

**SAN RAMON VALLEY FIRE
PROTECTION DISTRICT
PROPOSED**



**ANNUAL OPERATING BUDGET
FISCAL YEAR 2018/19
SAN RAMON, CA**



San Ramon Valley Fire Protection District

1500 Bollinger Canyon Road, San Ramon, CA 94583

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Board of Directors

San Ramon Valley Fire Protection District

1500 Bollinger Canyon Road

San Ramon, CA 94583

Members of the Board:

I am pleased to present the Board with a proposed budget for fiscal year 2018-19 that balances an enhanced level of fire suppression and EMS services with a prudent level of reserves and maintains the long-term fiscal integrity of the District. Ongoing operating revenues of the District are sufficient to fully fund ongoing operating expenditures, annual debt service and capital contribution, and add roughly \$3 million to the ending reserve balance. I appreciate the guidance and strategic direction from the Board with respect to fiscal policies and development of the budget. I also wish to express my appreciation to the union representatives and employees of the District for their ongoing collaboration and willingness to work with the Board and Administration for the long-term good of the District and the communities we serve. With their cooperation and commitment to providing the best possible service within available funding constraints, we have been able to stabilize our finances, enhance the delivery of essential emergency services and keep the District on a fiscally sustainable path going forward.

The San Ramon Valley Fire Protection District can trace its roots back to the Danville Farm Fire Defense District, formed in 1912. Throughout our history we have remained committed to our mission of delivering an exceptional level of all-risk fire, rescue and emergency medical services. This requires a continued focus on positioning the Fire District operationally, financially, and politically to deal with economic uncertainty and a changing EMS landscape, while creating a predictable and sustainable future. In essence, building and maintaining a resilient and dynamic organization, while remaining fully committed to our mission statement, which reads *"In the spirit of our tradition, we strive for excellence, respectfully serving all with pride, honor and compassion."* These guiding principles, along with our commitment to having a positive impact on people's lives during a time of need, form the cornerstone of our relationship with those we serve.

The Board, Fire Chief and Executive Staff are tasked with being the stewards of the organization's financial resources, working in partnership with labor and other community stakeholders. Our ongoing commitment to sound, transparent financial practices is evident in having recently received our 17th consecutive Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada. This is the highest form of recognition in the area of governmental accounting and financial reporting. As further discussed below, the proposed budget reflects the Board's commitment to responsibly

addressing long-term financial obligations and setting aside funds today to help with the economic uncertainties of tomorrow.

The proposed budget provides for continued enhancements in core services, while at the same time ensuring that ongoing spending is paid for with ongoing revenues, and that we maintain a prudent level of reserve funds as prescribed by the Board. The FY 2018-19 budget is driven by fiscal sustainability, resilience and proactively aligning our resources to meet the core emergency services needs of our communities as they change and develop. We continue to invest heavily in our most important asset: the men and women who work for this District and deliver vital services to the San Ramon Valley on a 24/7/365 basis. The proposed budget ensures adequate staffing levels in the stations; maintains our commitment to a high level of training and professional development; and smartly invests in new technology to support and enhance the effective and efficient delivery of all-risk emergency services.

As noted, the proposed budget funds ongoing operational costs with ongoing, sustainable revenues. It also fulfills the District's commitment to its' employees with respect to prefunding retirement benefits; it maintains the District's significant investment in the capital infrastructure required for the safe and effective delivery of emergency services; and projects a General Fund surplus of \$3 million. Contributing to that surplus is ongoing, net savings of approximately \$1 million related to the reorganization of the Fire & Life Safety Division and combining the Fire Marshall position with that of Deputy Chief – Fleet & Facilities. And equally important, our long-range fiscal modeling continues to show the District is well positioned to withstand another economic downturn similar to that experienced during the 2007-2012 recession, *without disruption in service delivery to our residents or negatively impacting our employees.*

During the upcoming year, our focus will be on ensuring the District is ready and able to meet the increased service demand expected from the opening of the City Center project in San Ramon; as well as the ongoing evolution of the fire service in general from primarily emergency fire responders to primarily emergency medical responders. As discussed with the Board at the last strategic planning session, the District must be "proactive" rather than "reactive" to the changing service needs in the communities we serve. So we will be initiating a change in deployment that eliminates cross-staffing at several stations, allowing for a dedicated ambulance and dedicated truck company at Station 34 on Alcosta Blvd. in San Ramon to better serve the City Center project. Staff is further evaluating whether a change in the configuration of our fire trucks, along with how the trucks are deployed, would better serve the community and enhance the safety of the public and District personnel. The CIP for 20019-20 includes funding for the potential replacement of a truck, if deemed warranted. We will also be focusing on the Districts, and residents, overall preparation for the types of natural disasters likely to impact our service area. Recent events locally and around the world have shown that effective preplanning for wildfires and earthquakes translates to lives saved and reduced property damage; and the proposed FLSD budget has an added \$100,000 to further support this effort. FLSD will be placing renewed emphasis as well on fire plan reviews, annual inspections, hazard abatement inspections and other preventative activities to ensure our local communities meet or exceed fire code requirements in preparation of emergency events.

As mentioned previously, this proposed budget reflects the Board's long-standing commitment to fiscal sustainability. So while we are investing resources in core services, we are also actively managing our long term fiscal obligations. The budget not only fully funds the *Actuarially*

Determined Contribution (or “ADC”) needed to keep the District on track in terms of funding the promise to employees to provide retiree medical benefits (“OPEB”), but provides for an additional \$200,000 payment to the OPEB trust fund for a more rapid pay down of the unfunded OPEB liability. Funding the ADC sets money aside today, as benefits are earned, to ensure funds are available in the future when needed to pay for essential retiree medical benefits. Similar to the OPEB obligation, the Board directed staff to explore options for accelerating the pay-down of the Districts unfunded retirement obligations. Consequently, starting in 2017-18, the District began utilizing 50% of the savings from prepaying annual retirement contributions as an additional payment toward the unfunded retirement liability, which amounted to approximately \$300,000 for the current year. The Capital Improvement Program (“CIP”) is appropriately funded with a transfer of \$3 million from the General Fund. The transfer to the CIP ensures that when capital replacement needs are identified there is available funding to pay for them. In all three cases, (OPEB, retirement and CIP), prefunding enhances our long-term fiscal sustainability by utilizing investment earnings to lower long-term operating costs, thereby reducing the amount needed from ongoing operational revenues to fund these benefits.

Overall, in comparison to the FY 2017-18 *estimated actual operating results*, the FY 2018-19 budget proposes an increase in spending of \$1.2 million (1.6%), while revenues are projected to increase by \$1.7 million (2.2%). The increased spending is primarily attributable to increased service costs of \$800,000, increased personnel costs of \$200,000 and increased transfers of \$200,000. The personnel costs reflect a 3% general salary increase effective April 1, 2019, reduction of \$1 million in strike team overtime, overall reductions associated with thirteen retirements that occurred in March 2018 and a slightly smaller recruit academy in 2018-19. The increase in service cost is due to the following: \$110,000 for the 2018 Board election; \$200,000 for a new agreement to support mobile technology in our ambulances and fire apparatus; \$200,000 (if needed) to support establishing our 201/224 ambulance transport rights; \$100,000 of additional funding for disaster preparedness; and up to \$80,000 to develop a concept plan for a joint use, essential public safety building in conjunction with the City of San Ramon. Property tax revenue is projected to grow by \$1.9 million, while ambulance transport revenue is expected to increase by \$1 million as a result of the fee changes recently enacted by the Board. In keeping with the District’s policy, overtime costs associated with statewide strike-team deployments, and the related reimbursement from the state, are not included in the initial budget, but rather included in a mid-year budget adjustment once such amounts are known.

Property taxes, at \$70.8 million, remain the most significant source of operating funds for the District, and account for 90% of projected revenue for FY 2018-19. The vast majority of property tax revenue (90%) is derived from single-family residential properties. Property values within the District have recovered well beyond their pre-recession peak, but the rate of growth has slowed in recent years; and this trend is expected to continue. Property tax revenue from residential properties is expected to grow by 4% based on actual sales activity of residential property within the District for calendar year 2017, combined with the full 2% inflation adjustment afforded by Proposition 13; while overall property tax revenue, including that collected from former redevelopment agencies and utilities, is expected to increase by 2.7%.

As noted earlier, the District’s CIP is a “plan” for the systematic accumulation of funds to maintain the significant investment in critical capital infrastructure (i.e., stations, apparatus, equipment and technology). The CIP includes projected spending of \$3.8 million for FY 2018-19, down from \$6.7 million for FY 2017-18 (which included \$5.4 million for new ambulances

and engines). Projected CIP expenditures reflect both current year scheduled expenditures, plus carryforward items from earlier years. Actual expenditures for the year, however, will be made on an “as needed” basis. The CIP is funded through ongoing transfers from the General Fund and other sources such as bond proceeds and grant revenue, when available. A transfer of \$3 million is proposed for FY 2018-19, which is comprised of \$2.6 million ongoing from the General Fund (escalated at 3.5% going forward), along with \$450,000 of the annual City of San Ramon payment for dispatch services. The latter amount is the second of four payments to reimburse the CIP for the City’s share of the cost of improvements and new technology associated with the upgraded consolidated dispatch center.

As evidenced above, we continue to make changes and adapt the organization as needed to meet economic and political challenges. We continually evaluate our programs and service delivery models to ensure their cost effectiveness and efficiency, but more importantly to ensure we are meeting the emergency service needs of our communities and we are having a positive impact on people’s lives. We continue to pursue alternative, least cost funding options and service delivery models, where applicable, to minimize the impact to our taxpayers and ensure our long-term fiscal sustainability. While unfunded liabilities for retirement and retiree healthcare of \$63 million \$39 million, respectively, are significant obligations of the District, we have a plan, and are on track to eliminate these liabilities in a systematic and responsible manner.

Another of our guiding principles is that our communities are the reason for our existence. Our pledge to those we serve remains unchanged - *a quick and effective response to your needs in an emergency!* Response times and service levels are monitored and analyzed monthly to ensure the delivery of excellent customer service and positive patient outcomes. We are committed to making our communities safer every day. As our community changes, so will your Fire District. Our promise to the public is that we will continue to care for, protect, and serve our communities with professional, caring, and competent staff who are committed to excellence and to sound, ethical, and transparent business practices.

I am grateful for the opportunity to serve as your Fire Chief.

Sincerely,

Paige Meyer
Fire Chief

STAFFING SUMMARY

DIVISION	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Adopted 2018/19	Projected 2019/20
Board of Directors								
Director	5	5	5	5	5	5	5	5
Total	5	5	5	5	5	5	5	5
Fire Chief								
Fire Chief	1	1	1	1	1	1	1	1
District Clerk	1	1	1	1	1	1	0.5	0.5
Total	2	2	2	2	2	2	1.5	1.5
Human Resources								
Director	1	1	-	1	1	1	1	1
Manager	-	-	1	-	-	-	-	-
Generalist	1	1	1	1	1	2	2	2
Office Assistant	1	1	1	-	-	-	-	-
Senior Office Assistant	-	-	-	1	1	-	-	-
Total	3	3	3	3	3	3	3	3
Finance								
Director	-	1	-	-	-	-	-	-
Chief Financial Officer	-	-	1	1	1	1	1	1
Controller	-	-	1	1	1	1	1	1
Supervisor	1	1	-	-	-	-	-	-
Accounting Technician	2	2	2	2	2	2	2	2
Total	3	4	4	4	4	4	4	4
Training								
Battalion Chief	-	-	-	-	-	-	1	1
Division Chief	1	1	-	-	-	-	-	-
Training Captain	2	2	3	3	3	3	3	3
Senior Office Assistant	-	-	-	-	-	1	1	1
Total	3	3	3	3	3	4	5	5
Technology								
GIS Analyst Part Time	-	-	0.5	0.5	0.5	0.5	-	-
Technology Systems Manager	1	1	1	1	1	1	1	1
Information Systems Technician	2	1	1	1	1	1	-	-
Public Safety Systems Specialist	-	-	-	-	-	-	1	1
Radio/Elec Tech Part-Time	0.5	0.5	0.5	0.5	0.5	0.5	-	-
Total	3.5	2.5	3.0	3.0	3.0	3.0	2	2
Communications Center								
Director	-	-	-	1	1	1	1	1
Communications Center Manager	1	1	1	-	-	-	-	-
Dispatcher Supervisor	1	1	1	3	3	3	3	3
Dispatcher II	8	8	8	9	9	9	9	9
Dispatcher - Part-Time (3)	-	-	-	-	-	-	1.5	1.5
GIS Analyst	1	1	-	-	-	-	1	1
Media Communication/Public Ed Tech	-	-	-	-	-	-	1	1
Public Safety Systems Specialist	-	-	-	-	-	-	1	1
Total	11	11	10	13	13	13	17.5	17.5

STAFFING SUMMARY

DIVISION	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Adopted 2018/19	Projected 2019/20
Facilities								
Assistant Chief	1	-	-	-	-	-	-	-
District Aides - Part-Time (2)	2	2	2	2	2	2	1	1
Senior Office Assistant	1	1	1	1	1	1	1	1
Total	4	3	3	3	3	3	2	2
Fire & Life Safety								
Division Chief/Fire Marshal	1	1	1	1	1	-	-	-
Deputy Fire Marshal	2	1	1	1	-	-	-	-
Fire & Life Safety Manager	-	-	-	-	2	1	-	-
Inspector/Investigator	2	2	2	2	4	5	6	6
Fire & Life Safety Inspector	-	-	-	-	-	-	-	-
Code Compliance Officer	3	3	3	3	2	-	-	-
Plans Examiner	1	1	1	1	1	2	2	2
Permit Technician	-	-	-	-	1	2	2	2
Prevention Specialist	2	2	2	2	1	-	-	-
Office Assistant	2	1	1	1	-	-	-	-
Office Assistant Temporary	-	1	1	1	1	-	-	-
CERT Coordinator	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total	13.5	12.5	12.5	12.5	13.5	10.5	10.5	10.5
Emergency Operations								
Assistant Chief	1	1	-	-	-	-	-	-
Deputy Chief	-	-	2	2	2	2	2	2
Battalion Chief	4	4	3	3	3	3	3	3
Captain	39	39	39	39	39	36	33	33
Engineer	39	39	39	39	36	36	33	33
Firefighter/Paramedic	54	47	40	46	48	48	57	57
Station 37 Coordinator	1	1	1	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1	1	-	-
Total	139	132	125	131	130	127	129	129
Fleet								
Mechanic	2	2	2	2	2	2	1	1
Total	2	2	2	2	2	2	1	1
Emergency Medical								
EMS Battalion Chief	-	-	-	1	1	1	1	1
EMS Captain	-	-	1	1	2	2	2	2
EMS Coordinator	1	1	1	1	-	-	-	-
EMS Specialist	1	1	-	-	-	-	-	-
Senior Office Assistant	1	1	1	1	1	1	1	1
Total	3	3	3	4	4	4	4	4
GRAND TOTAL	192.0	182.0	175.5	185.5	185.5	180.5	184.5	184.5

Organizational Chart

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

2018-2019

	GENERAL FUND	DEBT SERVICE	CAPITAL PROJECTS	BUDGET STABILIZATION FUND	TOTAL
PROJECTED REVENUES					
Taxes	\$ 70,814,521	\$ -	\$ -	\$ -	\$ 70,814,521
Intergovernmental	1,714,773	-	-	-	1,714,773
Charges for services	5,406,293	-	-	-	5,406,293
Use of money & prop	500,000	-	-	-	500,000
Rent	62,808	-	-	-	62,808
Other	-	-	36,565	-	36,565
TOTAL	78,498,394	-	36,565	-	78,534,959
PROJECTED EXPENDITURES					
Salaries & benefits	60,427,404	-	-	-	60,427,404
Services & supplies	6,646,088	-	-	-	6,646,088
Property Tax Share Agreem	49,195	-	-	-	49,195
Debt service	-	1,881,254	-	-	1,881,254
Capital projects	-	-	3,786,627	-	3,786,627
OPEB contribution	3,585,518	-	-	-	3,585,518
TOTAL	70,708,205	1,881,254	3,786,627	-	76,376,085
ANNUAL SURPLUS (DEFICIT)					
	7,790,190	(1,881,254)	(3,750,062)	-	2,158,874
Transfers in (out)	(4,823,807)	1,881,254	2,989,012	(46,459)	-
Net change	2,966,383	-	(761,050)	(46,459)	2,158,874
PROJECTED FUND BALANCE JULY 1, 2018					
	44,722,450	-	6,653,769	17,564,351	68,940,570
PROJECTED FUND BALANCE JUNE 30, 2019					
	\$ 47,688,832	\$ -	\$ 5,892,719	\$ 17,517,892	\$ 71,099,444
Restricted					
Debt Service	-	-	-	-	-
Capital Projects	-	-	238,000	-	238,000
IT Surcharge Cap Projects	-	-	36,565	-	36,565
Committed					
Worker's Comp Claims	-	-	-	3,000,000	3,000,000
"Dry Period" Funding ⁽¹⁾	39,249,197	-	-	-	39,249,197
Budget Stabilization ⁽²⁾	-	-	-	14,517,892	14,517,892
Capital Projects	-	-	5,618,154	-	5,618,154
Unassigned	8,439,635	-	-	-	8,439,635
TOTAL	\$ 47,688,832	\$ -	\$ 5,892,719	\$ 17,517,892	\$ 71,099,443

