

FOR IMMEDIATE RELEASE:  
Sunday July 09, 2017

CONTACT: Brian Helmick, Interim Fire  
Chief, East Contra Costa Fire Protection District  
(925) 634-3400

## East Contra Costa Fire Protection District



### “ECCFPD Improving Transparency Education and Outreach Communications”

#### ECCFPD Fire Chief Brian Helmick

**Brentwood-** For those who I have not yet had the opportunity to meet or hold a discussion with, my name is Brian Helmick and I am the new Fire Chief of the East Contra Costa Fire Protection District (ECCFPD). In my first two months as Fire Chief of ECCFPD, I have met with elected officials, residents, community organizations and a variety of other community stakeholders regarding the state of our Fire District.

I will be the first to admit there are a lot of opinions and confusion throughout the District's boundaries as to the state of the District and how the District should begin to address the District's current complex situation. Different opinions are expected, but the confusion is a shortfall of the Fire District not providing the community with the information it needs to develop educated opinions about our District.

There is no doubt the District has been challenged in providing abundant community outreach due to staffing levels and funding challenges. Sadly, the current debate about the Fire District has veered off course causing more confusion. This shortfall has been recognized by the District and is being addressed as quickly as possible.

As the District works to build a solid sustainable foundation, I plan to release several notices highlighting aspects of the Fire District. These notices are intended to inform the community by highlighting the realities that the District will be facing as we continue to build a solid foundation.

I believe in complete transparency. I believe in strong communications, sharing of ideas, constructive debates that make the organization stronger, and providing information as soon as possible after request(s). It is my hope over time the community will better understand the current struggles and challenges that constrict the District's administration / emergency operations, financial position, staff retention, and service level adequacy, compared to national standards and other fire districts within Contra Costa County.

As a kickoff to this effort, the District re-created and built a new website [www.eccfpd.org](http://www.eccfpd.org). The website now provides greater ease of use along with the ability to stream and watch videos of our District Board meetings (usually the first Monday of each month). The District will also provide information that is relevant to our community service.

In addition to rebuilding the District's new website, the District has formed an internal team (ECCFPD Public Information Officers Committee) consisting of firefighters who will work to increase the number of informative social media posts on the District's Facebook, Instagram, YouTube and Twitter Pages to provide timely information concerning the District. Meanwhile, our Battalion Chiefs have been given more responsibility for District communications so the community quickly receives information regarding major emergencies.

It is my hope and goal, that through improved leadership on my part, the District can begin to assist in the process to have a well engaged and well informed community. By doing this we will all begin to clearly understand the District's challenges and can better support ECCFPD. Supporting the District is critical because ECCFPD provides essential lifesaving services and is a vital community organization.

I encourage and recommend that all of ECCFPD's citizens and business owners become engaged with and educated about ECCFPD's current service level restrictions and organizational challenges. This can be accomplished by becoming familiar with ECCFPD's: website, Master Plan, social media channels and attending District meetings. The District hosts monthly Board Meetings that can be streamed (usually at 6:30 pm on the first Monday of each month), Finance meetings (usually the second Monday at 3:00pm) and Public Education and Outreach Meetings (usually on the third Monday of each month at 7:00pm). All past and upcoming meeting agendas are available on the District's new website.

Please visit the District's website [www.eccfpd.org](http://www.eccfpd.org) , Facebook (East Contra Costa Fire Protection District), Instagram (@east\_contra\_costa\_fire), YouTube (East Contra Costa Fire Protection District) and Twitter (in process) pages for more information on the Fire District.

I thank you in advance for your continued support, as ECCFPD is your Fire Department.

#### **ABOUT THE EAST CONTRA COSTA FIRE PROTECTION DISTRICT:**

The East Contra Costa Fire Protection District (ECCFPD) is a rural funded fire district that protects approximately 249 square miles and over 114,000 residents. The district provides firefighting personnel and emergency medical services (basic life support) to the residents and businesses of the City of Brentwood, and Oakley, and to the Township of Discovery Bay, Bethel Island, Knightsen, Byron, Marsh Creek, and Morgan Territory.

As of July 1, 2017, ECCFPD has three (3) fire stations staffed by three (3) firefighters, for a total district staffing of nine (9) firefighters per day, The district responds to over 6,900 calls a year that depend on approximately 9,000 fire engine responses. ECCFPD's Master Plan, calls for nine (9) stations to adequately provide coverage to the District's citizens and businesses.



