations are over 40 years old with out a major remodel. Station 1 will be replaced when the Town builds it's new civic center. Station 2 should be replaced when the South East specific is implemented and devepolment begins. It is the oldest station and sits in the middle of an intersection. Station 3 is current uninhabited due to a mold issue. The Town is current in the process of flocatingthe station to a new site. Temporary quarters have been established with CDF on their property in a single wide mobilehome.

Butte LAFCo Town of Paradise Service Provider Review								
#	Question	Public Works <sup>1</sup>	Community Development <sup>2</sup>	Housing Support	Police	Fire	Finance	Town Clerk
<b>LOCAL GOVERNANCE AND BOUNDARIES</b>								
23	Who is responsible for compliance of Town activities with the Brown Act (public meeting and disclosure laws)? Do you meet all requirements of the Brown Act in your operations?		X					X
24	How many members of the public attend a typical meeting of the Town Council?		X					X
25	How does the Town seek to involve the public in its meetings?		X					X
26	Do you feel that the Town's current boundaries are appropriate for the services the Town provides? If not, please explain how the Town's boundaries should be modified.	X	X	X	X	X		
27	Do you feel that the Town's current Sphere of Influence is appropriate for the services the Town provides? If not, please explain how the Town's Sphere of Influence should be modified.		X					
<b>MANAGEMENT AND OPERATIONS</b>								
28	Please provide a copy of your department's organizational chart.	X	X	X	X	X	X	X
29	Please provide a copy of your mission statement or similar statement of goals.	X	X	X	X	X		
30	Are there any areas within your service area which are also served by another provider?	X	X		X	X		
31	Do you jointly serve any areas with other providers?	X			X	X		
32	Do you participate in any information sharing with other providers regarding practices, operations, or other aspects of service provision?	X	X	X	X	X		
33	What cost avoidance measures do you utilize?	X	X	X	X	X		
34	How do you ensure compliance with changing laws related to the provision of your service?	X	X	X	X	X		
35	Are you a participant in any Joint Powers Agreement (JPA) or other agreement to share service or facilities?	X	X		X	X		X
36	What other information do you think would help us understand your operations better with regard to management and operational efficiencies?	X	X	X	X	X		

Some of our boundaries are somewhat illogical - such as on the east side of Pentz Road (all access and emergency services are provided by the Town of Paradise). This question comes back to finances, if we have more area to cover will the fees generated cover the cost of the services provided.

See attached Chart  
See attached Statement and 5 year goals statement  
Through Mutual Aid, Automatic aid and Mutual Threat Zone agreements CALFIRE, U.S. Forest Service and other surrounding local government agency fire department respond to emergencies in the Town of Paradise.  
Through Mutual Aid, Automatic aid and Mutual Threat Zone agreements the Paradise fire department responds to emergencies in other areas of the county state and nation.  
Yes, We are members of the Butte County Chiefs Association, BC Training Officers Association, BC interagency Rescue Team, BC Arson Task Force, BC Interagency Haz Mat Team, Critical Incident Stress Debrief Team,  
Safety meetings/training to minimize workers comp injuries, utilize mutual aid to augment our workforce during emergencies, Grants for equipment and fuel breaks, looking at a grant for personnel (SAFER)  
Membership in Calchiefs, NFPA, Butte County Fire Chiefs, BCTO's  
JPA for HaZ Mat Team, Shared Facilities with CALFIRE

Our Department operates Three fire stations, maintains the towns vehicle fueling system, operates 13 emergency response vehicles, (6 engines, 1 truck, 1 squad, 4 staff vehicles 1 breathing support), over see fuel reduction projects, conduct 250-500 hydrant flow per yr., maintain required state and federal training as well as required departmental training, with a suppression staff of 24 (3 admin), Prevention department conducts hazard abatement program, life safety inspections, license care facilities, Plan checks, site reviews, development reviews, and work site inspection services with a staff of 1 fulltime and 3 parttime personnel. The Department admin assistant answers all public phones, and front counter traffic, manages the accounts payable and receivable for the department, formats and word process documents from the Admin and Prevention divisions, with 1 parttime assistant. The department is authorized to have 25 volunteer firefighters currently we have 20.

<sup>1</sup> Includes engineering, street maintenance, and onsite sanitation.  
<sup>2</sup> Includes planning, building, code enforcement, and solid waste management.