(1) Dry Period Funding = 50% of General Fund Revenues

(2) Budget Stabilization = 20% of General Fund Expenses

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

2019-2020

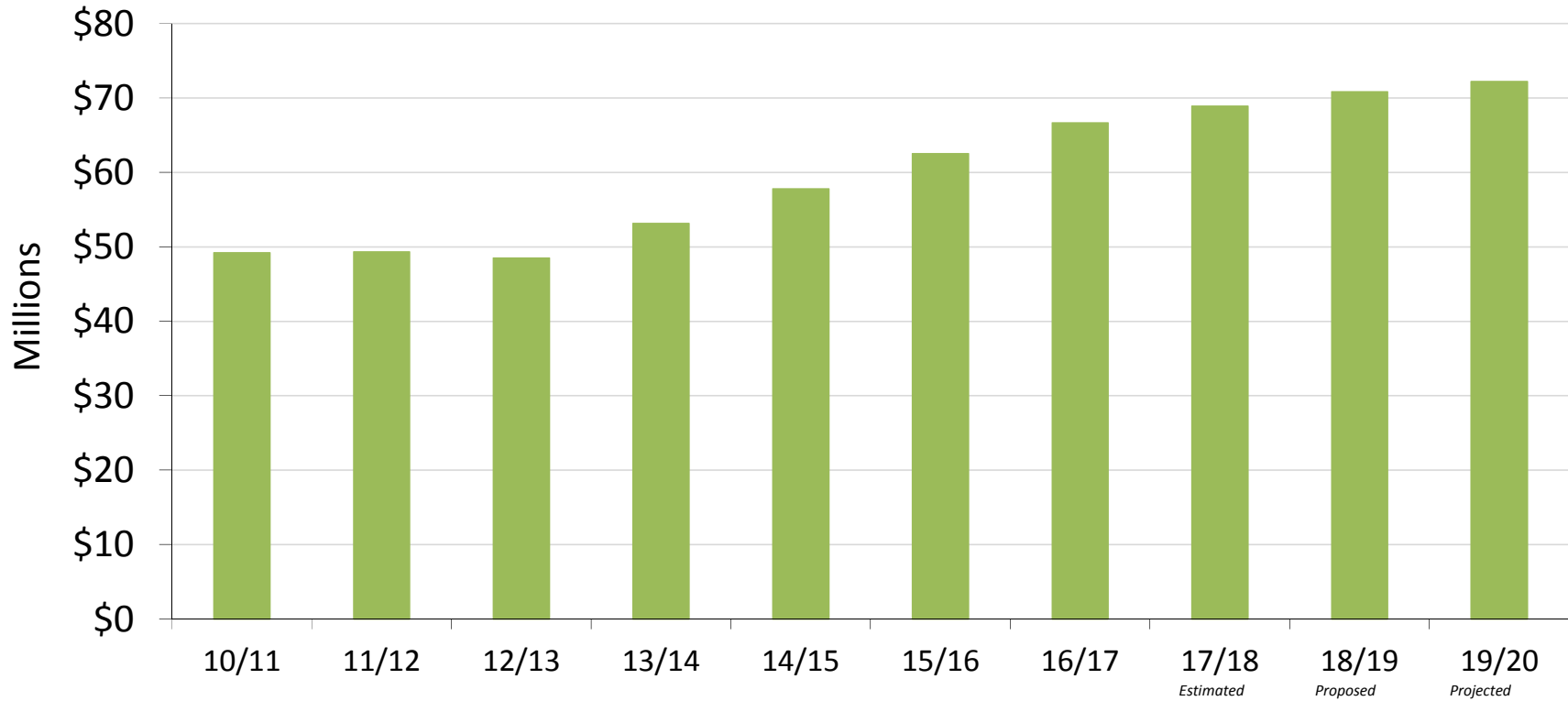
	GENERAL FUND	DEBT SERVICE	CAPITAL PROJECTS	BUDGET STABILIZATION FUND	TOTAL
PROJECTED REVENUES					
Taxes	\$ 72,198,773	\$ -	\$ -	\$ -	\$ 72,198,773
Intergovernmental	1,776,192	-	-	-	1,776,192
Charges for services	5,498,357	-	-	-	5,498,357
Use of money & prop	500,000	-	-	-	500,000
Rent	66,462	-	-	-	66,462
Other	-	-	37,662	-	37,662
TOTAL	80,039,784	-	37,662	-	80,077,446
PROJECTED EXPENDITURES					
Salaries & benefits	61,005,830	-	-	-	61,005,830
Services & supplies	6,036,323	-	-	-	6,036,323
Property Tax Share Agreem	50,157	-	-	-	50,157
Debt service	-	1,544,505	-	-	1,544,505
Capital projects	-	-	3,657,589	-	3,657,589
OPEB contribution	3,336,080	-	-	-	3,336,080
TOTAL	70,428,389	1,544,505	3,657,589	-	75,630,483
ANNUAL SURPLUS (DEFICIT)					
	9,611,395	(1,544,505)	(3,619,927)	-	4,446,963
Transfers in (out)	(4,511,533)	1,544,505	3,090,341	(123,313)	-
Net change	5,099,862	-	(529,586)	(123,313)	4,446,963
PROJECTED FUND BALANCE JULY 1, 2019					
	47,688,832	-	5,892,719	17,517,892	71,099,444
PROJECTED FUND BALANCE JUNE 30, 2020					
	\$ 52,788,694	\$ -	\$ 5,363,133	\$ 17,394,579	\$ 75,546,406
Restricted					
Debt Service	-	-	-	-	-
Capital Projects	-	-	238,000	-	238,000
IT Surcharge Cap Projects	-	-	37,662	-	37,662
Committed					
Worker's Comp Claims	-	-	-	3,000,000	3,000,000
"Dry Period" Funding ⁽¹⁾	40,019,892	-	-	-	40,019,892
Budget Stabilization ⁽²⁾	-	-	-	14,394,579	14,394,579
Capital Projects	-	-	5,087,471	-	5,087,471
Unassigned	12,768,802	-	-	-	12,768,802
TOTAL	\$ 52,788,694	\$ -	\$ 5,363,133	\$ 17,394,579	\$ 75,546,406

(1) Dry Period Funding = 50% of General Fund Revenues

(2) Budget Stabilization = 20% of General Fund Expenses

SAN RAMON VALLEY FIRE PROTECTION DISTRICT TEN YEARS OF PROPERTY TAX REVENUE

Fiscal Year	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
Actual	\$ 49,184,817	\$ 49,329,131	\$ 48,507,267	\$ 53,139,723	\$ 57,771,509	\$ 62,506,117	\$ 66,666,013	\$ 68,906,987	\$ 70,814,521	\$ 72,198,773
% Increase	-1.00%	0.29%	-1.67%	9.55%	8.72%	8.20%	6.66%	3.36%	2.77%	1.95%



**San Ramon Valley Fire Protection District
General Fund Operations - Ten-Year Cash Flow Model**

	Actual	Projected								
	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>
Beginning fund balance	\$ 54,873,461	\$ 59,149,737	\$ 61,466,432	\$ 64,361,355	\$ 69,111,634	\$ 72,310,789	\$ 74,462,497	\$ 75,575,453	\$ 76,278,503	\$ 75,843,970
Revenue:										
Property tax	66,666,013	68,906,987	70,814,521	72,198,773	73,642,748	75,115,603	76,617,915	78,150,274	79,713,279	81,307,545
Ambulance charges	4,044,582	3,650,000	4,650,000	4,719,750	4,790,546	4,862,404	4,935,341	5,009,371	5,084,511	5,160,779
Other service chgs	805,932	734,622	756,293	778,607	790,286	802,140	814,173	826,385	838,781	851,363
Cell tower rent	62,807	62,808	62,808	66,462	67,459	68,471	69,498	70,540	71,598	72,672
Disposal of property	13,482	-	-	-	-	-	-	-	-	-
Interest income	147,545	500,000	500,000	500,000	383,570	401,325	413,267	419,444	423,346	420,934
State/Fed/Local/Meas H	476,979	1,473,591	364,773	376,192	385,597	395,237	405,118	415,246	425,627	436,268
Consolidated Dispatch *	1,250,000	1,300,000	1,350,000	1,400,000	1,600,000	1,640,000	1,681,000	1,723,025	1,766,101	1,810,253
Other/misc	56,651	120,000	-	-	-	-	-	-	-	-
	<u>73,523,990</u>	<u>76,748,008</u>	<u>78,498,394</u>	<u>80,039,784</u>	<u>81,660,206</u>	<u>83,285,181</u>	<u>84,936,311</u>	<u>86,614,284</u>	<u>88,323,243</u>	<u>90,059,813</u>
Expenses:										
Salaries	23,652,457	25,984,019	26,890,187	27,180,587	28,267,810	29,115,845	29,989,320	30,889,000	31,815,670	32,770,140
Overtime	8,211,660	8,743,157	7,576,910	7,672,700	7,979,608	8,218,996	8,465,566	8,719,533	8,981,119	9,250,553
Pension	17,025,790	18,904,816	18,951,764	18,853,999	19,419,619	20,002,208	20,602,274	21,220,342	21,856,953	22,512,661
Pension cost share	(1,745,096)	(1,643,704)	(1,531,631)	(1,505,913)	(1,566,150)	(1,613,134)	(1,661,528)	(1,711,374)	(1,762,715)	(1,815,597)
Insurance	5,156,815	5,692,307	5,328,704	5,369,250	5,584,020	5,807,381	6,039,676	6,281,263	6,532,513	6,793,814
OPEB	6,055,400	6,161,812	6,821,989	6,947,713	7,726,204	8,259,409	8,748,491	8,565,456	9,073,330	9,368,213
Services & supplies	6,234,941	5,854,574	6,646,088	6,036,323	6,187,231	6,341,912	6,500,459	6,662,971	6,829,545	7,000,284
Property Tax Share Agmt	46,313	47,870	49,195	100,000	125,000	150,000	175,000	200,000	225,000	250,000
Capital contribution	2,812,602	2,891,639	2,989,012	3,090,341	3,198,503	3,310,451	3,426,316	3,546,237	3,670,356	3,798,818
Debt payments	1,796,833	1,794,823	1,881,254	1,544,505	1,539,205	1,540,406	1,537,780	1,537,806	1,536,005	1,534,681
	<u>69,247,714</u>	<u>74,431,313</u>	<u>75,603,472</u>	<u>75,289,505</u>	<u>78,461,051</u>	<u>81,133,473</u>	<u>83,823,355</u>	<u>85,911,234</u>	<u>88,757,776</u>	<u>91,463,567</u>
Revenue over (under) exp	<u>4,276,275</u>	<u>2,316,695</u>	<u>2,894,923</u>	<u>4,750,279</u>	<u>3,199,155</u>	<u>2,151,708</u>	<u>1,112,956</u>	<u>703,050</u>	<u>(434,533)</u>	<u>(1,403,754)</u>
Ending fund balance	<u>\$ 59,149,737</u>	<u>\$ 61,466,432</u>	<u>\$ 64,361,355</u>	<u>\$ 69,111,634</u>	<u>\$ 72,310,789</u>	<u>\$ 74,462,497</u>	<u>\$ 75,575,453</u>	<u>\$ 76,278,503</u>	<u>\$ 75,843,970</u>	<u>\$ 74,440,216</u>
"Dry Period" Funding	\$ 36,761,995	\$ 38,374,004	\$ 39,249,197	\$ 40,019,892	\$ 40,830,103	\$ 41,642,590	\$ 42,468,155	\$ 43,307,142	\$ 44,161,621	\$ 45,029,907
Budget Stabilization Fund	16,287,022	17,307,935	17,517,892	17,394,579	18,052,510	18,564,604	19,079,408	19,472,999	20,017,484	20,532,950
Amt over (under) Board Policy	\$ 6,100,720	\$ 5,784,493	\$ 7,594,265	\$ 11,697,163	\$ 13,428,176	\$ 14,255,302	\$ 14,027,889	\$ 13,498,361	\$ 11,664,865	\$ 8,877,360

San Ramon Valley Fire Protection District General Fund Operations - Ten-Year Cash Flow Model

Key Assumptions/Board Policy

Revenue growth: General property tax growth is based on the HDL estimate for 18/19, 2.0% thereafter ; Ambulance charges increase in 18/19 due to change in fee structure, 1.5% thereafter; Other charges/ Cell Tower rent 1.5% per year.

Salaries: Step increases; additional 1% for Captains, Engineers and Firefighters retroactive to 4/1/18; 3% effective 4/1/19 and 4/1/20 for all employees; additional 1% for Captains, Engineers and Firefighters as of 4/1/20; and 4% as of 4/1/21 for all employees. Additional 6 positions starting 2018/19.

Pension costs: Reflects staffing levels and salary changes; Rate changes provided by CCCERA for 18/19, 19/20 (-.62% general, -1.49% safety), and no rate changes thereafter; also includes CCCERA prepayment savings of 3.14%; reduced to 1.57% to fund additional CCCERA payment beginning 17/18 and thereafter.

Pension Cost Share: Non-Safety cost share is 6%; Safety cost share at 8%.

Insurance: Medical premium increases at 4.0% 18/19 and thereafter; also includes workers' compensation and FICA/medicare.

OPEB: Fiscal year 2018/19 and 2019/20 represent full funding of ADC from 7/1/2017 Actuarial Valuation +\$200K; amount includes both retiree premiums and prefunding; 4.00% growth thereafter.

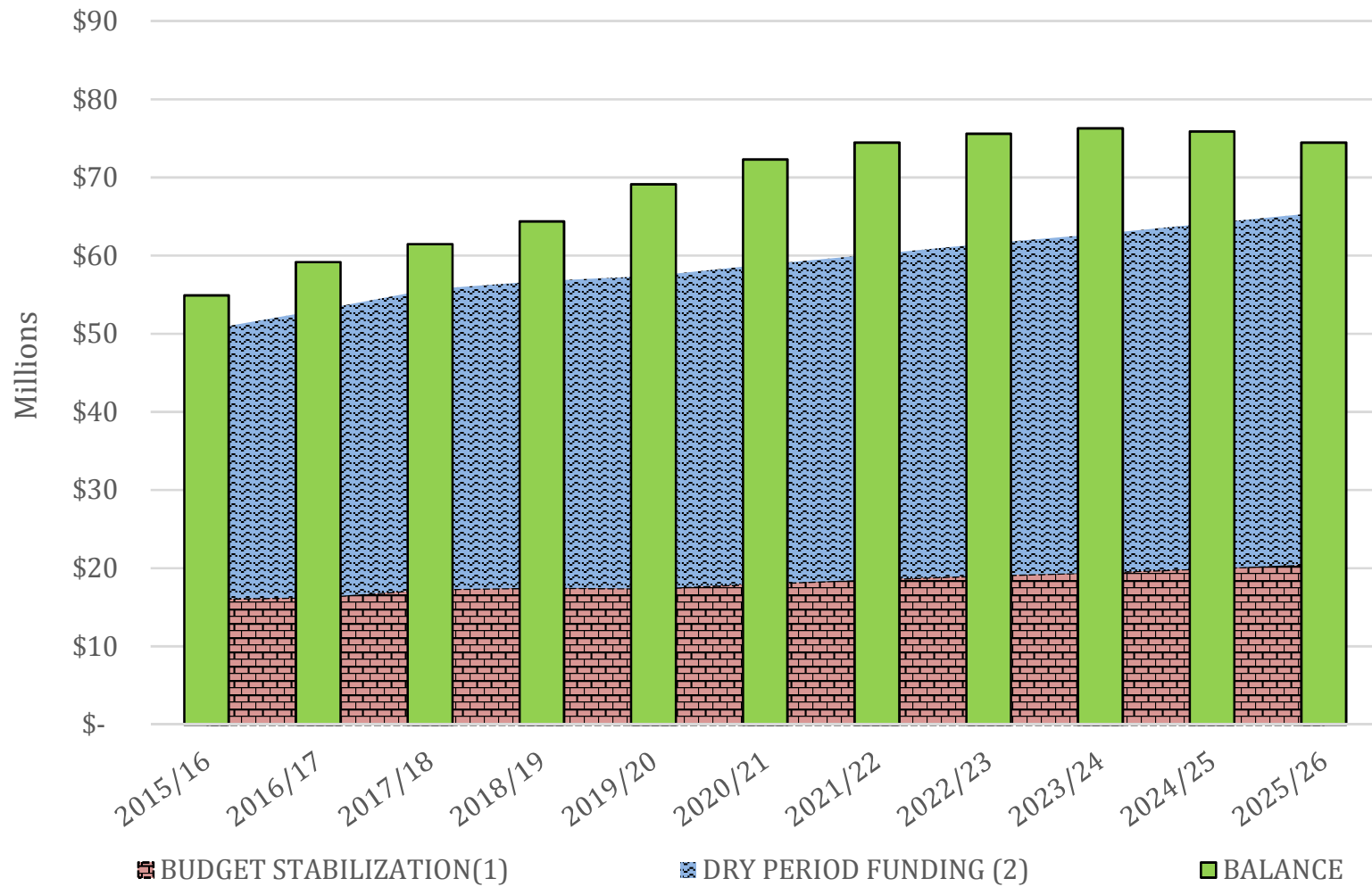
Capital: 2018/19 General Fund contribution \$3.0M; includes repayment of start up costs for Consolidated Dispatch; beginning 2021 50% of City of San Ramon cost-share to CIP.

Debt Payments: Reflects 2013 refunding of 1989 debt issue maturing in 18/19; 2015 advanced refunding of 2006 COPs, maturing in 35/36; 2018 Equipment lease maturing in 27/28.

"Dry Period" Funding: 50% of General Fund revenues (excludes federal grant revenue).

Budget Stabilization Fund: 20% of operating and debt service expenditures (excludes capital outlay/capital contributions) + \$3M workers' compensation reserve.