FOR IMMEDIATE RELEASE:  
Tuesday July 4, 2017

CONTACT: Brian Helmick, Interim Fire  
Chief, East Contra Costa Fire Protection District  
(925) 584-8468

## East Contra Costa Fire Protection District



### “The Fire District Must Begin to Build Solid Foundation” ECCFPD Fire Chief Brian Helmick

**Brentwood** - As Fire Chief, I am tasked with ensuring the best possible fire service to the residents within the East Contra Costa Fire Protection District. It is my job to build the best fire district possible with the funding available and to ensure we have the best firefighters responding to calls.

As of July 1<sup>st</sup>, ECCFPD utilizes three (3) fire stations to provide a rural level of fire service and emergency medical service (basic life support) to the residents and businesses in Brentwood, Oakley, Discovery Bay, Bethel Island, Knightsen, Byron, Marsh Creek, and Morgan Territory. ECCFPD protects approximately 249 square miles, over 110,000 residents, and responded to approximately 6,900 calls for service annually.

Although ECCFPD does not have sufficient resources to provide the urban level of service that is needed in much of the District, the District is financially sustainable as a three-station organization for the next 10-years. Additionally, we are fortunate to have some of the best and most dedicated firefighters working right here in the District.

Since the 2008 housing crisis, the District's effort to increase service to urban standards and obtain permanent funding have been crippled by failed ballot measures while limping along with temporary funding solutions. Unfortunately, what has been overlooked during these efforts is the impact on personnel retention, capital maintenance and equipment replacement. Continuing down the path of temporary funding solutions (or what some have described as Band-Aid solutions) will continue to weaken the District as it fails to retain entry level firefighters and train and promote them to the ranks of Engineer and Captain. Within the Bay Area, our District has been described as a training ground for other departments. Although this is true, the firefighters that left have given the organization a good reputation. Continuing to lose personnel we have invested so much training time and dollars in is unacceptable.

Since 2012, the district has hired 28-firefighters and in that same time period, the District has lost a total of 39 personnel (only 5 have been from retirements).

The Fire District is currently in a staffing **crisis** and measures need to be taken to build a solid staffing plan to support the base level of service for the District. I urge the public to understand that hiring entry level firefighters is not the problem; we can do that all-day

long, but it's counterproductive if they continue to leave for more secure and better paying jobs elsewhere. The issue is retaining them for the long haul, for a career as an Engineer or Captain, who are the drivers and leaders that make our system work. Currently, our fire fighters are paid significantly less than our neighboring fire districts. (As much as 30% less) within the Bay Area and East Contra Costa Fire District salary is the lowest in the Contra Costa County.

Although it takes a unique and special person to be a firefighter, a firefighter's employment choice is no different than for a teacher, a nurse, a laborer, or computer programmer. At the end of the day, everyone wants to find the best available job and job security to provide for their families. Would you continue to be one of the lowest paid employees in your industry or would you seek a position that provides you and your family a competitive wage compared to others in your industry?

For clarification, it takes two-years to promote from a firefighter to an engineer (the driver of a fire engine). As of July 1, 2017, the District does not have any firefighters with the experience necessary to test as an Engineer. Our current probationary firefighters still need at least 4-6 months to be eligible to test for the position of Fire Engineer. If our current probationary firefighters were to leave for a more secure position, at another department, the District would need to hire a new firefighter and the two-year clock would start over again.

Moving forward as the Chief of the organization, I will be making recommendations to our Board of Directors that will improve our personnel retention, increase staff morale, and fundamentally change the Fire District for the better. This process will not happen overnight, but my goal is to set the District and community up for long-term successes.

As we go through the planning process and hold decisions, it's important that the District begin working in a transparent and open manner to begin re-building trust with the entire community. Although there are many roads the District can take, and some may not always agree, we all as a community must begin working together on a common goal of improving the East Contra Costa Fire Protection District's funding and service level.

I look forward to starting the journey together towards the revitalization of our Fire District, which begins with investing in the foundation of the organization. Together, I know we will be successful in the coming months and years ahead.

Lastly, I ask that citizens and business engage with and support the District. The District's current financial situation and the resolution to the situation is complex. To participate or to learn more about the District, please visit the districts website. The website will provide information on the District and upcoming Fire Board, Finance, and Public Outreach meeting.

You can visit us on the Districts website, [www.eccfpd.org](http://www.eccfpd.org) or through our social media pages on Facebook (East Contra Costa Fire Protection District), Instagram (@east\_contra\_costa\_fire), and our YouTube channel (East Contra Costa Fire Protection District) for more information on the Fire District.

**ABOUT THE EAST CONTRA COSTA FIRE PROTECTION DISTRICT:** The East Contra Costa Fire Protection District spans 249 square miles and our firefighter/EMTs serve more than 110,000 residents in the Cities of Brentwood and Oakley, the Town of Discovery Bay, the communities of Byron, Bethel Island and Knightsen, the Marsh Creek/Morgan Territory area, and all other areas within unincorporated Contra Costa County to the east of Antioch and to the southeast of Clayton



# *EAST CONTRA COSTA* FIRE PROTECTION DISTRICT

Brian Helmick  
Interim Fire Chief



SERVING THE COMMUNITIES OF:  
Bethel Island      Discovery Bay  
Brentwood          Knightsen  
Byron                Morgan Territory  
Oakley

UNDER EMBARGO UNTIL  
3:00 PM MONDAY, AUGUST 28, 2017

Contact: Interim Fire Chief Brian Helmick  
925-634-3400

## NEWS RELEASE & MEDIA AVAILABILITY

### **EAST CONTRA COSTA FIRE PROTECTION DISTRICT BUDGET UPDATE: PRELIMINARY AUDIT REVEALS \$6.2 MILLION ADDITIONAL ACCUMULATED OPERATIONAL SAVINGS**

*The District has corrected financial mistakes that resulted in  
underreporting of carryover funds*

At a special meeting scheduled for 3:00 pm on August 28, the East Contra Costa Fire Protection District's Finance Committee will receive a proposed final budget for Fiscal Year 2017-18. This budget includes an additional \$6.2 million above the starting balance in the Preliminary Budget approved by the Board of Directors on June 5, 2017.

The District identified the underreporting of the starting fund balance based on financial information contained in the recently completed external audit of the Fiscal Year 2014-15 budget. Ongoing discussions with Contra Costa County Auditor Robert Campbell and his staff further clarified the results, and the audit was accepted by the District Board of Directors on August 7, 2017.

Through further inquiry, the District has determined that the underreporting resulted from an incomplete transition of District funds and financial operations from Contra Costa County to the District, dating back to late 2014-early 2015. As a result, carry-over funding was understated in each of the following years, compounding the problem.

"This is a frustrating situation for all involved, but it would be much worse if the District had lower-than-expected funds rather than higher," said Board of Directors President Joel Bryant. "The Board and staff of the District have done the best they can to serve our community despite being dramatically underfunded and understaffed. I wish the newly discovered funds meant we could proceed with an expanded service model beyond the three stations we have now to protect nearly 249 square miles and 115,000 residents, but access to these "found" monies is not a long-term solution for the District. I look forward to working with the Board and our constituents on a plan for how to put these one-time funds to their most worthy use in service to our community."

Auditor Robert Campbell added, "My staff and I will continue to work with and assist the District to finalize its financial transition from the County."

The East Contra Costa Fire Protection District is grateful for the assistance of its auditor at Maze & Associates, Contra Costa County Auditor-Controller Robert Campbell and his staff, and the finance staff from the City of Brentwood for their help in identifying, confirming, quantifying and correcting the error.

***Media Availability, Monday, August 28, 2017, following the Finance Committee Meeting***

*A memorandum with more detailed information will be available at the 3:00 p.m. Finance Committee meeting, which will be held in the Council Chambers of Brentwood City Hall, 150 City Park Way in Brentwood.*

***Interim Fire Chief Brian Helmick will be available to the media to answer questions immediately following the meeting.***

***ABOUT THE EAST CONTRA COSTA FIRE PROTECTION DISTRICT:*** *The East Contra Costa Fire Protection District spans 249 square miles and our firefighter/EMTs serve more than 115,000 residents in the Cities of Brentwood and Oakley, the Town of Discovery Bay, the communities of Byron, Bethel Island and Knightsen, the Marsh Creek/Morgan Territory area, and all other areas within unincorporated Contra Costa County to the east of Antioch and to the southeast of Clayton.*

# # #

Brian Helmick  
Interim Fire Chief



SERVING THE COMMUNITIES OF:  
*Belhel Island      Discovery Bay*  
*Brentwood          Knightsen*  
*Byron                Morgan Territory*  
*Oakley*