General Fund 10-Year Cash Flow



(1) Budget Stabilization = 20% of General Fund Expenses

(2) Dry Period Funding = 50% of General Fund Revenues

REVENUES GENERAL FUND

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Property Taxes - Secured	4110	\$ 61,143,436	\$ 64,591,579	\$ 66,852,285	\$ 68,189,330
Property Taxes - Supplemental	4120	1,762,346	528,418	-	-
Property Taxes - Utilities/Unitary	4130	1,069,077	1,126,916	1,126,916	1,126,916
Property Taxes - Unsecured	4140	1,839,066	1,882,748	1,920,403	1,958,811
Homeowner Property Tax Relief	4145	475,833	471,786	475,000	475,000
Redevelopment Agencies	4150	1,058,717	1,079,892	1,001,490	1,021,520
County Tax Administration	4160	(510,175)	(550,561)	(561,572)	(572,804)
Property Taxes - Prior Secured	4170	(142,357)	(133,764)	-	-
Property Taxes - Prior Supplemental	4180	(89,990)	(77,751)	-	-
Property Taxes - Prior Unsecured	4190	60,059	(12,275)	-	-
TOTAL TAXES		66,666,013	68,906,987	70,814,521	72,198,773
Measure H	4220	33,000	33,000	33,000	33,000
Miscellaneous State Aid/Grants	4240	175,793	1,067,521	-	-
LEMSA	4250	191,892	250,510	256,773	263,192
GEMT	4251	76,294	122,560	75,000	80,000
Consolidated Dispatch	4252	1,250,000	1,300,000	1,350,000	1,400,000
TOTAL INTERGOVERNMENTAL		1,726,979	2,773,591	1,714,773	1,776,192
Inspection Fees	4310	67,533	110,000	113,300	116,699
Plan Review Fees	4315	715,299	600,000	618,000	636,540
Weed Abatement Charges	4320	1,938	3,045	3,091	3,137
Administrative Citations	4325	7,500	7,500	7,613	7,727
Ambulance Services	4330	4,044,582	3,650,000	4,650,000	4,719,750
CPR Classes	4340	520	577	586	595
Reports/Photocopies	4350	13,142	13,500	13,703	13,909
TOTAL CHARGES FOR SERVICES		4,850,514	4,384,622	5,406,293	5,498,357
Investment Earnings	4410	147,545	500,000	500,000	500,000
TOTAL USE OF MONEY & PROPERTY		147,545	500,000	500,000	500,000
Rent on Real Estate	4510	62,807	62,808	62,808	66,462
TOTAL RENT		62,807	62,808	62,808	66,462
Sale of Property	4620	13,482	-	-	-
Miscellaneous Revenue	4640	56,651	120,000	-	-
TOTAL OTHER REVENUE		70,133	120,000	-	-
TOTAL REVENUES		\$ 73,523,991	\$ 76,748,008	\$ 78,498,394	\$ 80,039,784

EXPENDITURES GENERAL FUND

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 23,416,516	\$ 25,816,834	\$ 26,751,625	\$ 27,118,172
Temporary Salaries	5115	195,894	167,185	138,562	62,415
Permanent Overtime	5120/21	8,211,613	8,743,157	7,576,910	7,672,700
FICA Contributions	5140	449,912	499,757	494,187	499,422
Retirement Contributions	5150	15,280,674	17,222,990	17,395,132	17,171,660
401(a) Employer Contributions	5151	7,350	7,688	7,919	8,156
Employee Group Insurance	5160	3,750,700	4,172,550	3,806,598	3,841,672
Retiree Health Insurance	5170	2,238,230	2,450,000	3,236,471	3,611,633
OPEB Contribution	5175	3,817,170	3,711,812	3,585,518	3,336,080
Unemployment Insurance	5180	-	20,000	20,000	20,000
Workers Comp Claims	5190	956,203	1,000,000	1,000,000	1,000,000
TOTAL SALARIES AND BENEFITS		\$ 58,324,262	\$ 63,811,974	\$ 64,012,922	\$ 64,341,910
% Change		7%	9%	0%	1%
Office Supplies	5202	\$ 30,445	\$ 32,772	\$ 33,322	\$ 33,388
Postage/Freight	5204	12,436	27,379	28,765	29,485
Telecommunications	5206	200,222	225,211	255,748	256,575
Utilities	5208	359,029	375,934	385,467	395,104
Small Tools/Equipment/Furniture	5210	149,769	161,442	157,759	153,174
Miscellaneous Supplies	5212	52,461	129,060	129,449	120,130
Medical Supplies	5213	152,946	139,000	144,560	149,952
Firefighting Supplies	5214	29,701	61,162	59,310	48,237
Pharmaceutical Supplies	5216	33,489	35,000	36,400	37,856
Computer Supplies	5218	10,659	13,755	15,311	15,695
Radio Equipment & Supplies	5219	25,654	20,500	20,500	21,013
Food Supplies	5222	25,835	40,919	40,644	40,068
PPE Inspections & Repairs	5223	16,054	26,213	21,868	22,415
Safety Clothing & Supplies	5224	120,744	236,333	254,697	138,117
Class A Uniforms & Supplies	5225	7,964	13,134	13,462	13,798
Non-Safety Clothing	5226	32,889	37,767	41,381	42,417
Class B Uniforms & Supplies	5227	85,334	97,969	102,219	78,509
Household Supplies	5228	42,921	51,345	44,153	45,257
Central Garage Repairs	5230	561,843	351,363	300,000	307,500
Central Garage Maintenance	5231	39,905	38,237	39,194	40,173
Central Garage Gas & Oil	5232	154,630	174,432	178,587	183,052
Central Garage Tires	5234	62,623	52,275	53,582	54,922
Central Garage Inspections	5235	10,958	11,562	11,850	12,147
Maintenance/Repairs - Equipment	5236	198,424	231,392	261,113	266,791
Maintenance/Repairs - Radio	5238	296,475	277,432	379,611	385,908
Maintenance/Repairs - Buildings	5240	197,072	228,716	248,015	254,216
Maintenance/Repairs - Grounds	5242	43,327	40,653	41,582	42,623
Rents/Leases	5246	60,642	69,687	66,767	70,217
Professional & Specialized Services	5250	1,333,568	1,396,240	1,680,473	1,422,370
Recruiting Costs	5251	98,894	112,011	112,583	141,168
Legal Services	5252	934,440	300,000	400,000	203,750

EXPENDITURES GENERAL FUND

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Medical Services	5254	75,250	62,500	121,880	124,927
Communications Services	5258	79,800	78,000	79,800	79,800
Election Services	5262	300	-	110,000	-
Insurance Services	5264	495,575	497,301	493,980	506,330
Publication of Legal Notices	5270	250	6,384	6,544	6,708
Specialized Printing	5272	12,444	27,039	23,896	22,936
Dues & Memberships	5274	68,792	77,053	80,261	81,603
Educational Courses	5276	47,526	42,276	67,712	86,081
Education Assistance Program	5277	11,693	16,692	23,725	24,436
Public Education Supplies	5278	9,475	9,304	11,384	11,669
Books & Periodicals	5280	13,509	15,873	23,234	19,373
Recognition Supplies	5282	2,456	1,441	4,152	4,256
Meetings & Travel Expenses	5284	36,816	32,574	41,148	42,177
TOTAL SERVICES AND SUPPLIES		\$ 6,235,239	\$ 5,875,331	\$ 6,646,088	\$ 6,036,323
% Change		44%	-6%	13%	-9%
Property Tax Share Agreement	5290	\$ 46,313	\$ 47,870	\$ 49,195	\$ 50,157
TOTAL EXPENDITURES		\$ 64,605,815	\$ 69,735,174	\$ 70,708,205	\$ 70,428,389
% Change		10%	8%	1%	0%

BOARD OF DIRECTORS

PURPOSE

The Board of Directors is the elected policy-making body for the San Ramon Valley Fire Protection District. It is comprised of five members elected at-large who serve four-year overlapping terms. The Board of Directors provide financial oversight and strategic policy direction to maximize the public value of District services. The Board is responsible for hiring the Fire Chief and District legal counsel.

STANDARD LEVEL OF PERFORMANCE

1. Provide overall leadership and direction for the District through the establishment of broad policies to be implemented by the Fire Chief.
2. Strive for the delivery of the highest quality of fire suppression, fire prevention and emergency medical services to District residents and businesses.
3. Actively exercise financial and policy oversight to ensure the long term viability of the District.
4. Exercise prudence and integrity with respect to financial transactions and the stewardship of District assets.
5. Be sensitive and responsive to the needs and rights of the public.
6. Minimize legal challenges by ensuring compliance with both the letter and the spirit of the constitution, legislation and regulations governing actions of the District and through the effective use of outside legal counsel.
7. Provide the public, surrounding agencies and the media with a greater awareness of the District's role in providing public safety services to the San Ramon Valley.
8. Oversee the annual review and update of the District's long term financial plan and capital improvement plan.
9. Define Board committee roles and determine membership on outside committees and commissions on an annual basis.
10. Ensure the District has in place a fair and reasonable personnel compensation package designed to attract and retain high quality and highly functioning employees.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Continue to enhance the District's level of disaster preparedness.
2. Continue to enhance the District's level of open governance and transparency.
3. Maintain current and long-term fiscal stability.
4. Ensure fiscal policies and procedures are in place to sustain the long-term viability of the District.

MEMBERS OF THE BOARD

Director (5)

BOARD OF DIRECTORS

10-10

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 12,630	\$ 13,440	\$ 13,440	\$ 13,440
FICA Contributions	5140	966	1,028	1,028	1,028
TOTAL SALARIES AND BENEFITS		\$ 13,596	\$ 14,468	\$ 14,468	\$ 14,468
Small Tools & Equipment	5210	\$ 1,722	\$ -	\$ -	\$ -
Non-Safety Clothing	5226	109	175	179	184
Professional & Specialized Services	5250	-	2,500	5,000	5,125
Legal Services	5252	723,547	150,000	150,000	153,750
Election Services	5262	300	-	110,000	-
Dues & Memberships	5274	33,531	34,497	35,369	36,254
Educational Courses	5276	1,052	600	2,013	2,064
Books & Periodicals	5280	-	140	256	262
Recognition Supplies	5282	1,515	350	2,050	2,102
Meetings & Travel Expenses	5284	7,508	3,750	7,060	7,237
TOTAL SERVICES AND SUPPLIES		\$ 769,284	\$ 192,012	\$ 311,927	\$ 206,978
TOTAL EXPENDITURES		\$ 782,880	\$ 206,480	\$ 326,395	\$ 221,446

BOARD OF DIRECTORS

10-10

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Small Tools & Equipment		\$ 1,722	\$ -	\$ -	\$ -
Small Tools & Equipment	5210	1,722	-	-	-
Clothing		109	175	179	184
Non-Safety Clothing	5226	109	175	179	184
Website, Consulting Svcs, Grants		-	2,500	5,000	5,125
Professional & Specialized Services	5250	-	2,500	5,000	5,125
Legal Fees - District Counsel		138,375	150,000	150,000	153,750
Legal Fees		585,172	-	-	-
Legal Services	5252	723,547	150,000	150,000	153,750
Election Services		300	-	110,000	-
Election Services	5262	300	-	110,000	-
Alamo Chamber of Commerce		75	77	79	81
CCC Fire Commissioner's Assoc		103	105	108	111
Danville Chamber of Commerce		308	315	323	331
San Ramon Chamber of Commerce		333	675	700	718
EERI		169	173	178	182
Museum of San Ramon Valley		36	37	38	39
LAFCO		32,507	33,115	33,943	34,792
Dues & Memberships	5274	33,531	34,497	35,369	36,254
Government Affairs Day		500	500	513	526
Miscellaneous Conferences		552	100	1,500	1,538
Educational Courses	5276	1,052	600	2,013	2,064
Manuals, Publications		-	140	256	262
Books & Periodicals	5280	-	140	256	262
Retirement/Promotion Recognitions		300	250	1,025	1,051
Miscellaneous Recognition		1,215	100	1,025	1,051
Recognition Supplies	5282	1,515	350	2,050	2,102
Board Meeting Refreshments		400	250	410	420
Special Districts (CSDA) Workshops		2,500	1,500	2,050	2,101
Fire Commissioners Quarterly Mtg		500	500	500	513
Miscellaneous Conferences		4,108	1,500	4,100	4,203
Meetings/Travel Exp	5284	7,508	3,750	7,060	7,237
TOTAL SERVICES AND SUPPLIES		\$ 769,284	\$ 192,012	\$ 311,927	\$ 206,978

FIRE CHIEF

PURPOSE

The Fire Chief is the Chief Executive Officer of the District. In collaboration with the Board of Directors and in partnership with all members of the organization, the Fire Chief provides direction and order to the District. The Fire Chief also serves as the Treasurer of the District and is responsible for implementation of policies established by the Board of Directors.

STANDARD LEVEL OF PERFORMANCE

1. Primarily responsible for day-to-day administration of the Fire District pursuant to policy direction from the Board of Directors.
2. Adhere to all legal and contractual requirements that govern Fire/Special District operations.
3. As Treasurer, oversee financial activities of the District, ensure investments are in compliance with the Board approved investment policy and state regulations and ensure adequate cash liquidity to support District operations.
4. Conduct long-range fiscal planning and provide the framework and oversight for the development and administration of the annual operating and capital budgets.
5. Ensure the safety of District residents, businesses and employees through effective oversight of daily operations and emergency situations.
6. Ensure that all requests for assistance are handled promptly and courteously.
7. Plan for future growth and development within the District.
8. Work collaboratively with labor to address financial and operational needs of the District.
9. Develop staff to meet the future needs of the organization.
10. Maintain political liaison with all local and regional jurisdictions.
11. Continue to evaluate the effectiveness of the organizational structure and programs offered to maximize the effectiveness and public value of District services.

GOALS AND OBJECTIVES FOR FY 2018-19

1. Ensure the long-term financial viability of District operations through the continued use/development of financial forecasts and capital improvement plans.
2. Continue to monitor/anticipate the growing safety needs of the District (i.e., opening of City Center project) and proactively deploy resources to best address overall service demand.
3. Ensure the District is well positioned to successfully address any challenges to its 201/224 rights to be recognized as the exclusive emergency medical transport provider within District boundaries.
4. Evaluate the feasibility of partnering with the City of San Ramon to develop a joint-use public safety facility that would house the District headquarters, Police Department and consolidated dispatch operations.
5. Ensure operations of the Fire & Life Safety Division continue on a positive trajectory during the military deployment of Deputy Chief Drayton.
6. Ensure the District is prepared for natural disasters and other major emergencies.

STAFFING SUMMARY

Fire Chief¹

District Clerk

¹ The Fire Chief also serves as the Treasurer of the District.

**FIRE CHIEF
10-15**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 363,695	\$ 387,788	\$ 358,385	\$ 369,137
Temporary Salaries	5115	7,739	46,291	-	-
FICA Contributions	5140	5,788	5,623	5,197	5,352
Retirement Contributions	5150	237,136	241,354	223,079	225,115
401a Contributions ER Paid	5151	7,350	7,688	7,919	8,156
Employee Group Insurance	5160	51,173	52,207	28,072	29,113
TOTAL SALARIES AND BENEFITS		\$ 672,881	\$ 740,951	\$ 622,652	\$ 636,873
Office Supplies	5202	\$ 1,494	\$ 1,405	\$ 1,500	\$ 1,538
Small Tools & Equipment	5210	10,488	7,019	7,500	7,688
Miscellaneous Supplies	5212	1,421	1,000	2,000	2,051
Food Supplies	5222	695	1,812	2,000	2,050
Non-Safety Clothing	5226	1,413	1,038	2,000	2,051
Professional & Specialized Services	5250	-	-	6,500	6,663
Legal Services	5252	891	-	-	-
Specialized Printing	5272	77	250	750	769
Dues & Memberships	5274	10,487	8,486	11,995	12,294
Educational Courses - District Wide	5276	13,189	1,000	10,500	10,763
Books & Periodicals	5280	-	250	256	262
Travel Expenses - District Wide	5284	24,465	20,000	25,000	25,625
TOTAL SERVICES AND SUPPLIES		\$ 64,620	\$ 42,260	\$ 70,001	\$ 71,754
TOTAL EXPENDITURES		\$ 737,501	\$ 783,211	\$ 692,653	\$ 708,627

**FIRE CHIEF
10-15**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Office Supplies		\$ 1,494	\$ 1,405	\$ 1,500	\$ 1,538
Office Supplies	5202	1,494	1,405	1,500	1,538
Badges, Name Tag, Collar Brass, Pins		9,488	7,019	7,000	7,175
Misc. Tools and Equipment		1,000	-	500	513
Small Tools/Equipment	5210	10,488	7,019	7,500	7,688
Misc. Supplies District Honor Guard		-	-	500	513
Miscellaneous Supplies		1,421	1,000	1,500	1,538
Miscellaneous Supplies	5212	1,421	1,000	2,000	2,051
Miscellaneous Food Supplies/Meals		695	1,812	2,000	2,050
Food Supplies	5222	695	1,812	2,000	2,050
Uniforms - District Honor Guard		-	-	1,000	1,025
Uniforms - District Clerk		-	250	500	513
Uniforms - Fire Chief		1,413	788	500	513
Non-Safety Clothing	5226	1,413	1,038	2,000	2,051
Trainer - District Honor Guard		-	-	500	513
Newsletter Writing/Design		-	-	1,000	1,025
Consultant/Professional Services		-	-	5,000	5,125
Professional & Specialized Services	5250	-	-	6,500	6,663
Legal Services		891	-	-	-
Legal Services	5252	891	-	-	-
Document Services		-	-	500	513
Business Cards		77	250	250	256
Specialized Printing	5272	77	250	750	769
CA Special Districts Association		6,485	6,842	7,000	7,175
Fire Districts Assoc of California		1,100	550	575	589
Contra Costa Co. Special Dist Assoc		100	290	280	287
National Fire Protection Assoc		-	-	479	491
CCC Fire Chiefs Association		500	-	431	442
International Assoc. of Fire Chiefs		762	254	2,692	2,759
Annual Accreditation Fee		1,100	-	-	-
Contra Costa CAER		440	550	538	551
Dues & Memberships	5274	10,487	8,486	11,995	12,294
Educational Courses - District Wide		13,189	1,000	10,500	10,763
Educational Courses	5276	13,189	1,000	10,500	10,763
Miscellaneous Fire Service Books/Magazines		-	250	256	262
Books & Periodicals	5280	-	250	256	262

**FIRE CHIEF
10-15**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Meetings/Travel Expenses - District Wide		24,465	20,000	25,000	25,625
Meetings/Travel Expenses - District Wide	5284	24,465	20,000	25,000	25,625
TOTAL SERVICES AND SUPPLIES		\$ 64,620	\$ 42,260	\$ 70,001	\$ 71,754

HUMAN RESOURCES

PURPOSE

The Human Resources Department is responsible for recruiting, hiring, employee relations, personnel policies and procedures, labor relations and negotiations, workers' compensation, employee record keeping, benefits administration, risk management oversight and retiree relations. The Human Resources staff act as advocates for both the District and the people who work for the District. The Human Resources Department goals include recruiting, developing, and retaining a diverse, well-qualified and professional workforce that reflects the high standards of the community we serve, and to lead the District in positive employee relations, talent management, succession planning, and employee engagement.

STANDARD LEVEL OF PERFORMANCE

1. Through appropriate managers, ensure the District and employees adhere to administrative policies and procedures, rules and regulations.
2. Maintain positive labor relations through open, fair communications, and the consistent application of personnel policies and procedures.
3. Assist with collective bargaining and update human resources policies and procedures through the "Meet and Confer" process with represented group.
4. Deliver examination processes in a fair, consistent and legal manner.
5. Recruit and hire new employees as needed following all legal requirements.
6. Ensure standards pertaining to the Injury Illness Prevention Program, workers' compensation, salary and benefit administration, and attendance/leave policies are met and consistently administered.
7. Facilitate resolution of grievances, complaints, discipline, coaching/counseling and evaluation activities.
8. Administer the District's Chaplain Program.
9. Maintain an ergonomically sound work environment.
10. Manage and administer the District's employee benefits program.
11. Provide prompt, courteous responses to employees seeking information or assistance.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Recurring meetings with management staff to ensure their needs are being met.
2. Standardize HR procedures and processes
3. Evaluate and update District Administrative policies.
4. In conjunction with the Safety Committee, identify ways to further enhance workplace safety.