## Memorandum

August 28, 2017

To: East Contra Costa Fire Protection District Board of Directors  
East Contra Costa Fire Protection District Finance Committee

From: Interim Fire Chief Brian Helmick

Subj: Correction of Previously Underreported Operating Funds Starting Balance Identified  
through External Audit and Budgeting Process

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As you will see in the proposed Final Budget for Fiscal Year (FY2017-18) being presented to the Finance Committee today, the District's General Fund starting balance is \$10.13 million, which is approximately \$6.2 million above the starting balance shown in the Preliminary Budget approved by the Board of Directors on June 5.

### **When and how was the mistake found?**

The first indication of a problem was when the District began reviewing a draft working version of the routine annual financial audit for FY 2014-15 in mid-May, 2017<sup>1</sup>. Director Joe Young brought to staff's attention that the draft audit showed a higher Unrestricted General Fund balance than he recalled being reflected in historical budgets. At around the same time, in connection with Chief's Brian Helmick's assumption of the Interim Fire Chief position, staff was compiling a list of questions regarding the District's financial operations. Director Young and Chief Helmick set a meeting with County Auditor-Controller Robert Campbell to seek information about both the District's general fund balance and answers to staff's financial operations questions.

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<sup>1</sup> Local government agencies such as the District are required by law and/or best practice to contract with an external auditor to conduct annual financial audits.



At this meeting, which was held on June 7, 2017, Director Young, Chief Helmick and the Auditor-Controller explored various operational and financial processes, with a focus on the transition of funds and financial operations from the County Treasury to the District.<sup>2</sup> Staff from the City of Brentwood joined Director Young and Chief Helmick for a second meeting with the Auditor-Controller and his staff on July 27, 2017. These discussions revealed that:

- Staff from the District and the County had a misunderstanding of how the district's finances and budget were being managed;
- Most of the District's funds remained in the County's Treasury accounts despite the understanding that only two accounting funds would remain for the purpose of receiving Property Tax revenues. The remaining accounting funds were to be closed and balances transferred to the District; however, this transfer did not occur.

Subsequently, upon further review of the District's past-year budgets and information analyzed in the District past and upcoming financial audits, the District concluded:

- Over the last 3-4 years, as staffing levels fell due to attrition, and stations closed earlier than budgeted, additional savings accumulated in the District account held in the County Treasury;
- These savings were not reflected in the District's financial records used by the District for budgeting purposes;
- When the budgets were developed each year, the actual general fund balance was not fully included in the budgetary starting fund balance. In essence, the District used the *projected* end-of-year fund balance from the FY 2014-15 Budget as the starting carry-over amount for the FY 2015-16 Budget, rather than the *actual* starting fund balance held by the District. Then the *projected* end-of-year balance from FY 2015-16 was used as the starting carry-over balance for FY 2016-17, and so on.
- This error has compounded each year, resulting in an understatement of approximately \$6.2 million in the starting fund balance as of the beginning of the FY 2017-18 budget year.<sup>3</sup>

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<sup>2</sup> From when the District was formed, through 2014, the County provided numerous administrative and financial services for the District, and all District funds were held in accounts banked with the County. Effective January 1, 2015, the District entered into a contract with the City of Brentwood to provide transaction type services such as payroll and accounts payable processing. As part of that transition, the District opened its own accounts with Bank of the West.

<sup>3</sup> This number has been reviewed by the Auditor-Controller and the District's auditor Maze & Associates, but it will be finally confirmed through the District's FY 2015-16 and 16-17 audits.

In sum, the District has determined the following:

- a) the source of most of the District's questions and concerns resulted from an incomplete transition of the District's funds from the County to the District by January 1, 2016; and
- b) this resulted in compounding understatements of the starting fund balance in the District's budgets for FY 2015-16 and FY 2016-17, and in the Preliminary Budget for FY 2017-18.

**What does this mean for the District's budget?**

In light of the new information obtained by the District, the District recalculated its carry-over funds going back to early 2015. In conjunction with the completion of the FY 15-16 and FY 16-17 audits, the District will meet with County and City staff to (a) verify the recalculated General Fund balance (with the County), and (b) reconfirm transaction processes and roles (with both the County and City).