STAFFING SUMMARY

Human Resources Director

Human Resources Generalist (2)

HUMAN RESOURCES

10-20

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 366,437	\$ 407,532	\$ 416,773	\$ 429,276
Temporary Salaries	5115	10,641	-	-	-
Permanent Overtime	5120	4,025	6,000	-	-
FICA Contributions	5140	5,993	5,996	6,043	6,225
Retirement Contributions	5150	122,908	148,823	139,607	141,174
Employee Group Insurance	5160	57,939	66,582	41,257	42,661
Retiree Health Insurance	5170	2,238,230	2,450,000	3,236,471	3,611,633
OPEB Contribution	5175	3,817,170	3,711,812	3,585,518	3,336,080
Unemployment Insurance	5180	-	20,000	20,000	20,000
Workers Comp Claims	5190	956,203	1,000,000	1,000,000	1,000,000
TOTAL SALARIES AND BENEFITS		\$ 7,579,546	\$ 7,816,745	\$ 8,445,669	\$ 8,587,049
Office Supplies	5202	\$ 1,113	\$ 807	\$ 1,061	\$ 1,087
Postage/Freight	5204	134	300	300	308
Small Tools & Equipment	5210	1,150	560	400	411
Food Supplies	5222	4,995	10,793	9,289	12,287
Non-Safety Clothing	5226	653	1,418	2,354	2,413
Maintenance/Repairs - Equipment	5236	46,084	66,081	52,498	53,360
Professional & Specialized Services	5250	124,379	142,398	106,235	108,891
Recruiting Costs	5251	98,894	112,011	112,583	141,168
Legal Services	5252	50,002	50,000	50,000	50,000
Medical Services	5254	75,250	62,500	121,880	124,927
Insurance Services	5264	495,575	497,301	493,980	506,330
Specialized Printing	5272	1,504	1,972	1,138	1,166
Dues & Memberships	5274	780	4,619	3,394	3,455
Educational Courses	5276	3,281	13,051	15,000	32,050
Books & Periodicals	5280	824	879	901	924
Recognition Supplies	5282	941	1,091	2,102	2,154
TOTAL SERVICES AND SUPPLIES		\$ 905,559	\$ 965,781	\$ 973,115	\$ 1,040,931
TOTAL EXPENDITURES		\$ 8,485,105	\$ 8,782,526	\$ 9,418,784	\$ 9,627,979

HUMAN RESOURCES

10-20

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
General Office Supplies		\$ 675	\$ 675	\$ 308	\$ 316
Plaques, Name Plates, Misc.		200	34	215	220
Blank ID Cards & Printer Supplies		238	98	538	551
Office Supplies	5202	1,113	807	1,061	1,087
Postage/Freight		134	300	300	308
Postage/Freight	5204	134	300	300	308
Chaplain Supplies		-	500	300	308
Ergonomic Furniture/Supplies		1,150	60	100	103
Small Tools/Equip	5210	1,150	560	400	411
Assessment Center - Battalion Chief		-	-	500	-
Assessment Center - Captain		-	500	-	500
Assessment Center - Engineer		1,905	2,215	-	2,500
Recruitment - FF/PM		2,985	3,200	3,200	3,280
Recruitment - Management		-	176	180	185
Recruitment - EMS		-	-	539	552
Recruitment - Comm Ctr (Disp)		-	307	538	551
Recruitment - Administrative		-	353	539	552
Recruitment - FLSI		-	82	-	-
Recruitment - Training Captain		-	260	-	280
Miscellaneous Testing		105	3,700	3,793	3,887
Food Supplies	5222	4,995	10,793	9,289	12,287
Uniforms - Chaplain		-	720	200	205
Uniforms - Support Staff		-	435	1,885	1,932
Uniforms - Misc.		653	263	269	276
Non-Safety Clothing	5226	653	1,418	2,354	2,413
Applicant Tracking System		2,375	-	18,000	18,000
Scheduling Software		15,061	35,081	-	-
HR Module & ACA Compliance		28,648	31,000	34,498	35,360
Maintenance/Repairs - Equipment	5236	46,084	66,081	52,498	53,360
ADP Professional Support		4,220	-	1,000	1,025
IEDA		33,057	23,760	24,118	24,721
ID Card Software/Photography		895	1,700	1,000	1,025
Crisis - Trauma Intervention		-	-	10,000	10,250
Health Insurance Administrative Fee		16,620	25,000	23,692	24,284
Actuarial - Workers' Compensation		4,000	4,100	4,203	4,308
Ergonomic Consulting		1,190	1,650	1,500	1,538
Fingerprint Services/DOJ		-	-	2,154	2,208
Investigation Services		17,669	28,388	15,375	15,759
Section 125 Plan - Admin Fees		426	2,100	2,693	2,760
Human Resources Consulting		46,302	55,700	20,500	21,013
Professional & Specialized Services	5250	124,379	142,398	106,235	108,891

HUMAN RESOURCES

10-20

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Assessment Center - Battalion Chief		17,201	-	17,250	-
Assessment Center - Captain		-	16,500	-	16,500
Assessment Center - Engineer		450	13,500	-	14,000
Assessment Center - Training Captain		-	8,500	-	9,000
Recruitment - FF/PM		22,597	-	3,000	3,075
Recruitment - Management		-	-	2,364	2,423
Recruitment - EMS		-	-	2,364	2,423
Recruitment - Comm Ctr (Disp)		5,660	-	2,364	2,423
Recruitment - Administrative		5,058	-	3,075	3,152
Study Books/Materials (Eng)		-	-	3,716	3,809
Background Investigations		30,914	28,274	36,000	36,900
Physical Examinations		7,180	21,800	6,000	6,150
Polygraph/Psych		5,175	3,850	22,500	23,063
Fingerprint Services - DOJ		2,137	1,000	1,950	-
Lodging		-	8,000	2,000	8,000
Miscellaneous Recruiting Costs		2,522	10,587	10,000	10,250
Recruiting Costs	5251	98,894	112,011	112,583	141,168
Legal Services - Employee Relations		50,002	50,000	50,000	50,000
Legal Services	5252	50,002	50,000	50,000	50,000
Wellness Exam Physicals/EKG		74,377	53,350	112,500	115,313
Various Vaccines/Tests		155	1,500	1,538	1,576
DMV Physicals		718	1,025	1,051	1,077
Medical Consulting/Fitness for Duty		-	5,125	5,253	5,384
Wellness Programs		-	1,000	1,025	1,051
Miscellaneous Medical Services		-	500	513	526
Medical Services	5254	75,250	62,500	121,880	124,927
Excess Workers' Comp Insurance		343,709	316,331	334,422	342,783
Property & Liability Insurance Pool		115,678	118,187	121,534	124,572
Self-Insured Certification-State of CA		36,188	62,783	38,024	38,975
Insurance Services	5264	495,575	497,301	493,980	506,330
Forms/Posters/Card Shells		188	200	205	210
Recognition Supplies		502	498	513	526
Survivor Benefit Handbook		186	177	205	210
Misc. Employee Materials/Handouts		628	1,097	215	220
Specialized Printing	5272	1,504	1,972	1,138	1,166

HUMAN RESOURCES

10-20

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Society for Human Resources		190	-	200	205
CAL PELRA		-	700	800	820
PARMA		-	-	103	106
IPMA/Nor Cal IPMA		-	-	513	526
CA Bar License		515	-	541	555
DMV Fee/Firefighter Endorsement		-	-	1,000	1,000
Miscellaneous Dues/Memberships		75	3,919	237	243
Dues & Memberships	5274	780	4,619	3,394	3,455
Supervisor Training		-	12,915	13,000	30,000
Miscellaneous On-Line Training		3,281	136	2,000	2,050
Educational Courses	5276	3,281	13,051	15,000	32,050
Western Cities		39	41	42	43
Public Retirement Newsletter		250	250	256	263
Miscellaneous Subscriptions/Books		535	588	603	618
Books & Periodicals	5280	824	879	901	924
Employee Events		-	1,025	1,051	1,077
Miscellaneous Recognition Supplies		941	66	1,051	1,077
Recognition Supplies	5282	941	1,091	2,102	2,154
TOTAL SERVICES AND SUPPLIES		\$ 905,559	\$ 965,781	\$ 973,115	\$ 1,040,931

FINANCE

PURPOSE

The Finance Division is responsible for: development of financial policies and procedures; implementing the internal accounting controls needed to safeguard District financial resources; internal and external financial reporting; cash/investment management; accounting and budgeting; accounts receivable/payable; payroll; grant administration; and fixed asset accounting.

STANDARD LEVEL OF PERFORMANCE

1. Adhere to all legal and contractual requirements with respect to the financial transactions of the District.
2. Facilitate and coordinate the preparation of financial forecasts, annual budget, annual CAFR, report to State Controller, and the District's independent audit.
3. Provide debt service management (arbitrage calculations, trustee accounts, debt service payments).
4. Provide a prudent investment program consistent with the District's investment policy through ongoing analysis of cash requirements and market conditions.
5. Maintain and reconcile general ledger accounts and transactions, including purchase order management and registers.
6. Provide the Board of Directors, Fire Chief and command staff with relevant and timely (monthly) financial information.
7. Deposit cash, post and prepare monthly report of cash receipts, track accounts receivable, audit ambulance billings, provide training and support to District staff regarding access to financial information.
8. Respond to vendor inquiries, maintain current files and issue applicable tax documents.
9. Maintain real property listings, equipment schedules for capital assets, depreciation schedules, disposal of surplus equipment and an annual physical inventory count of fixed assets.
10. Process payroll, retirement reporting, maintain records, respond to employee inquiries and other related payroll tasks.

11. Seek out grant funding as a District resource and monitor grant purchases for compliance with Single Audit guidelines, and respond to Federal audit inquiries.
12. Provide analytical support to all departments/divisions of the organization.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. CFO succession
2. Encourage/promote use of electronic banking by vendors and employees.
3. Evaluate current banking services relationship and potential issuance of RFP.
4. Maintain two-year budget and 10-year financial plan to provide long-term perspective for financial decision making and keep District on a fiscally sustainable path.
5. Maintain Capital Improvement Plan (CIP) based on input from other Divisions.
6. Maintain GFOA Certificate of Excellence in Financial Reporting.

STAFFING SUMMARY

Chief Financial Officer

Controller

Accounting Technician (2)

**FINANCE
10-25**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 335,507	\$ 355,850	\$ 371,987	\$ 541,075
Permanent Overtime	5120	1,559	2,500	2,500	2,500
FICA Contributions	5140	4,808	5,196	5,430	7,882
Retirement Contributions	5150	113,504	119,280	111,755	179,035
Employee Group Insurance	5160	51,345	57,589	59,009	61,005
TOTAL SALARIES AND BENEFITS		\$ 506,723	\$ 540,415	\$ 550,681	\$ 791,497
Office Supplies	5202	\$ 9,491	\$ 10,000	\$ 10,000	\$ 10,250
Postage/Freight	5204	7,211	5,000	7,500	7,688
Food Supplies	5222	1,733	2,750	3,000	3,075
Non-Safety Clothing	5226	790	500	1,000	1,025
Maintenance/Repairs - Equipment	5236	23,125	24,752	25,513	25,751
Rents/Leases	5246	5,621	2,000	3,075	3,152
Professional & Specialized Services	5250	450,213	461,774	412,182	313,249
Specialized Printing	5272	1,849	2,400	2,425	2,487
Dues & Memberships	5274	705	1,000	1,026	1,052
Educational Courses/Supplies	5276	1,225	500	2,500	2,563
Books & Periodicals	5280	927	909	932	955
Meetings/Travel Expenses	5284	1,182	1,500	1,500	1,538
TOTAL SERVICES AND SUPPLIES		\$ 504,072	\$ 513,085	\$ 470,653	\$ 372,785
TOTAL EXPENDITURES		\$ 1,010,795	\$ 1,053,500	\$ 1,021,334	\$ 1,164,282

**FINANCE
10-25**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Office Supplies-Administration		\$ 9,491	\$ 10,000	\$ 10,000	\$ 10,250
Office Supplies	5202	9,491	10,000	10,000	10,250
District-wide Postage/Freight		7,211	5,000	7,500	7,688
Postage/Freight	5204	7,211	5,000	7,500	7,688
Coffee Supplies-Administration		1,733	2,750	3,000	3,075
Food Supplies	5222	1,733	2,750	3,000	3,075
Uniforms		790	500	1,000	1,025
Non-Safety Clothing	5226	790	500	1,000	1,025
Color Copier-Admin		15,322	16,111	16,000	16,000
Sage Software Maintenance		6,158	8,141	8,000	8,200
Sage DrillPoint		445	500	513	526
Document Management		1,200	-	1,000	1,025
Maintenance/Repairs - Equipment	5236	23,125	24,752	25,513	25,751
Postage Meter Lease		5,621	2,000	3,075	3,152
Rents & Leases	5246	5,621	2,000	3,075	3,152
Ambulance Collection Fees		180,529	179,731	182,427	179,248
Audit Fees		34,700	38,879	40,000	41,000
COP-Annual Trustee Fees		4,640	2,000	2,000	2,050
GEMT Admin Fee		876	1,025	1,051	1,077
GEMT Claim Preparation		12,940	13,264	13,595	13,935
Payroll Charges - Admin Fees		22,579	19,962	20,461	20,973
Section 125 Plan - Admin Fees		1,068	744	750	769
ADP Project		5,000	-	-	-
CAFR Overlapping Debt Schedule		485	500	500	513
Actuarial Services		-	12,000	12,300	12,608
Financial Consulting		149,188	156,000	100,000	-
Property Tax Consulting		20,143	20,500	21,500	22,038
Bank & Credit Card Fees		17,100	17,169	17,598	18,038
COP Arbitrage Analysis		965	-	-	1,000
Professional & Specialized Services	5250	450,213	461,774	412,182	313,249
Budget Printing		474	900	900	923
CAFR Printing		972	1,000	1,025	1,051
Check Printing		403	500	500	513
Specialized Printing	5272	1,849	2,400	2,425	2,487
Calif Municipal Finance Officers		110	300	308	316
Government Finance Officers Assoc		430	500	513	526
Costco - District Wide		165	200	205	210
Dues & Memberships	5274	705	1,000	1,026	1,052

FINANCE
10-25

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
CSMFO, GFOA, MFI Training		1,225	500	2,500	2,563
Education Courses/Supplies	5276	1,225	500	2,500	2,563
GFOA/CAFR Submission Fee		550	550	564	578
Newspaper		377	359	368	377
Books & Periodicals	5280	927	909	932	955
CCCERA, CSDA, GFOA, CSMFO, MFI		1,182	1,500	1,500	1,538
Meetings/Travel Expenses	5284	1,182	1,500	1,500	1,538
TOTAL SERVICES AND SUPPLIES		\$ 504,072	\$ 513,085	\$ 470,653	\$ 372,785

FIRE & LIFE SAFETY

PURPOSE

The Fire & Life Safety Division provides fire prevention and other community risk reduction services through the use of long range planning, inspection and plan review, code compliance, exterior hazard abatement, emergency preparedness, public information, community education and public counter services. The purpose is to foster a resilient and vital community.

STANDARD LEVEL OF PERFORMANCE

1. Treat customers with respect, providing prompt resolution to customer needs that include realistic expectations and honest communication.
2. Provide prompt and courteous customer service and administrative support at the Public Counter for both internal and external customers.
3. Perform long range community development activities ensuring infrastructure contains emergency fire and life safety elements for both the public and emergency responders.
4. Perform engineering activities and inspections of construction projects in a timely manner, ensuring compliance with fire and life safety codes and standards.
5. Conduct code compliance activities and investigate hazard concerns, meeting 100% inspection of targeted occupancies and properties, ensuring compliance with fire and life safety codes and all standards, including the Exterior Hazard Abatement Program.
6. Deliver community education programs that provide knowledge in fire safety, life safety, community health and emergency preparedness in collaboration with partner agencies and stakeholders.
7. Continue ongoing staff development to assure personnel are well qualified to meet current and future needs.
8. Continue to manage and develop the emergency management and preparedness activities consistent with the Citizen Corps Council directives.

9. Perform investigations of fire incidents to determine their cause and origin, conduct post incident inspections to determine performance of building fire and life safety elements.
10. Strengthen relationships with law enforcement agencies; delineate roles and responsibilities for criminal investigations and evidence collection for incendiary fires.
11. Strengthen and protect the District image and reputation among both its internal and external stakeholders through actions that promote communication among stakeholders, transparency and community/media relations.
12. Manage Division policies, contracts, standards, ordinances and fee schedules.
13. Participate in updating the Contra Costa County Local Hazard Mitigation Plan.
14. Adopt the current International Fire Code, continue to work with regional agencies to minimize amendments and provide uniform application.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Continue to monitor and evaluate the efficiency and effectiveness of the Fire & Life Safety Division.
2. Initiate discussions with labor to finalize the line level investigation program.
3. Ensure compliance with the 2016 Fire Code.
4. Explore alternative Records Management software that better meets the needs of the District and the public.
5. Implement changes to the District's Emergency Preparedness plan and explore options with the City of San Ramon and the Town of Danville.
6. Continue to monitor and evaluate the opportunity to implement an Early Earthquake Warning System.

STAFFING SUMMARY

Deputy Chief¹

Fire & Life Safety Inspector (6)

Plans Examiner (2)

Permit Technician (2)

CERT Coordinator (Part-time)

¹ Deputy Chief budgeted under Emergency Operations (30-55).

**FIRE & LIFE SAFETY
10-30**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 1,493,695	\$ 1,247,182	\$ 1,319,950	\$ 1,362,877
Temporary Salaries	5115	92,249	33,562	76,800	-
Permanent Overtime	5120	87,356	56,982	41,200	41,200
FICA Contributions	5140	26,017	20,406	20,850	20,359
Retirement Contributions	5150	666,209	612,002	620,452	627,744
Employee Group Insurance	5160	178,708	159,706	232,651	241,069
TOTAL SALARIES AND BENEFITS		\$ 2,544,234	\$ 2,129,840	\$ 2,311,903	\$ 2,293,249
Office Supplies	5202	\$ -	\$ 1,576	\$ 700	\$ 718
Postage	5204	5,091	22,079	20,965	21,489
Small Tools & Equipment	5210	304	4,209	1,616	1,656
Firefighting Supplies	5214	152	250	-	-
Computer Equipment/Supplies	5218	2,346	2,255	2,311	2,369
Food Supplies	5222	765	1,051	1,077	1,104
Safety Clothing & Supplies	5224	781	2,500	3,000	3,075
Non-Safety Clothing	5226	5,084	5,872	5,126	5,254
Maintenance/Repairs - Equipment	5236	-	10,697	9,077	9,304
Professional & Specialized Services	5250	28,835	61,387	135,769	36,663
Legal Services	5252	160,000	100,000	-	-
Publication of Legal Notices	5270	250	1,000	1,025	1,051
Specialized Printing	5272	6,375	12,935	9,670	9,912
Dues & Memberships	5274	21,390	22,813	22,950	22,947
Educational Courses	5276	1,425	5,125	4,000	4,100
Public Education Supplies	5278	9,475	9,304	11,384	11,669
Books & Periodicals	5280	3,372	2,640	2,922	2,995
Meetings & Travel Expenses	5284	731	718	735	753
TOTAL SERVICES AND SUPPLIES		\$ 246,376	\$ 266,411	\$ 232,327	\$ 135,059
TOTAL EXPENDITURES		\$ 2,790,610	\$ 2,396,251	\$ 2,544,230	\$ 2,428,308

**FIRE & LIFE SAFETY
10-30**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Miscellaneous Office Supplies		\$ -	\$ 1,576	\$ 700	\$ 718
Office Supplies	5202	-	1,576	700	718
Plans Mail Back		1,075	4,971	3,231	3,312
Exterior Hazard Abatement Mailing		3,555	6,635	7,000	7,175
Public Safety Mailers		-	10,000	10,250	10,506
Bulk Mail Maintenance Account		461	473	484	496
Postage	5204	5,091	22,079	20,965	21,489
PIO, Code Officers & Invest Tools		304	4,209	1,616	1,656
Small Tools/Equipment	5210	304	4,209	1,616	1,656
Cars - Auto Extrication Demos		152	250	-	-
Firefighting Supplies	5214	152	250	-	-
Computer Equipment/Supplies		2,346	2,255	2,311	2,369
Computer Equipment/Supplies	5218	2,346	2,255	2,311	2,369
Staff Meals - Pub Ed Events		765	1,051	1,077	1,104
Food Supplies	5222	765	1,051	1,077	1,104
Potential Replacement Gear		781	2,500	3,000	3,075
Safety Clothing	5224	781	2,500	3,000	3,075
Non-Safety Uniform Replacement		5,084	5,274	4,613	4,728
Tailoring		-	598	513	526
Non-Safety Clothing	5226	5,084	5,872	5,126	5,254
Maintenance - Hardware - Document Imaging		-	7,423	5,000	5,125
Software -Electronic Plan Submittal		-	2,223	3,000	3,075
General Maintenance & Repair		-	1,051	1,077	1,104
Maintenance/Repairs - Equipment	5236	-	10,697	9,077	9,304
Specialized Services (PR, FI, Comm, IO)		11,000	25,000	15,000	15,375
Weed Abatement Contractor		7,862	15,375	5,000	5,125
Earthquake Early Warning		-	-	20,000	-
Emergency Services		1,110	10,506	85,000	5,125
E-Business Services		8,863	10,506	10,769	11,038
Professional & Specialized Services	5250	28,835	61,387	135,769	36,663
Legal Services		160,000	100,000	-	-
Legal Services	5252	160,000	100,000	-	-
Publication of Legal Notices		250	1,000	1,025	1,051
Legal Notices	5270	250	1,000	1,025	1,051

**FIRE & LIFE SAFETY
10-30**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Coloring Contest		569	788	808	828
Citation Books		461	473	484	496
Exterior Hazard Abatement		3,595	5,253	5,384	5,519
Coloring Books--2yr supply		-	3,500	-	-
Public Education Brochure		1,100	2,255	2,311	2,369
Business Cards		650	666	683	700
Specialized Printing	5272	6,375	12,935	9,670	9,912
CalBO		150	226	231	237
California Fire Chief's Assoc		78	77	150	77
CCAI		130	267	273	280
CCC Chiefs		100	103	105	108
CCC Fire Commissioners		144	148	151	155
CESA		193	316	324	332
Citizen Corps Council		10,000	10,000	10,000	10,000
Diablo Firesafe Council		-	103	105	108
ICC		240	246	252	258
ICC Certification Renewal		95	513	525	538
ICC East Bay		145	279	286	293
NFPA		-	205	210	215
NorCal FPO		115	330	338	346
Street Smarts		10,000	10,000	10,000	10,000
Dues & Memberships	5274	21,390	22,813	22,950	22,947
Education Courses/Supplies		1,425	5,125	4,000	4,100
Educational Courses	5276	1,425	5,125	4,000	4,100
Public Education Supplies - Miscellaneous		1,025	1,051	3,000	3,075
Public Education Supplies - General		4,300	5,253	5,384	5,519
Public Education Supplies - Program		4,150	3,000	3,000	3,075
Public Education Supplies	5278	9,475	9,304	11,384	11,669
NFPA Standards Online Subscription		1,500	1,538	1,576	1,615
Barclays Publishing, CCR Title 19		247	262	269	276
Miscellaneous Books & Periodicals		1,625	840	1,077	1,104
Books & Periodicals	5280	3,372	2,640	2,922	2,995
Meetings/Travel Expenses		731	718	735	753
Meetings/Travel Expenses	5284	731	718	735	753
TOTAL SERVICES AND SUPPLIES		\$ 246,376	\$ 266,411	\$ 232,327	\$ 135,059

TECHNOLOGY

PURPOSE

The Technology Division is responsible for the acquisition and maintenance of the information systems, communications systems, and computing resources of the District.

STANDARD LEVEL OF PERFORMANCE

1. Provide the necessary infrastructure to support the data and voice communications needs of the District.
2. Furnish all the necessary computer equipment and peripheral devices current with today's standards.
3. Provide and maintain mobile computing infrastructure and devices to enable timely communication and effective deployment of District resources.
4. Oversee the Web Content Management System platform and application updates.
5. Maintain a comprehensive radio network to support all operations of the District.
6. Provide all on duty suppression and investigation employees with appropriate communications devices as needed.
7. Perform GIS spatial analysis and provide mapping services to various divisions and entities.
8. Produce and maintain accurate maps of the District as changes occur to assure the timely delivery of emergency services.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Convert part-time GIS Analyst to fulltime position.
2. Evaluate existing mapping resources and assess for areas of improvement.
3. Explore benefits of emerging GIS software applications.
4. Provide ongoing cybersecurity awareness training and perform ongoing cybersecurity security risk assessments.

5. Standardize computer hardware and operating system software at all District fire stations to ensure compatibility of applications.

STAFFING SUMMARY

Technology Systems Manager

Public Safety Systems Specialist

TECHNOLOGY
20-35

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 272,734	\$ 291,878	\$ 295,065	\$ 303,917
Temporary Salaries	5115	22,482	36,600	-	-
Permanent Overtime	5120	2,767	5,000	5,000	5,000
FICA Contributions	5140	5,555	4,835	4,351	4,479
Retirement Contributions	5150	92,252	97,837	96,594	97,636
Employee Group Insurance	5160	38,541	40,414	39,649	41,034
TOTAL SALARIES AND BENEFITS		\$ 434,331	\$ 476,564	\$ 440,659	\$ 452,066
Telecommunications	5206	\$ 190,076	\$ 214,111	\$ 244,048	\$ 244,582
Computer Supplies	5218	8,251	7,500	7,500	7,688
Radio Equipment & Supplies	5219	25,654	20,500	20,500	21,013
Non-Safety Clothing	5226	286	769	788	808
Maintenance/Repairs - Radio	5238	185,098	144,606	204,583	203,684
Rents/Leases	5246	39,877	41,192	41,973	43,022
Professional & Specialized Services	5250	30,150	11,688	203,200	203,200
Communications Services	5258	79,800	78,000	79,800	79,800
Dues & Memberships	5274	707	417	575	575
TOTAL SERVICES AND SUPPLIES		\$ 559,899	\$ 518,783	\$ 802,967	\$ 804,372
TOTAL EXPENDITURES		\$ 994,230	\$ 995,347	\$ 1,243,626	\$ 1,256,438

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
24x7 Network Support		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,050
Cell Phone Service		34,013	38,809	38,500	38,500
Fire Dispatch		4,980	4,980	4,980	5,105
Internet Fax Service		1,485	1,681	1,650	1,691
Internet Service		20,020	40,441	22,073	22,625
Mobile Data Service		21,034	20,852	56,000	57,400
Mobile Data T-1		8,327	9,664	2,250	-
Offsite Backup		4,165	4,600	4,980	5,104
Pager Service		7,292	9,379	8,700	8,918
Phone Maintenance		4,130	4,234	4,300	4,408
Phone/Network Service		77,392	70,898	92,000	92,000
Satellite Phone Service		4,938	6,258	6,300	6,458
Station 37 - Wireless		300	315	315	323
Telecommunications	5206	190,076	214,111	244,048	244,582
Computer Supplies and Parts		8,251	7,500	7,500	7,688
Computer Supplies	5218	8,251	7,500	7,500	7,688
Radios & Components		25,654	20,500	20,500	21,013
Radio Equipment/Supplies	5219	25,654	20,500	20,500	21,013
Uniforms-Non Safety		286	769	788	808
Non-Safety Clothing	5226	286	769	788	808
Hardware Maint - Disp. & Admin UPS		2,370	1,923	1,962	2,011
Hardware Maint - Network		16,167	-	-	12,000
Hardware Maint - Servers		-	-	-	8,500
Misc. Maintenance & Repair		29,056	19,556	20,000	20,500
Radio Maintenance & Repair		48,645	31,429	50,000	25,000
Microsoft Office licensing		17,280	17,280	17,280	23,040
Software Maint - Anti-virus		2,930	3,114	3,192	3,272
Software Maint - Backup		2,047	3,046	3,122	3,200
Software Maint - Content Filtering		-	867	-	-
Software Maint - Computer Imaging and Security		2,085	2,445	3,700	3,793
Software Maint - Database Reporting		1,400	1,402	1,437	1,473
Software Maint - E-mail Archive		-	-	10,000	10,250
Software Maint - Mobile Device Management		4,000	5,000	4,000	4,100
Software Maint - Network Admin.		-	-	2,400	2,460
Software Maint - Network Monitoring		3,270	3,384	3,469	3,555
Software Maint - Remote Access		1,500	1,700	1,743	1,786
Software Maint - RMS		37,500	37,500	37,500	38,438
Software Maint - Scheduling software		-	-	15,000	15,375
Software Maintenance - Security Training		1,425	-	3,750	3,844
Software Maintenance - SitStat		-	-	10,000	10,250
Software Maint - Spam Filter		2,788	2,700	2,768	2,837
Software Maint - Website		12,635	13,260	13,260	8,000
Maintenance & Repairs - Radio	5238	185,098	144,606	204,583	203,684

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Microwave Services		39,877	41,192	41,973	43,022
Rents & Leases	5246	39,877	41,192	41,973	43,022
MDC and Modem HaaS		-	-	193,200	193,200
Professional Services - Other		30,150	11,688	10,000	10,000
Professional & Specialized Services	5250	30,150	11,688	203,200	203,200
EBRCS - Subscriber Fees		79,800	78,000	79,800	79,800
Communication Services	5258	79,800	78,000	79,800	79,800
Dues & Membership		707	417	575	575
Dues & Memberships	5274	707	417	575	575
TOTAL SERVICES AND SUPPLIES		\$ 559,899	\$ 518,783	\$ 802,967	\$ 804,372

COMMUNICATIONS CENTER

PURPOSE

The Communications Center is responsible for ensuring that citizens in need of emergency and non-emergency services are matched quickly and effectively with the most appropriate resources. The Communications Center monitors incident radio traffic and maintains location and status information of District resources.

STANDARD LEVEL OF PERFORMANCE

1. Provide professional emergency and non-emergency dispatch services on a 24-hour basis.
2. Serve as a 24-hour communications resource for the general public.
3. Continually review the current standards of care and practice in EMD, Fire, and other areas of Public Safety Telecommunications.
4. Maintain an Accredited Center of Excellence (ACE) Emergency Medical Dispatch Program.
5. Ensure that all communications center personnel are trained to appropriate industry standards.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Establish a Media Communications/Public Education Specialist position.
2. Evaluate overall performance standards and efficiency in the communications center.
3. Obtain Emergency Fire Dispatch (EFD) Accreditation through the International Academies of Emergency Dispatch (IAED).
4. Provide required Commission on Peace Officer Standards and Training (POST), International Academies of Emergency Dispatch (IAED), and National Fire Protection Association (NFPA) training.
5. Enhance the functionality of ReddiNet (Rapid Emergency Digital Data Information Network).

STAFFING SUMMARY

Director of Emergency Communications

Supervising Dispatcher (3)

Dispatcher (9)

Public Safety Systems Specialist

Geographic Information Systems Analyst

Media Communications and Public Education

COMMUNICATIONS CENTER

20-38

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 1,563,770	\$ 1,739,275	\$ 2,188,444	\$ 2,283,703
Temporary Salaries	5115	19,177	40,000	40,000	40,000
Permanent Overtime	5120	356,957	350,000	202,500	202,500
FICA Contributions	5140	29,095	30,874	35,249	36,630
Retirement Contributions	5150	526,863	633,446	715,483	732,057
Employee Group Insurance	5160	237,395	281,268	295,757	306,263
TOTAL SALARIES AND BENEFITS		\$ 2,733,257	\$ 3,074,863	\$ 3,477,433	\$ 3,601,153
Office Supplies	5202	\$ 1,915	\$ 3,075	\$ 3,152	\$ 3,231
Telecommunications	5206	10,146	11,100	11,700	11,993
Small Tools & Equipment	5210	4,175	2,000	4,847	4,968
Computer Supplies	5218	62	4,000	5,500	5,638
Safety Clothing & Supplies	5224	3,069	3,152	3,231	3,312
Non-Safety Clothing	5226	2,305	3,678	3,770	3,864
Maintenance/Repairs Radio	5238	111,377	132,313	174,503	181,686
Professional & Specialized Services	5250	31,840	47,050	101,000	102,275
Dues & Memberships	5274	195	500	552	566
Educational Courses	5276	-	-	5,000	5,125
Books & Periodicals	5280	2,679	3,500	5,000	5,125
TOTAL SERVICES AND SUPPLIES		\$ 167,763	\$ 210,368	\$ 318,255	\$ 327,783
TOTAL EXPENDITURES		\$ 2,901,020	\$ 3,285,231	\$ 3,795,688	\$ 3,928,936

**COMMUNICATIONS CENTER
20-38**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Office Supplies		\$ 1,915	\$ 3,075	\$ 3,152	\$ 3,231
Office Supplies	5202	1,915	3,075	3,152	3,231
24x7 Network Support		2,000	2,000	2,000	2,050
Language Line Services		500	500	500	513
Phone Maintenance		2,000	2,000	2,000	2,050
Phone/Network Service		3,600	3,600	3,600	3,690
Satellite Internet Service		2,046	3,000	3,600	3,690
Telecommunications	5206	10,146	11,100	11,700	11,993
Small Tools/Equipment/Furniture		4,175	2,000	4,847	4,968
Small Tools/Equipment/Furniture	5210	4,175	2,000	4,847	4,968
Computer Supplies and Parts		62	1,500	2,500	2,563
Printer Toner		-	2,500	3,000	3,075
Computer Supplies	5218	62	4,000	5,500	5,638
Safety Clothing/Supplies - Reserves		3,069	3,152	3,231	3,312
Safety Clothing	5224	3,069	3,152	3,231	3,312
Non-Safety Clothing - Dispatchers		2,305	3,678	3,770	3,864
Non-Safety Clothing	5226	2,305	3,678	3,770	3,864
Communications Center Headsets		-	-	1,077	1,104
EMD ACE Re-Accredit Maint Plan		-	650	1,023	1,049
Hardware Maintenance - Disp. & Admin UPS		3,391	3,493	3,563	3,652
Hardware Maintenance - Disp. Audio Logger		-	7,496	7,871	8,068
Hardware Maintenance - Servers		3,030	2,740	5,600	5,740
Maintenance & Repair - Miscellaneous		4,872	1,340	5,000	5,125
Maintenance & Repair - Radio		2,176	-	10,000	10,250
Software Maintenance - Anti-virus		-	473	484	496
Software Maintenance - Backup		1,796	628	644	660
Software Maintenance - CAD/RMS		87,556	103,752	112,841	118,483
Software Maintenance - DR		2,715	2,715	2,768	2,837
Software Maintenance - EFD		-	-	6,516	6,679
Software Maintenance - EMD		-	2,184	6,516	6,679
Software Maintenance - GIS		5,841	6,842	7,012	7,187
Software Maintenance - Reddinet		-	-	3,588	3,677
Maintenance & Repairs - Comp/Radio/Elec	5238	111,377	132,313	174,503	181,686
GIS Analyst		-	14,050	-	-
Project Assistant		-	-	50,000	50,000
EFD Call Review Services		-	8,000	25,000	25,625
EMD Call Review Services		31,478	25,000	25,000	25,625
EMD/EFD Recert Fees - Dispatchers		362	-	1,000	1,025
Professional & Specialized Services	5250	31,840	47,050	101,000	102,275

**COMMUNICATIONS CENTER
20-38**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Dues & Memberships		195	500	552	566
Dues & Memberships	5274	195	500	552	566
APCO Certification Training		-	-	5,000	5,125
Educational Courses/Supplies	5276	-	-	5,000	5,125
Cross Directory Renewals		2,000	2,000	2,000	2,050
Maps/Atlas		-	1,000	2,000	2,050
Reference Books		679	500	1,000	1,025
Books & Periodicals	5280	2,679	3,500	5,000	5,125
TOTAL SERVICES AND SUPPLIES		\$ 167,763	\$ 210,368	\$ 318,255	\$ 327,783

FACILITIES

PURPOSE

The Facilities Division is responsible for the design, construction, management and maintenance of all District facilities. The Facilities Division also researches and implements new technology to improve operational efficiency and conducts site inspections, facility audits, work order progress reports, and other related reports.

STANDARD LEVEL OF PERFORMANCE

1. Maintain the District Capital Improvement Fund.
2. Maintain District facilities.
3. Continuously review maintenance costs and look for alternative strategies to save money and improve life expectancy of the facilities.
4. Manage facility capital improvement projects.
5. Forecast the need for future fire stations and other facilities.
6. Provide independent Hazardous Materials Compliance Reporting service to align with increased County Health Services reporting requirements.
7. Maintain pool of part-time District Aides to supplement support services on a daily basis.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Restructure the District Aide Program.
2. In conjunction with the City of San Ramon, develop a Public Safety Facility concept plan.
3. Implement a District facility preventative maintenance program to include all facilities and parking lots with the City of San Ramon.
4. Evaluate safety and security priorities at all facilities.

STAFFING SUMMARY

Deputy Chief¹

Senior Office Assistant

District Aides (Part-Time)

¹ Deputy Chief budgeted under Emergency Operations (30-55).