The District's external auditor (Maze & Associates) cannot definitively certify the magnitude of the understatement and the new carry-over amount before completing the District's FY 2015-16 and 2016-17 audits. However, their preliminary FY 15-16 and FY 16-17 findings confirm the District's findings and calculations, based on the information provided.

Based on this work, the proposed Final Budget includes the additional carry-over amount as set forth in this memo. If the District's FY 2015-16 and 2016-17 external audits, which should be delivered for acceptance by the Board of Directors within the next six months, reveal further errors, a budget amendment may be required.

Finally, once the two remaining external audits are complete, staff will work with the Finance Committee and Board of Directors to evaluate options for allocation of available one-time funds to reduce various historically unfunded obligations of the District. These could include equipment replacement, facility maintenance, financial liabilities associated with the future cost of post-employment benefits (commonly referred to as "Other Post-Employment Benefits" or "OPEB") and other expenses.

It will be important to remember that these funds are available only one time; they will not be available on an ongoing basis. As such, they are most properly used for one-time expenses rather than for making changes that will increase the District's future operational costs, such as

altering the District's staffing model or opening new stations, without the prospect of future sustainable funding to offset the related future costs.

**How did this mistake happen?**

There was no single point of failure that is responsible for the error. The District has had insufficient administrative staffing for years, relying on just one Fire Chief and one Administrative Assistant, both of whom were dramatically overworked, which meant that many administrative duties either could not be done or were based on incomplete information. As a result, though many individuals have "touched" the District's budget during each cycle since 2014, no one was aware of the fact that they had incomplete information. Finally, based on the complexities of the financial system's transition, and the understaffing in the District's administrative functions, the District's external auditor did not receive the information needed to complete timely audits.

**What are the District's immediate next steps in dealing with this problem?**

All parties involved now have an accounting of all District funds held in the County Treasury. Based on this information, the County is working to close out all non-required District accounts and transfer remaining funds to District accounts at Bank of the West by the end of 2017. This will allow all District funds to be properly tracked by the District. The County will retain only two District accounts that are required to receive property taxes and Community Facilities District levies, which funds will then regularly be transferred to District bank accounts for ongoing use in accordance with District budgets.

In addition, District staff, City staff and Maze & Associates are proceeding as swiftly as possible to accelerate the FY 2015-16 and 2016-17 external audit processes.

Finally, the District is analyzing whether the financial mistakes require mitigation or correction with outside agencies, including the District SAFER grant from 2012, the Multi-Jurisdictional Taskforce Memorandum of Understanding, and a regional grant for the purchase of new self-contained breathing apparatus.

**What other steps will the District take to guard against similar problems in the future?**

The District has asked Maze & Associates to review its financial procedures in conjunction with completion of the FY 15-16 and FY 16-17 audits. Depending on Maze's recommendations, staff



anticipates that some Board-level policies and staff-level practices may need to be updated and strengthened.

More immediately, the District has entered into a contract for temporary administrative assistance to strengthen our organizational capacity. Funding for a permanent position is being requested in the proposed Final Budget. Additionally, the District will be working more closely with the City's finance department to enable the City to take a more active role in reconciling general and special fund balances and cash flows. This arrangement also is expected to be more effective now that all parties have a more complete understanding of the District's and County's roles.

### **In Conclusion**

Although this is an unfortunate situation, the District has taken immediate and transparent actions to address it. While there is additional one-time funding available which will provide a firmer foundation for the District, this one-time funding does not resolve the ongoing revenue shortage which prevents the District from permanently funding a fourth station or providing an adequate number of stations to serve the population. We will continue to work diligently to improve the immediate financial practices highlighted by this situation and address the greater ongoing funding issue facing the District.

This report summarizes District activities for the month of August 2017.

**Calls for service:**

There were a total of 628 service calls in the month of August, with an average response time of 8:05 minutes. In the month of July the District ran 638 calls with an average response time of 8:08 minutes. In the calendar year of 2016, the District ran 6785 calls for service with an average response time of 8:03 compared to calendar year of 2015, where the District ran 6918 calls for service with an average response time of 7:54.

Calls for Service					
Service Area	2017 - August			2016 Calendar Year	
	Calls	Ave Resp Time	90% Resp Time	Ave Resp Time	90% Resp Time
Brentwood West	154	7:20	9:53	7:26	10:28
Brentwood East	111	6:53	10:18	7:24	10:19
Discovery Bay / Bryon	93	10:57	14:51	10:00	13:16
Oakley	197	6:59	9:11	7:05	9:27
Knightesen	18	9:57	13:52	9:42	14:10
Bethel Island	36	13:31	18:40	14:24	17:59
Marsh Creek / Morgan Ter.	19	11:23	14:13	11:47	16:21

Engine Company Roll Outs		
Engine Company Roll Outs	July	% of Total
52 - ECCFPD	295	37%
53 - ECCFPD	321	40%
59 - ECCFPD	120	15%
16 - CAL Fire	19	2.5%
Auto Aid Received	42	5.5%
Mutual Aid Received	0	0
<b>TOTAL</b>	<b>797</b>	<b>100%</b>

### Looking at the response times by Areas:

- **Brentwood West** had 154 calls in the month of August with an average response time of 7:20 minutes. In July there were a total of 171 calls with an average response time of 7:17 minutes. In the calendar year of 2016 the area had 1895 calls for service with an average response time of 7:26.
- **Brentwood East** had 111 calls in the month of August with an average response time of 6:53 minutes. In July there were a total of 142 calls with an average response time of 7:31 minutes. In the calendar year of 2016 the area had 1363 calls for service with an average response time of 7:24.
- **Discovery Bay/ Byron** had 93 calls in the month of August with an average response time of 10:57 minutes. In July there were a total of 88 calls with an average response time of 9:24 minutes. In the calendar year of 2016 the area had 799 calls for service with an average response time of 10:00.
- **Oakley** had 197 calls in the month of August with an average response time of 6:59 minutes. In July there were a total of 168 calls with an average response time of 7:21 minutes. In the calendar year of 2016 the area had 1999 calls for service with an average response time of 7:05.
- **Knightsen** had 18 calls in month of August with an average response time of 9:57 minutes. In July there were a total of 19 calls with an average response time of 9:42 minutes. In the calendar year of 2016 the area had 202 calls for service with an average response time of 9:42.
- **Bethel Island** had 36 calls in the month of August with an average response time of 13:31 minutes. In the month July of there were 28 calls with an average response time of 14:39 minutes. In the calendar year of 2016 the area had 358 calls for service with an average response time of 14:24.
- **Marsh Creek/Morgan Territory** had 19 calls in the month of August with an average response time of 11:23 minutes. In July there were a total of 15 calls with an average response time of 13:59 minutes. In the calendar year of 2016 the area had 169 calls for service with an average response time of 11:47.



**Auto aid:**

In the month of August, the District received auto aid from Contra Costa County Fire 42 times, with them sending 58 engines. The District sent auto aid to Contra Costa County Fire 39 times providing them with 50 engines. During the month of July, Contra Costa County Fire came into the District 31 times with 71 engines and we responded into Contra Costa County Fire 56 times with 86 engines.

<i>Automatic Aid with Contra Costa County Fire 2017</i>		
<i>Month</i>	<i>Received/Engines</i>	<i>Provided/Engines</i>
January	17/28	29/32
February	7/12	17/22
March	12/19	37/44
April	19/26	27/36
May	22/43	38/45
June	12/17	58/87
July	31/71	56/86
August	42/58	39/50
September		
October		
November		
December		
<b>Total</b>		

*In 2016, the District received auto aid from Contra Costa County Fire 155 times with 233 engines and the District sent auto aid to Contra Costa County Fire a total of 268 times with 308 engines .In 2015, the District received auto aid from Contra Costa County Fire 376 times with 480 engines and the District sent auto aid to Contra Costa County Fire a total of 207 times with 230 engines.*

**Major Incidents/ Reduced Responses and Mutual Aid Requests:**

In the month of August, the District responded to 5 structure fires, 41 vehicle accidents, 7 vehicle accidents with rescue and 20 vegetation fires. Additionally, the district responded to 2 large vehicle fires and 1 aircraft crash landing near the Byron Airport. There were zero mutual aid requests.

Due to call volume during the month of August, there were not any East Contra Costa fire units available 19 times, which totaled 5:37 hours. During that 5:37 hours, there were four (4) incidents that were handled by units from Contra Costa County Fire, CalFire and/or AMR.

**Operational Personnel:**

The District is currently budgeted for 36 operational personnel, which are comprised of 4 Battalion Chiefs and 32 Station Suppression Personnel. As of July 1, our staffing level is 3 Battalion Chiefs and 32 station suppression personnel.