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 80,446	\$ 86,237	\$ 149,265	\$ 153,743
Temporary Salaries	5115	28,613	35,646	-	-
FICA Contributions	5140	6,929	1,767	2,164	2,229
Retirement Contributions	5150	27,166	28,906	29,075	29,388
Employee Group Insurance	5160	24,206	24,958	24,876	25,789
TOTAL SALARIES AND BENEFITS		\$ 167,360	\$ 177,514	\$ 205,380	\$ 211,149
Utilities	5208	\$ 359,029	\$ 375,934	\$ 385,467	\$ 395,104
Small Tools & Equipment	5210	48,419	42,984	26,189	26,844
Miscellaneous Supplies	5212	3,395	15,137	15,515	15,902
Non-Safety Clothing	5226	4,375	4,484	4,596	4,711
Household Supplies	5228	42,921	51,345	44,153	45,257
Central Garage - Gas & Oil	5232	16,272	24,230	24,837	25,458
Maintenance/Repairs - Equipment	5236	93,943	95,646	92,603	94,919
Maintenance/Repairs - Buildings	5240	197,072	228,716	248,015	254,216
Maintenance/Repairs - Grounds	5242	43,327	40,653	41,582	42,623
Rents/Leases	5246	8,512	11,094	11,372	11,656
Professional & Specialized Services	5250	5,767	26,563	121,740	42,783
Legal Notices	5270	-	5,384	5,519	5,657
TOTAL SERVICES AND SUPPLIES		\$ 823,032	\$ 922,170	\$ 1,021,588	\$ 965,130
TOTAL EXPENDITURES		\$ 990,392	\$ 1,099,684	\$ 1,226,968	\$ 1,176,279

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Gas/Electricity		\$ 254,478	\$ 258,655	\$ 265,122	\$ 271,750
Water		39,259	40,240	41,246	42,277
Waste Services		32,120	32,923	33,747	34,591
Cable/Satellite Services		10,707	10,975	11,249	11,530
Sewer (CCC Sanitary)		17,845	18,291	18,749	19,218
Property Taxes		-	10,115	10,500	10,763
Propane Tanks		4,620	4,735	4,854	4,975
Utilities	5208	359,029	375,934	385,467	395,104
Ergonomic Equipment/Furniture		419	3,000	3,075	3,152
Miscellaneous Equipment/Furniture		48,000	39,984	23,114	23,692
Small Tools/Equipment	5210	48,419	42,984	26,189	26,844
WASP Inventory Tracking		-	1,891	1,938	1,986
Miscellaneous Supplies		3,395	13,246	13,577	13,916
Miscellaneous Supplies	5212	3,395	15,137	15,515	15,902
Non-Safety Clothing/Supplies		4,375	4,484	4,596	4,711
Non-Safety Clothing/Supplies	5226	4,375	4,484	4,596	4,711
Miscellaneous Household Supplies		42,921	51,345	44,153	45,257
Household Supplies	5228	42,921	51,345	44,153	45,257
HazMat Permit Fees		5,405	8,615	8,831	9,052
CUPA /SPCC		7,088	9,692	9,934	10,182
Generator Permit Fees/BAAQMD		3,779	5,923	6,072	6,224
Central Garage - Gas	5232	16,272	24,230	24,837	25,458
Outdoor Equipment Protection		10,000	-	-	-
Fuel Tank & Pump Maint/Repair		15,759	16,153	16,557	16,971
HVAC Maintenance/Repairs		25,967	34,377	29,803	30,548
Generator Maintenance/Repairs		30,509	33,115	33,943	34,792
Workout Equipment Preventative Maint.		3,678	3,770	3,864	3,961
Workout Equipment Repairs		4,203	4,308	4,415	4,525
Earthquake Early Warning Maintenance		1,200	1,230	1,261	1,293
Extinguisher Maintenance		2,627	2,693	2,760	2,829
Maintenance/Repairs - Equipment	5236	93,943	95,646	92,603	94,919

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Building Repairs & Maintenance		95,569	118,458	135,000	138,375
Admin Cleaning Contract		22,266	26,922	27,595	28,285
Carpet/Upholstery Cleaning		5,253	5,384	5,519	5,657
Lock/Key Repairs		2,101	2,154	2,208	2,263
Pest Control Service		9,834	10,080	10,332	10,590
Plumbing Repairs		24,690	25,307	25,940	26,589
Sectional Door Maint. & Repairs		24,266	26,922	27,595	28,285
Security Alarm Monitoring/Repair		9,692	9,935	10,183	10,438
Annual Sprinkler Inspection		3,401	3,554	3,643	3,734
Maintenance/Repairs - Buildings	5240	197,072	228,716	248,015	254,216
Training Site Improvement/Props		10,000	3,500	3,500	3,588
Admin Maintenance		10,759	16,153	16,557	16,971
New FS32 Property Fencing		2,101	-	-	-
New FS32 Property Maintenance		2,101	-	-	-
Station 30 Landscape		5,779	5,923	6,072	6,224
Station 35, Blackhawk Rd. Maintenance		3,152	3,231	3,311	3,394
Miscellaneous Grounds Maintenance		9,435	11,846	12,142	12,446
Maintenance/Repairs - Grounds	5242	43,327	40,653	41,582	42,623
Station 40 - Springers		6,406	8,616	8,832	9,053
LPG Rental		1,790	2,154	2,208	2,263
Water Tank		316	324	332	340
Rents/Leases	5246	8,512	11,094	11,372	11,656
HazMat Business Plan Services		800	5,125	5,253	5,384
Landscape Design		2,345	10,506	10,769	11,038
Professional Consulting Services		1,938	10,231	25,000	25,625
Safety Facility concept plan		-	-	80,000	-
Public Auction Fees		158	162	166	170
Shred-It		526	539	552	566
Professional & Specialized Services	5250	5,767	26,563	121,740	42,783
Legal Notices		-	5,384	5,519	5,657
Legal Notices	5270	-	5,384	5,519	5,657
TOTAL SERVICES AND SUPPLIES		\$ 823,032	\$ 922,170	\$ 1,021,588	\$ 965,130

EMERGENCY OPERATIONS

PURPOSE

Emergency Operations is responsible for providing a coordinated and organized response to emergencies and other requests for service within the District.

STANDARD LEVEL OF PERFORMANCE

1. Organize and coordinate fire suppression personnel and equipment.
2. In coordination with the Training Battalion Chief and Training Captains identify, prioritize, develop, and deliver the necessary training to provide safe and efficient delivery of emergency services.
3. Provide direction and assist in setting goals for the USAR and the Hazmat Teams.
4. Coordinate with Fleet in determining future equipment and vehicle needs.
5. Coordinate and network with other fire agencies in meeting mutual aid objectives and liaison with city and county officials in addressing areas of mutual concerns, i.e. Hazmat, EMS, fire trails, etc.
6. Review, monitor, and investigate emergency calls for proper response and adherence to established policies.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Evaluate and adjust current deployment model to address changing (increasing) service demands.
2. Monitor performance of current deployment model and future changes to ensure efficiency.
3. In conjunction with IT deploy new mobile data terminals (MDTs) and iPads.
4. Assist Human Resources in the Firefighter recruitment process for a 2017/2018 Fire Academy(s).
5. Develop Assessment Center exercises for the Battalion Chiefs Promotional Exam in the Fall of 2018.
6. Assist Fleet with specifications, delivery and deployment of new apparatus purchases.
7. Manage Probationary processes for newly hired and newly promoted personnel.

STAFFING SUMMARY

Deputy Chief, Operations (2)

Battalion Chief, Suppression (3)

Training Captain, Suppression (3)

Captain (33)

Engineer (33)

Firefighter/Paramedic (57)

EMERGENCY OPERATIONS

30-55

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 17,714,472	\$ 19,536,345	\$ 19,759,533	\$ 20,115,531
Temporary Salaries	5115	1,028	-	-	-
Permanent Overtime	5120	7,546,268	8,100,000	7,100,000	7,300,000
FICA Contributions	5140	342,306	400,727	389,463	397,525
Retirement Contributions	5150	13,219,291	14,165,882	14,178,243	14,116,227
Employee Group Insurance	5160	2,970,560	3,324,977	2,897,389	2,999,180
TOTAL SALARIES AND BENEFITS		\$ 41,793,925	\$ 45,527,931	\$ 44,324,628	\$ 44,928,463
Office Supplies	5202	\$ 13,445	\$ 12,975	\$ 13,575	\$ 13,914
Small Tools & Equipment	5210	6,605	10,000	13,381	13,716
Miscellaneous Supplies	5212	11,275	7,000	12,565	12,879
Firefighting Supplies	5214	21,344	45,912	47,060	48,237
Food Supplies	5222	10,668	15,119	15,497	15,884
PPE Inspection & Repairs	5223	16,054	26,213	21,868	22,415
Safety Clothing	5224	44,850	94,760	95,519	97,907
Class A Uniforms	5225	7,964	12,608	12,923	13,246
Class B Uniforms	5227	71,334	73,750	75,594	77,484
Maintenance/Repairs - Equipment	5236	7,170	7,301	8,575	8,789
Professional & Specialized Services	5250	145,931	140,148	80,313	82,321
Specialized Printing	5272	218	1,681	1,722	1,765
Books & Periodicals	5280	63	1,783	1,828	1,873
Meetings/Travel Expenses	5284	2,930	6,606	6,853	7,024
TOTAL SERVICES AND SUPPLIES		\$ 359,851	\$ 455,856	\$ 407,273	\$ 417,454
TOTAL EXPENDITURES		\$ 42,153,776	\$ 45,983,787	\$ 44,731,901	\$ 45,345,917

EMERGENCY OPERATIONS

30-55

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Office Supplies		\$ 13,445	\$ 12,975	\$ 13,575	\$ 13,914
Office Supplies	5202	13,445	12,975	13,575	13,914
Shop Tools/Station Supplies		6,605	10,000	13,381	13,716
Small Tools/Equipment	5210	6,605	10,000	13,381	13,716
Miscellaneous Operational Supplies		11,275	7,000	12,565	12,879
Miscellaneous Supplies	5212	11,275	7,000	12,565	12,879
Firefighting Supplies		21,344	45,912	47,060	48,237
Firefighting Supplies	5214	21,344	45,912	47,060	48,237
Emergency Meals/Officer Meetings		10,668	15,119	15,497	15,884
Food Supplies	5222	10,668	15,119	15,497	15,884
PPE Repairs & Maintenance		7,600	7,763	7,957	8,156
PPE Annual Inspection		8,454	18,450	13,911	14,259
PPE Inspection	5223	16,054	26,213	21,868	22,415
PPE Replacement		40,000	89,376	90,000	92,250
PPE Research & Development		4,850	5,384	5,519	5,657
Safety Clothing	5224	44,850	94,760	95,519	97,907
Class A Uniforms		7,964	12,608	12,923	13,246
Class A Uniforms	5225	7,964	12,608	12,923	13,246
Class B Uniforms		71,334	73,750	75,594	77,484
Class B Uniforms	5227	71,334	73,750	75,594	77,484
Misc. FF Equipment Repairs/Maint		7,170	7,301	8,575	8,789
Maintenance/Repairs - Equipment	5236	7,170	7,301	8,575	8,789
Officer/Engineer Development		35,000	25,000	18,625	19,091
Fire Hydrant Upgrades & Maintenance		40,000	54,965	-	-
Fire Trail Grading and Maintenance		20,500	29,213	29,943	30,692
Preplan Updates and Maintenance		2,500	5,125	5,253	5,384
Miscellaneous Projects		22,716	-	-	-
SCBA Annual Maintenance/Fit Testing		25,215	25,845	26,492	27,154
Professional & Specialized Services	5250	145,931	140,148	80,313	82,321
Business Cards		-	539	552	566
Shift Calendars		-	539	552	566
Misc. printing		218	603	618	633
Specialized Printing	5272	218	1,681	1,722	1,765

EMERGENCY OPERATIONS

30-55

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Miscellaneous Books/Publications		63	1,783	1,828	1,873
Books & Periodicals	5280	63	1,783	1,828	1,873
Travel Expenses - Strike Teams		2,930	6,606	6,853	7,024
Meetings/Travel Expenses	5284	2,930	6,606	6,853	7,024
TOTAL SERVICES AND SUPPLIES		\$ 359,851	\$ 455,856	\$ 407,273	\$ 417,454

FLEET

PURPOSE

The Fleet Division manages District apparatus and vehicles encompassing all operations from acquisition to disposal. Maintenance activities strive to ensure a high state of readiness, reduce overall operating costs, and ensure compliance with all applicable laws and regulations.

STANDARD LEVEL OF PERFORMANCE

1. Maintain a yearly schedule for the District's vehicles and equipment, including mandated maintenance and inspections.
2. Process vehicle maintenance requests in a timely manner.
3. Evaluate the District's vehicle maintenance vendors for timeliness and cost effectiveness.
4. Maintain comprehensive vehicle records.
5. Coordinate with other Divisions to ensure the availability of vehicles and equipment.
6. Coordinate with Support Services, Emergency Operations, and Apparatus Committee in determining future equipment and vehicle needs.
7. Place new apparatus in service.
8. Manage the disposition of surplus apparatus and equipment.
9. Surplus non-essential vehicles as necessary to reduce ongoing Fleet costs.
10. Evaluate condition of reserve vehicles and need.
11. Replace vehicles identified in Capital Improvement Plan.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Finalize build and receive five Type I Ambulances.
2. Finalize purchase of four Type I Engines.
3. Finalize purchase of four Type V (Wildland) Engines.

4. Implement preventative maintenance and repair program through Alameda County Fire Department (ACFD).
5. Evaluate and implement low-cost software solutions to facilitate vehicle inspections and station maintenance.
6. Evaluate and implement a Portable Water Supply System.

STAFFING SUMMARY

Deputy Chief¹

Fleet Mechanic

¹ Deputy Chief budgeted under Emergency Operations (30-55).

**FLEET
30-60**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 105,944	\$ 105,900	\$ 112,666	\$ 115,938
Temporary Salaries	5115	23,927	-	-	-
Permanent Overtime	5120	5,661	4,500	4,500	4,500
FICA Contributions	5140	3,910	1,601	1,699	1,746
Retirement Contributions	5150	33,343	35,497	36,883	37,246
Employee Group Insurance	5160	209	7,073	5,715	5,862
TOTAL SALARIES AND BENEFITS		\$ 172,994	\$ 154,571	\$ 161,463	\$ 165,292
Office Supplies	5202	\$ 160	\$ 215	\$ 221	\$ 227
Small Tools & Equipment	5210	8,197	6,663	6,830	7,000
Miscellaneous Supplies	5212	13,324	50,000	51,250	52,531
Non-Safety Clothing	5226	296	205	210	215
Central Garage - Repairs	5230	561,843	351,363	300,000	307,500
Central Garage - Maintenance	5231	39,905	38,237	39,194	40,173
Central Garage - Gas & Oil	5232	138,358	150,202	153,750	157,594
Central Garage - Tires	5234	62,623	52,275	53,582	54,922
Central Garage - Inspections	5235	10,958	11,562	11,850	12,147
Maintenance/Repairs - Equipment	5236	1,475	1,615	1,656	1,697
Professional & Specialized Services	5250	4,850	333	-	-
Dues & Memberships	5274	-	2,154	1,200	1,230
Books & Periodicals	5280	534	269	275	282
TOTAL SERVICES AND SUPPLIES		\$ 842,523	\$ 665,093	\$ 620,018	\$ 635,518
TOTAL EXPENDITURES		\$ 1,015,517	\$ 819,664	\$ 781,481	\$ 800,810

**FLEET
30-60**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Office Supplies		\$ 160	\$ 215	\$ 221	\$ 227
Office Supplies	5202	160	215	221	227
Leak Detector Machine		4,500	3,280	3,362	3,446
Misc. Small Tools/Equipment		3,697	3,383	3,468	3,554
Small Tools/Equipment	5210	8,197	6,663	6,830	7,000
Miscellaneous Supplies		13,324	50,000	51,250	52,531
Miscellaneous Supplies	5212	13,324	50,000	51,250	52,531
Non-Safety Clothing		296	205	210	215
Non-Safety Clothing	5226	296	205	210	215
Vehicle Repairs		561,843	351,363	300,000	307,500
Central Garage - Maintenance & Repairs	5230	561,843	351,363	300,000	307,500
Staff Vehicles		6,905	4,412	4,522	4,635
Ambulances		12,000	12,300	12,608	12,923
Hurst Tool Service		20,000	20,500	21,013	21,538
Ladder Service		1,000	1,025	1,051	1,077
Central Garage - Maintenance	5231	39,905	38,237	39,194	40,173
Diesel/Unleaded Fuel/Oil		138,358	150,202	153,750	157,594
Central Garage - Gas, Diesel, Oil	5232	138,358	150,202	153,750	157,594
Misc. Tires Repair/Replacement		62,623	52,275	53,582	54,922
Central Garage - Tires	5234	62,623	52,275	53,582	54,922
Ground Ladder Testing		5,500	5,638	5,778	5,922
Mandated Annual Pump Testing		1,051	1,077	1,104	1,132
Mandated Annual Ladder Cert.		3,678	3,770	3,864	3,961
Smog Testing-Staff Vehicles		729	1,077	1,104	1,132
Central Garage - Mandated Inspection	5235	10,958	11,562	11,850	12,147
Misc. Small Equip. Repairs/Maintenance		1,475	1,615	1,656	1,697
Maintenance/Repairs - Equipment	5236	1,475	1,615	1,656	1,697
Public Auction Fees		4,850	333	-	-
Professional & Specialized Services	5250	4,850	333	-	-
CFA Fire Mechanics		-	2,154	1,200	1,230
Dues & Memberships	5274	-	2,154	1,200	1,230
Miscellaneous Books/References		534	269	275	282
Books & Periodicals	5280	534	269	275	282
TOTAL SERVICES AND SUPPLIES		\$ 842,523	\$ 665,093	\$ 620,018	\$ 635,518

TRAINING

PURPOSE

District training is administered by the Training Battalion Chief, with a staff consisting of three Suppression Training Captains. The Training Division is supported by one Senior Office Assistant. These personnel are responsible for developing and implementing an effective district-wide training program that teaches and supports the safe and appropriate actions of District personnel.

STANDARD LEVEL OF PERFORMANCE

1. Develop and implement a Training Calendar which is coordinated with all District Divisions and is maintained in the District's Operations calendar.
2. Review training mandates and requirements, make recommendations for adoption of industry standards and practices.
3. Develop, administer, and update academies and probationary programs for Suppression personnel.
4. Provide technical and direct assistance to Human Resources for entry level hiring and promotional processes.
5. Administer the Education Assistance Program.
6. Maintain individual training records for all District personnel; ensure completeness and accuracy of all records; preserve original rosters and other audit documentation.
7. Develop and reinforce cooperation with Regional, State and Federal fire training communities.
8. Administer the Joint Apprenticeship Committee Program (JAC).
9. Develop and revise the Standard Operating Procedures, Training/Safety Bulletins, and Performance Standards.
10. Deliver and coordinate District hosted and/or outside training classes for District personnel, as appropriate.
11. Identify current and future targeted and specific training needs of the organization and ensure compliance with mandated training requirements.
12. Develop and implement the Quarterly Training Module Program for Operations.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Develop Training Battalion Chief classification and initiate recruitment.
2. Deliver Active Shooter Training to comply with Department of Homeland Security, Assembly Bill 1598 and industry standards and best practices.
3. Deliver High/Midrise Fire Operations Training to provide the knowledge and skills necessary to safely operate in multi-story occupancies.
4. Deliver Water Shuttle Operations Training to meet operational needs in rural areas of the community.
5. Develop and deliver training on new fire apparatus purchases.
6. Incorporate State Fire Training updates into Training Division planning and delivery.
7. Administer a Firefighter Recruit Academy in the Fall of 2018.
8. Facilitate the Probationary process for Recruit Academies 2017-1 & 2018-1.
9. Deliver Fireline Safety Refresher Training in order to maintain currency for all personnel assigned to positions with Fireline duties.
10. Facilitate increasing the Districts internal instructor cadre.

STAFFING SUMMARY

Training Battalion Chief

Training Captains, Suppression (3)

Senior Office Assistant

Training Captains budgeted for under Emergency Operations (30-55)
Senior Office Assistant duties shared with Operations Division (30-55)

**TRAINING
30-65**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 75,421	\$ 72,928	\$ 214,801	\$ 272,425
Permanent Overtime	5120	-	5,000	5,000	5,000
FICA Contributions	5140	1,075	1,130	3,187	4,023
Retirement Contributions	5150	25,196	24,445	126,661	162,737
Employee Group Insurance	5160	18,102	9,632	32,890	34,042
TOTAL SALARIES AND BENEFITS		\$ 119,794	\$ 113,135	\$ 382,539	\$ 478,227
Office Supplies	5202	\$ 562	\$ 998	\$ 1,023	\$ 1,049
Small Tools & Equipment	5210	10,635	14,984	15,180	15,560
Miscellaneous Supplies	5212	10,356	29,694	19,717	20,210
Food Supplies	5222	3,265	4,950	5,074	5,201
Safety Clothing & Supplies	5224	-	231	1,525	1,563
Non-Safety Clothing	5226	211	862	884	906
Class B Uniforms/Supplies	5227	-	-	1,000	1,025
Rents/Leases	5246	3,832	14,375	8,731	10,731
Professional & Specialized Services	5250	77,377	50,956	59,431	59,431
Specialized Printing	5272	91	862	884	884
Dues & Memberships	5274	772	1,456	1,988	1,988
Education Assistance Program	5277	11,693	16,692	23,725	24,436
Books & Periodicals	5280	276	3,331	3,415	3,415
TOTAL SERVICES AND SUPPLIES		\$ 119,070	\$ 139,391	\$ 142,577	\$ 146,399
TOTAL EXPENDITURES		\$ 238,864	\$ 252,526	\$ 525,116	\$ 624,626

**TRAINING
30-65**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Miscellaneous Office Supplies		\$ 562	\$ 998	\$ 1,023	\$ 1,049
Office Supplies	5202	562	998	1,023	1,049
Software/Video Editing		835	500	513	526
Tool Cache for Training Site		1,085	1,125	3,153	3,232
Digital/Video Camera/Supplies		525	538	552	566
Classroom Upgrades		3,250	6,000	3,970	4,069
Training Module Equip/Supplies		2,245	2,301	2,359	2,418
Misc. Small Tools/Equipment		2,695	4,520	4,633	4,749
Small Tools/Equipment	5210	10,635	14,984	15,180	15,560
Vehicle Extrication Cars/Supplies		3,500	18,750	8,500	8,713
Training Prop Supplies		2,500	4,203	4,308	4,416
Simulation Software		500	513	1,525	1,563
Driver Training Class Expenses		1,576	1,615	1,656	1,697
Dump Fees Training Modules/Props		1,025	1,051	1,077	1,104
Miscellaneous Supplies		1,255	3,562	2,651	2,717
Miscellaneous Supplies	5212	10,356	29,694	19,717	20,210
Miscellaneous Food Supplies		3,265	4,950	5,074	5,201
Food Supplies	5222	3,265	4,950	5,074	5,201
Division Chief/Captains		-	231	1,525	1,563
Safety Clothing	5224	-	231	1,525	1,563
Uniforms-Support Staff		211	862	884	906
Non-Safety Clothing	5226	211	862	884	906
Class B Uniforms/Supplies		-	-	1,000	1,025
Class B Uniforms/Supplies	5227	-	-	1,000	1,025
Training Facilities Rental		-	8,223	3,425	5,425
Sharp Color Copier		3,832	3,231	3,312	3,312
Miscellaneous Rents/Leases		-	2,921	1,994	1,994
Rents & Leases	5246	3,832	14,375	8,731	10,731
Training Officer's Symposium/Conference		-	-	7,200	7,200
Target Safety Web-Based Training		15,375	19,347	19,831	19,831
FSTEP/CSFM		3,000	3,075	3,152	3,152
EVOC		49,000	5,000	3,125	5,125
Other Outside Instructors		5,253	5,384	7,519	5,519
Misc Training/HazMat School		4,749	18,150	18,604	18,604
Professional & Specialized Services	5250	77,377	50,956	59,431	59,431

**TRAINING
30-65**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Training Materials		91	862	884	884
Specialized Printing	5272	91	862	884	884
CCC Fire Training & Safety Officers		211	324	332	332
IAFC		-	-	496	496
Fire Dept. SO Association		150	324	332	332
CFCA-NorCal Training Officer Assoc		150	324	332	332
AFSS Cal Chief Admin Northern Div		261	484	496	496
Dues & Memberships	5274	772	1,456	1,988	1,988
Educational Assistance		11,693	16,692	23,725	24,436
Educational Assistance	5277	11,693	16,692	23,725	24,436
Training Library Reference Material		276	3,331	3,415	3,415
Books & Periodicals	5280	276	3,331	3,415	3,415
TOTAL SERVICES AND SUPPLIES		\$ 119,070	\$ 139,391	\$ 142,577	\$ 146,399

**ACADEMY
30-66**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 314,075	\$ 602,179	\$ 442,532	\$ -
Permanent Overtime	5120	140,455	101,175	104,210	-
FICA Contributions	5140	6,591	10,199	7,928	-
Retirement Contributions	5150	164,727	309,622	306,490	-
Employee Group Insurance	5160	64,053	81,784	95,051	-
TOTAL SALARIES AND BENEFITS		\$ 689,901	\$ 1,104,959	\$ 956,211	\$ -
Office Supplies	5202	\$ 303	\$ 665	\$ 750	\$ -
Small Tools & Equipment	5210	655	10,000	8,250	-
Miscellaneous Supplies	5212	6,727	12,000	12,250	-
Firefighting Supplies	5214	8,205	15,000	12,250	-
Food Supplies	5222	3,206	4,000	4,252	-
Safety Clothing & Supplies	5224	48,798	108,289	119,950	-
Class B Uniforms/Supplies	5227	14,000	24,219	25,625	-
Rents/Leases	5246	2,800	5,000	3,500	-
Professional & Specialized Services	5250	68,886	99,577	75,000	-
Books & Periodicals	5280	2,671	-	4,250	-
TOTAL SERVICES AND SUPPLIES		\$ 156,251	\$ 280,250	\$ 267,577	\$ -
TOTAL EXPENDITURES		\$ 846,152	\$ 1,385,209	\$ 1,223,788	\$ -

EMERGENCY MEDICAL

PURPOSE

The Emergency Medical Division is responsible for providing leadership and operational support for the District EMS program by providing appropriate systems, processes and performance measures. The Emergency Medical Division also provides for the ongoing professional development and continuing education of District paramedics and EMTs.

STANDARD LEVEL OF PERFORMANCE

1. Insure compliance with Contra Costa County Ambulance Contract, and applicable Federal and State laws.
2. Planning and implementation of emergency medical service training, in conjunction with the Training Division for all suppression personnel.
3. Evaluate system, paramedic and EMT-1 performance by direct observation and data analysis.
4. Liaison between the District and County with the electronic Patient Care Reporting system.
5. Provide information and assistance to the Paramedics and EMTs in regards to standards of care and in maintaining their certifications, licenses and accreditation.
6. Planning and implementation of EMS QI program.
7. Act as a liaison with the State EMS Authority, Contra Costa County EMS Agency and local hospitals.
8. Coordinate Continuing Education classes for District Paramedic and EMT's.
9. In conjunction with Human Resources, coordinate required immunizations and other medical tests as required.
10. Upgrade and maintain EMS equipment, as necessary.
11. Evaluate current and future innovative EMS equipment and treatment trends for opportunities for increased save rates and service levels.
12. Evaluate compliance reporting and data collection systems for RFP development.
13. Evaluate effectiveness of MCI response capabilities.
14. Perform biomedical preventative maintenance and repair services on industry standard basis.

15. Analyze empirical data to determine cause/effect relationship with improved cardiac save rate trend.
16. Provide appropriate enhanced medical oversight through utilization of District-focused Medical Director services.
17. Research strategic opportunities and maintain legislative awareness through utilization of EMS consultant services.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Prepare the District's response to Contra Costa County's Request for Proposal (RFP) for the contracting of Emergency Ambulance Service, effective October 2019.
2. Implement EMS Division reorganization staffing model and assignment responsibilities.
3. Evaluate and assess the formation of a District Tactical Emergency Medical Service (TEMS) Team
4. Explore options to convert current hard copy patient Against Medical Advice (AMA) and ambulance billing documentation to electronic forms.
5. Explore options to enhance Controlled Substance accountability by converting to an electronic inventory system.
6. Assume primary responsibility for Cardiac Arrest Registry to Enhance Survival (CARES) data entry and Code Stat annotation.
7. Deliver EMS Academy instruction to the 2018-I Recruit Firefighters.
8. Administer Paramedic Provisional Assignments of 2018-I Recruit Firefighters.
9. Deliver American Safety & Health Institute (ASHI) Advanced First-Aid certification courses to District employees as warranted.
10. Deliver biennial American Safety & Health Institute (ASHI) recertification instruction to all Station 37 personnel.

STAFFING SUMMARY

EMS Battalion Chief

EMS Captain (2)

Senior Office Assistant

EMERGENCY MEDICAL

30-70

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
LEMSA	4250	\$ 230,412	\$ 255,000	\$ 256,773	\$ 263,192
TOTAL REVENUES		\$ 230,412	\$ 255,000	\$ 256,773	\$ 263,192
Permanent Salaries	5110	\$ 515,581	\$ 590,680	\$ 671,697	\$ 692,617
Permanent Overtime	5120	4,950	12,000	12,000	12,000
FICA Contributions	5140	9,273	8,739	9,914	10,217
Retirement Contributions	5150	391,195	439,053	450,266	455,012
Employee Group Insurance	5160	54,015	61,360	49,282	50,529
TOTAL SALARIES AND BENEFITS		\$ 975,014	\$ 1,111,832	\$ 1,193,159	\$ 1,220,375
Office Supplies	5202	\$ 1,659	\$ 800	\$ 1,077	\$ 1,104
Small Tools & Equipment	5210	45,367	34,000	54,921	56,294
Miscellaneous Supplies	5212	1,250	600	1,077	1,104
Medical Supplies	5213	152,946	139,000	144,560	149,952
Pharmaceutical Supplies	5216	33,489	35,000	36,400	37,856
Food Supplies	5222	472	229	234	240
Safety Clothing & Supplies	5224	586	1,419	1,454	1,490
Class A Uniforms & Supplies	5225	-	526	539	552
Non-Safety Clothing	5226	425	250	1,616	1,656
Maintenance/Repairs - Equipment	5236	22,351	21,000	56,090	57,493
Professional & Specialized Services	5250	362,511	418,100	407,963	419,601
Legal Services	5250	-	-	200,000	-
Specialized Printing	5272	2,330	4,900	5,254	5,386
Dues & Memberships	5274	225	1,032	1,131	1,159
Educational Courses	5276	27,354	22,000	28,699	29,416
Books & Periodicals	5280	944	1,000	1,573	1,613
TOTAL SERVICES AND SUPPLIES		\$ 651,909	\$ 679,856	\$ 942,588	\$ 764,916
TOTAL EXPENDITURES		\$ 1,626,923	\$ 1,791,688	\$ 2,135,747	\$ 1,985,291

**EMERGENCY MEDICAL
30-70**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Office Supplies		\$ 1,659	\$ 800	\$ 1,077	\$ 1,104
Office Supplies	5202	1,659	800	1,077	1,104
Inventory Supply Locker & Software		-	-	13,999	14,349
Non-Disposable Medical Supplies		40,307	30,000	39,845	40,841
Miscellaneous Small Tools/Equipment		5,060	4,000	1,077	1,104
Small Tools & Equipment	5210	45,367	34,000	54,921	56,294
Training Equipment		1,250	600	1,077	1,104
Miscellaneous Supplies	5212	1,250	600	1,077	1,104
Tactical EMS Supplies		-	5,000	5,200	5,330
Medical Grade Oxygen Delivery		9,950	20,000	20,800	21,320
Disposable Medical Supplies		142,996	114,000	118,560	123,302
Medical Supplies	5213	152,946	139,000	144,560	149,952
Pharmaceutical Supplies		33,489	35,000	36,400	37,856
Pharmaceutical Supplies	5216	33,489	35,000	36,400	37,856
Food Supplies		472	229	234	240
Food Supplies	5222	472	229	234	240
Safety Clothing & Supplies		586	1,419	1,454	1,490
Safety Clothing	5224	586	1,419	1,454	1,490
Class A Uniforms & Supplies		-	526	539	552
Class A Uniforms & Supplies	5225	-	526	539	552
Non-Safety Clothing		425	250	1,616	1,656
Non-Safety Clothing	5226	425	250	1,616	1,656
Preventative Maint - Biomedical Equipment		13,829	9,000	31,478	32,265
Biomedical Equipment Repairs		574	6,000	19,228	19,709
Other Equipment Maintenance/Repairs		7,948	6,000	5,384	5,519
Maintenance/Repairs - Equipment	5236	22,351	21,000	56,090	57,493
Medical Director Services		123,812	130,000	150,765	154,534
EMS Consultant Services		54,167	82,000	57,531	60,408
Zoll ePCR Hosting Service - DNI		106,600	125,000	106,008	108,658
PCR Independent Review Services		62,400	57,600	57,784	59,229
OCU Review		-	12,000	15,000	15,375
Bio-Hazard Collection from Stations		7,743	9,000	9,800	10,045
Public CPR Supplies		-	-	3,075	3,152
EMT Recert. Fee to CCCEMS		-	-	3,000	3,075
AHA CPR HCP Certs-Target Solution		7,789	2,500	5,000	5,125
Professional & Specialized Services	5250	362,511	418,100	407,963	419,601

**EMERGENCY MEDICAL
30-70**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Legal fees		-	-	200,000	-
Legal Services	5252	-	-	200,000	-
EMS Field Guides		-	2,200	2,627	2,693
Forms and PCRs		2,330	2,700	2,627	2,693
Specialized Printing	5272	2,330	4,900	5,254	5,386
Nat'l Assoc. of EMS Educators		-	432	377	386
Cal Chiefs EMS Section		225	600	754	773
Dues & Memberships	5274	225	1,032	1,131	1,159
Paramedic CE Reimbursement		27,354	22,000	28,699	29,416
Educational Courses	5276	27,354	22,000	28,699	29,416
The Source		-	68	70	72
JEMS Magazines - All Stations		24	250	485	497
Journal Watch of ER Medicine		30	32	32	33
ACLS/PALS Textbooks		129	210	215	220
EMS Insider Periodicals		-	268	275	282
Prehospital Care Journal		364	172	232	238
Miscellaneous		397	-	264	271
Books & Periodicals	5280	944	1,000	1,573	1,613
TOTAL SERVICES AND SUPPLIES		\$ 651,909	\$ 679,856	\$ 942,588	\$ 764,916

RESCUE

PURPOSE

The Rescue Division is responsible for providing a coordinated and organized response to Rescues and other requests for service in the District. The Rescue Team is trained and equipped to operate on difficult terrain (confined space, trench, high angle and low angle rope rescue, etc.) when a conventional rescue cannot be safely performed.

STANDARD LEVEL OF PERFORMANCE

1. Maintain skill levels for all District Emergency Operation personnel for Basic, Light and appropriate Medium level techniques.
2. Identify, clarify and prioritize rescue responsibilities.
3. Maintain State Office of Emergency Services Type II USAR Team designation.
4. Assure continuity, safety and accountability for rescue training.
5. Implement new rescue techniques, strategies and equipment.
6. Interact with other professional rescue groups, associations and affiliations.
7. Develop Rescue Division expertise and knowledge.
8. Be prepared to carry out assigned duties related to the District's disaster response operations.
9. Facilitate the ongoing replacement of rescue rope that has reached its end of service lifespan.
10. Provide ongoing SORD quarterly training to Rescue Division members.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Train and develop new Rescue Team members and assist with Position Task Book completion.
2. Evaluate minimum training standards for new rescue team members.
3. Deliver Rescue Systems Refresher Training to line personnel.
4. Participate in the 2018 Urban Shield full-scale Regional Preparedness Exercise.

STAFFING SUMMARY

Deputy Chief, Operations¹

Team Members (40)

¹ Deputy Chief budgeted under Emergency Operations (30-55).

**RESCUE
30-75**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 124,244	\$ 230,604	\$ 257,188	\$ 277,253
Permanent Overtime	5120	28,598	50,000	50,000	50,000
Retirement Contributions	5150	94,895	216,768	202,643	206,986
TOTAL SALARIES AND BENEFITS		\$ 247,737	\$ 497,372	\$ 509,831	\$ 534,239
Small Tools & Equipment	5210	\$ 1,654	\$ 15,728	\$ 7,510	\$ 7,698
Miscellaneous Supplies	5212	3,114	2,224	3,206	3,286
Safety Clothing & Supplies	5224	4,989	2,000	3,951	4,050
Non-Safety Clothing	5226	80	1,500	1,416	1,452
Maintenance/Repairs - Equipment	5236	756	526	539	552
Rents/Leases	5246	-	500	1,077	1,104
Professional & Specialized Services	5250	1,390	1,500	8,500	8,713
Books & Periodicals	5280	973	526	539	552
TOTAL SERVICES AND SUPPLIES		\$ 12,956	\$ 24,504	\$ 26,738	\$ 27,407
TOTAL EXPENDITURES		\$ 260,693	\$ 521,876	\$ 536,569	\$ 561,646

**RESCUE
30-75**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
OES Equipment Update		\$ 1,654	\$ 15,728	\$ 7,510	\$ 7,698
Small Tools/Equipment	5210	1,654	15,728	7,510	7,698
Miscellaneous Supplies		3,114	2,224	3,206	3,286
Miscellaneous Supplies	5212	3,114	2,224	3,206	3,286
PPE Replacement and Repairs		4,989	2,000	3,951	4,050
Safety Clothing	5224	4,989	2,000	3,951	4,050
USAR Gear Bags		-	1,000	750	769
Uniforms Replacement-Task Force 4		80	500	666	683
Non-Safety Clothing	5226	80	1,500	1,416	1,452
Maintenance/Repairs - Equipment		756	526	539	552
Maintenance/Repairs - Equipment	5236	756	526	539	552
Rents & Leases - Equipment		-	500	1,077	1,104
Rents & Leases	5246	-	500	1,077	1,104
Instructor Development		1,390	1,500	8,500	8,713
Professional & Specialized Services	5250	1,390	1,500	8,500	8,713
Miscellaneous Books & Periodicals		973	526	539	552
Books & Periodicals	5280	973	526	539	552
TOTAL SERVICES AND SUPPLIES		\$ 12,956	\$ 24,504	\$ 26,738	\$ 27,407

HAZARDOUS MATERIALS

PURPOSE

The Hazardous Material Division supports the District's specialized Hazmat Team which intervenes in chemical, biological, and radiological accidents. The Hazmat Team is trained and equipped to deal with accidents and spills involving materials that are radioactive, flammable, explosive, corrosive, oxidizing, asphyxiating, bio-hazardous or toxic.

STANDARD LEVEL OF PERFORMANCE

1. Respond to hazardous materials emergencies within the District and Region.
2. Plan and deliver training to Hazmat Team members and others as assigned.
3. Monitor team and team member certifications.
4. Maintain State Office of Emergency Services Type II Hazmat Team designation.
5. Attend District, State and Federal Hazmat response agency meetings to assimilate information concerning current regulations, grants and training.
6. Provide on-scene technical assistance to the Incident Commander regarding hazardous material incident response.
7. Participate in Hazmat FRA and FRO decontamination training for all line personnel.
8. Perform required Hazmat equipment inspections.
9. Provide appropriate training that meets the State standard for Hazardous Material Technical and Specialist recertification.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Train and develop new Hazardous Material Team members and assist with Position Task Book completion.
2. Deliver First Responder Operational Refresher Training to line personnel.
3. Deliver Hazardous Materials Incident Command Refresher Training to Command Staff.

4. Develop Hazardous Material Instructor cadre to ensure competency with industry standards and best practices.
5. Participate in the 2018 Urban Shield full-scale Regional Preparedness Exercise.

STAFFING SUMMARY

Deputy Chief, Operations¹

Team Members (30)

¹ Deputy Chief budgeted under Emergency Operations (30-55).

**HAZARDOUS MATERIALS
30-80**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Permanent Salaries	5110	\$ 77,865	\$ 149,016	\$ 179,899	\$ 187,240
Permanent Overtime	5120	33,017	50,000	50,000	50,000
Retirement Contributions	5150	58,467	140,075	147,901	151,053
TOTAL SALARIES AND BENEFITS		\$ 169,349	\$ 339,091	\$ 377,800	\$ 388,293
Small Tools & Equipment	5210	\$ 10,398	\$ 5,830	\$ 5,176	\$ 5,306
Miscellaneous Supplies	5212	1,209	5,297	5,244	5,376
Safety Clothing & Supplies	5224	7,403	4,677	3,794	3,889
Maintenance/Repairs - Equipment	5236	3,520	3,665	14,450	14,812
Maintenance/Repairs - Radio	5238	-	513	525	538
Rents/Leases	5246	-	526	539	552
Professional & Specialized Services	5250	1,439	3,678	3,770	3,864
Books & Periodicals	5280	-	-	425	436
TOTAL SERVICES AND SUPPLIES		\$ 23,969	\$ 24,185	\$ 33,923	\$ 34,773
TOTAL EXPENDITURES		\$ 193,318	\$ 363,276	\$ 411,723	\$ 423,066

HAZARDOUS MATERIALS

30-80

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
OES Equipment (Required)		\$ 4,294	\$ 1,627	\$ 1,668	\$ 1,710
Miscellaneous Small Tools/Equipment		6,104	4,203	3,508	3,596
Small Tools & Equipment	5210	10,398	5,830	5,176	5,306
Draeger Tubes Replacement		-	2,127	1,995	2,045
Biological Supplies		-	851	872	894
Absorbents/Neutralizing Agents		-	851	872	894
Miscellaneous Tactical Supplies		1,209	1,468	1,505	1,543
Miscellaneous Supplies	5212	1,209	5,297	5,244	5,376
Chemical Protective Boots		1,820	841	862	884
Level B Suits Replacement		3,230	1,261	1,292	1,324
Miscellaneous Protective Clothing		2,353	2,576	1,640	1,681
Safety Clothing	5224	7,403	4,677	3,794	3,889
Monitor/Detector Maintenance		3,063	3,140	14,025	14,376
Miscellaneous Equipment Maint/Repairs		457	525	425	436
Maintenance/Repairs - Equipment	5236	3,520	3,665	14,450	14,812
Miscellaneous Radio/Computer Maint/Repair		-	513	525	538
Maintenance/Repairs - Radio	5238	-	513	525	538
Off Site Facility/Equip. Rental Fees		-	526	539	552
Rents & Leases	5246	-	526	539	552
Instructor Development		1,439	3,678	3,770	3,864
Professional & Specialized Services	5250	1,439	3,678	3,770	3,864
Miscellaneous Books/Periodicals		-	-	425	436
Books & Periodicals	5280	-	-	425	436
TOTAL SERVICES AND SUPPLIES		\$ 23,969	\$ 24,185	\$ 33,923	\$ 34,773

VOLUNTEER FIRE

PURPOSE

Under the general direction of Operations, provides volunteer first responder services to the southern portion of Morgan Territory. Morgan Territory is on the east side of Mount Diablo in Contra Costa County.

STANDARD LEVEL OF PERFORMANCE

1. Provide 24/7 emergency fire and EMS coverage for surrounding neighborhoods, working out of two unstaffed stations located at 10207A Morgan Territory Road (Station 37) and 9017 Double Tree Lane (Station 40).
2. Maintain Title 22 EMS Standards requirements within District and with CCC EMS Medical Director's approval.
3. Maintain First Responder training/competence in deployment of AutoPulse device.
4. Review performance, roles and responsibilities of Volunteer Coordinator.

GOALS AND OBJECTIVES FOR FY 2018-2019

1. Evaluate Station 37 Volunteer program to ensure compliance with current Federal, State and Local training mandates.
2. Implement changes as necessary to Station 37 Volunteer program.
3. Continue to develop and monitor Reserve Firefighter program.

STAFFING SUMMARY

Deputy Chief/Fire Marshal

Station 37 Coordinator

FS37 Volunteers (14)

**VOLUNTEER FIRE
30-85**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Temporary Salaries	5115	\$ 22,732	\$ 21,377	\$ 21,762	\$ 22,415
FICA Contributions	5140	1,606	1,635	1,684	1,726
Retirement Contributions	5150	2,800	10,000	10,000	10,250
Employee Group Insurance	5160	4,454	5,000	5,000	5,125
TOTAL SALARIES AND BENEFITS		\$ 31,592	\$ 38,013	\$ 38,446	\$ 39,516
Office Supplies	5202	\$ -	\$ 256	\$ 263	\$ 270
Small Tools & Equipment	5210	-	7,465	5,959	6,033
Miscellaneous Supplies	5212	390	6,108	6,625	6,791
Food Supplies	5222	36	215	221	227
Safety Clothing & Supplies	5224	10,268	19,305	22,273	22,831
Non-Safety Clothing	5226	16,862	17,016	17,442	17,878
Maintenance/Repairs - Equipment	5236	-	109	112	114
Professional & Specialized Services	5250	-	28,165	28,870	29,591
Specialized Printing	5272	-	539	553	567
Dues & Memberships	5274	-	79	81	83
Books & Periodicals	5280	246	646	662	679
TOTAL SERVICES AND SUPPLIES		\$ 27,802	\$ 79,903	\$ 83,061	\$ 85,064
TOTAL EXPENDITURES		\$ 59,394	\$ 117,916	\$ 121,507	\$ 124,580

**VOLUNTEER FIRE
30-85**

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Office Supplies		\$ -	\$ 256	\$ 263	\$ 270
Office Supplies	5202	-	256	263	270
FF Reserves Equipment		-	2,763	2,627	2,693
ARA Pro Replacement		-	3,000	3,000	3,000
Small Tools & Equipment		-	1,702	332	340
Small Tools & Equipment	5210	-	7,465	5,959	6,033
Auto Extrication Vehicles		-	2,000	2,206	2,261
FF Reserves Supplies		-	4,000	4,308	4,416
Miscellaneous Supplies		390	108	111	114
Miscellaneous Supplies	5212	390	6,108	6,625	6,791
Food Supplies		36	215	221	227
Food Supplies	5222	36	215	221	227
FF Reserves Safety Clothing		9,594	15,000	17,861	18,308
Safety Clothing		674	4,305	4,412	4,523
Safety Clothing	5224	10,268	19,305	22,273	22,831
FF Reserves Uniforms		12,500	12,812	13,133	13,461
New Volunteers		2,261	2,050	2,101	2,154
Uniforms Replacement		2,101	2,154	2,208	2,263
Non-Safety Clothing	5226	16,862	17,016	17,442	17,878
Maintenance/Repairs - Equipment		-	109	112	114
Maintenance/Repairs - Equipment	5236	-	109	112	114
Reserve Background & Poly		-	15,000	15,375	15,759
FF Reserve Tower		-	2,101	2,154	2,208
EVOC Class		-	9,500	9,738	9,981
DMV Med/Tower		-	1,564	1,603	1,643
Professional & Specialized Services	5250	-	28,165	28,870	29,591
Specialized Printing		-	539	553	567
Specialized Printing	5272	-	539	553	567
ASHI Memberships		-	79	81	83
Dues & Memberships	5274	-	79	81	83
Firehouse Magazine		246	646	662	679
Books & Periodicals	5280	246	646	662	679
TOTAL SERVICES AND SUPPLIES		\$ 27,802	\$ 79,903	\$ 83,061	\$ 85,064

DEBT SERVICE FUND - 200
STATEMENT OF REVENUES AND EXPENDITURES

REVENUES

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Debt Issuance	4910	\$ -	\$ 5,432,359	\$ -	\$ -
TOTAL REVENUES		\$ -	\$ 5,432,359	\$ -	\$ -

EXPENDITURES

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Professional & Specialized Services	5250	\$ -	\$ -	\$ -	\$ -
Debt Service - Equipment Lease	5310	-	-	613,156	613,155
Vehicle Lease #4	5310	525,885	525,885	-	-
Debt Service - 2013 COP	5310	669,002	669,888	668,648	-
Debt Service - 2015 COP	5310	602,050	599,050	599,450	931,350
TOTAL EXPENDITURES		\$ 1,796,937	\$ 1,794,823	\$ 1,881,254	\$ 1,544,505

**DEBT SERVICE SUMMARY & PAYMENT SCHEDULE
LEASE AGREEMENT - EQUIPMENT**

PURPOSE: Purchase five Rescue Type 1 Ambulances, five Type 1 Fire Engines, four Type 5 Fire Engines.

CURRENT YEAR SUMMARY	
Principal Outstanding as of July 1, 2018	\$ 5,432,359
Reduction in Principal Balance	479,884
Interest Due	133,272
Total Payment Due	613,156
Principal Outstanding as of June 30, 2019	\$ 4,952,475

FISCAL YEAR	INTEREST RATE	PRINCIPAL	INTEREST	TOTAL PAYMENT
2018-2019	2.33%	\$ 479,884	\$ 133,272	\$ 613,156
2019-2020	2.33%	500,679	112,476	613,155
2020-2021	2.33%	512,413	100,742	613,155
2021-2022	2.33%	524,423	88,733	613,156
2022-2023	2.33%	536,713	76,442	613,155
2023-2024	2.33%	549,292	63,864	613,156
2024-2025	2.33%	562,165	50,990	613,155
2025-2026	2.33%	575,341	37,815	613,156
2026-2027	2.33%	588,825	24,330	613,155
2027-2028	2.33%	602,624	10,531	613,155
TOTALS		\$ 5,432,359	\$ 699,195	\$ 6,131,554

**DEBT SERVICE SUMMARY & PAYMENT SCHEDULE
2013 REFUNDING ISSUE - \$3,227,000**

PURPOSE: Refund debt issued in 1989 to purchase Station 38 and Administration Building and to perform code updates and remodels of Stations 31 and 33.

CURRENT YEAR SUMMARY	
Principal Outstanding as of July 1, 2018	\$ 664,000
Reduction in Principal Balance	<u>664,000</u>
Interest Due	<u>4,648</u>
Total Payment Due	<u>668,648</u>
Principal Outstanding as of June 30, 2019	\$ -

FISCAL YEAR	INTEREST RATE	PRINCIPAL	INTEREST	TOTAL PAYMENT
2014-2015	1.40%	\$ 621,000	\$ 46,102	\$ 667,102
2015-2016	1.40%	640,000	32,004	672,004
2016-2017	1.40%	646,000	23,002	669,002
2017-2018	1.40%	656,000	13,888	669,888
2018-2019	1.40%	664,000	4,648	668,648
TOTALS		\$ 3,227,000	\$ 119,644	\$ 3,346,644

**DEBT SERVICE SUMMARY & PAYMENT SCHEDULE
2015 REFINANCING CERTIFICATES OF PARTICIPATION \$8.5M
PLUS \$5.0M NEW MONEY**

PURPOSE: Refund Debt Issued in 2006 to design and construct Station 36 and Station 31, Apparatus Storage Building, purchase Hemme land and Station 32 land, and New Money for Construction of Replacement Station 32

CURRENT YEAR SUMMARY	
Principal Outstanding as of July 1, 2018	\$ 11,560,000
Reduction in Principal Balance	155,000
Interest Due	444,450
Total Payment Due	599,450
Principal Outstanding as of June 30, 2019	\$ 11,405,000

FISCAL YEAR	INTEREST RATE	PRINCIPAL	INTEREST	TOTAL PAYMENT
2015-2016	2.00%	\$ 150,000	\$ 449,977	\$ 599,977
2016-2017	2.00%	150,000	452,050	602,050
2017-2018	2.00%	150,000	449,050	599,050
2018-2019	4.00%	155,000	444,450	599,450
2019-2020	4.00%	500,000	431,350	931,350
2020-2021	4.00%	515,000	411,050	926,050
2021-2022	5.00%	540,000	387,250	927,250
2022-2023	5.00%	565,000	359,625	924,625
2023-2024	2.00%	585,000	339,650	924,650
2024-2025	2.00%	595,000	327,850	922,850
2025-2026	5.00%	615,000	306,525	921,525
2026-2027	3.00%	640,000	281,550	921,550
2027-2028	3.00%	660,000	262,050	922,050
2028-2029	3.00%	680,000	241,950	921,950
2029-2030	3.00%	700,000	221,250	921,250
2030-2031	3.00%	725,000	199,875	924,875
2031-2032	4.00%	750,000	174,000	924,000
2032-2033	4.00%	775,000	143,500	918,500
2033-2034	5.00%	810,000	107,750	917,750
2034-2035	5.00%	855,000	66,125	921,125
2035-2036	5.00%	895,000	22,375	917,375
TOTALS		\$ 12,010,000	\$ 6,079,252	\$ 18,089,252

SAN RAMON VALLEY FIRE PROTECTION DISTRICT
Capital Improvement Plan

	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>
Beginning Capital Balance	\$ 5,213,097	\$ 6,736,635	\$ 5,975,586	\$ 5,446,000	\$ 1,916,521	\$ 3,538,484	\$ 2,047,416	\$ 2,301,084	\$ 31,126	\$ 1,502,832	\$ 4,546,791	\$ 3,709,521
Contributions												
General Fund Transfer	2,463,818	2,550,051	2,639,303	2,731,679	2,827,287	2,926,242	3,028,661	3,134,664	3,244,377	3,357,930	3,475,458	3,597,099
Projected Comm Ctr Savings	427,822	438,961	451,038	466,825	483,163	500,074	517,577	535,692	554,441	573,847	593,931	614,719
FLSD Tech Fee	35,500	36,565	37,662	38,792	39,956	41,154	42,389	43,661	43,661	43,661	43,661	43,661
Debt Proceeds	5,432,359	-	-	-	-	-	-	-	-	-	-	-
Property Sales	29,169	-	-	-	-	-	-	-	-	-	-	-
Total Contributions	<u>8,388,667</u>	<u>3,025,577</u>	<u>3,128,003</u>	<u>3,237,295</u>	<u>3,350,406</u>	<u>3,467,471</u>	<u>3,588,626</u>	<u>3,714,016</u>	<u>3,842,479</u>	<u>3,975,437</u>	<u>4,113,050</u>	<u>4,255,478</u>
Expenditures												
Facilities	428,766	1,937,421	326,887	268,324	259,110	283,909	229,267	368,038	734,688	437,242	225,189	466,141
Fleet	5,614,581	1,167,700	2,569,641	5,399,105	1,057,506	2,051,372	133,598	4,311,843	193,191	133,598	4,083,275	1,009,580
Technology	59,449	301,727	491,763	532,626	136,604	1,883,272	338,788	376,263	175,437	132,278	86,077	96,585
Communications Center	87,045	72,862	119,656	323,379	165,205	80,825	184,874	26,336	308,745	42,182	177,735	352,218
FLSD Tech Improvements	13,396	61,087	-	8,551	-	-	34,526	-	-	10,512	-	13,629
Equipment	661,892	245,830	149,642	234,789	110,018	659,160	2,413,906	901,495	958,712	175,667	378,043	255,920
Total Expenditures	<u>6,865,129</u>	<u>3,786,627</u>	<u>3,657,589</u>	<u>6,766,774</u>	<u>1,728,443</u>	<u>4,958,538</u>	<u>3,334,959</u>	<u>5,983,975</u>	<u>2,370,773</u>	<u>931,478</u>	<u>4,950,319</u>	<u>2,194,072</u>
Difference	1,523,538	(761,050)	(529,586)	(3,529,479)	1,621,963	(1,491,067)	253,668	(2,269,959)	1,471,706	3,043,959	(837,270)	2,061,407
Ending Capital Balance	<u>\$ 6,736,635</u>	<u>\$ 5,975,586</u>	<u>\$ 5,446,000</u>	<u>\$ 1,916,521</u>	<u>\$ 3,538,484</u>	<u>\$ 2,047,416</u>	<u>\$ 2,301,084</u>	<u>\$ 31,126</u>	<u>\$ 1,502,832</u>	<u>\$ 4,546,791</u>	<u>\$ 3,709,521</u>	<u>\$ 5,770,928</u>

NOTES:

Capital Contributions reflect an increase of 3.5% annually.

Expenses reflect an increase of 3.5% annually.

Figures assume cash payment for all assets unless otherwise noted in debt proceeds.

CAPITAL PROJECTS FUND - 300
STATEMENT OF REVENUES AND EXPENDITURES

REVENUES

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Info Technology Surcharge	4316	\$ 39,142	\$ 35,500	\$ 36,565	\$ 37,662
Sale of Property	4620	-	29,169	-	-
Debt Issuance	4910	-	5,432,359	-	-
TOTAL REVENUES		\$ 39,142	\$ 5,497,028	\$ 36,565	\$ 37,662

EXPENDITURES

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Facilities	6120	\$ 3,106,426	\$ 428,766	\$ 1,937,421	\$ 326,887
FLSD Tech Improvements	5253	22,809	13,396	61,087	-
Technology	6230	48,104	59,449	301,727	491,763
Communications Center	6230	70,562	87,045	72,862	119,656
Equipment	6240	710,673	661,892	245,830	149,642
Fleet	6250	53,200	5,614,581	1,167,700	2,569,641
		\$ 4,011,775	\$ 6,865,129	\$ 3,786,627	\$ 3,657,589

CAPITAL PROJECTS FUND

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Generator/Transfer Switch - Admin	6120	\$ -	\$ -	\$ 73,672	\$ -
Generator/Transfer Switch -Station 33	6120	-	-	60,335	-
Generator/Transfer Switch -Station 35	6120	3,282	-	57,989	-
Generator/Transfer Switch -Station 38	6120	3,282	-	57,989	-
Generator/Transfer Switch -Station 39	6120	-	-	54,658	-
Generator/Transfer Switch -All Other Station	6120	(3,282)	-	15,989	-
Roof Maintenance - All Buildings	6120	-	-	11,113	11,502
Roof Repairs	6120	-	-	481,566	-
Roof Replacement - Station 35	6120	34,065	-	-	-
Exterior Painting - Station 39	6120	16,530	-	-	-
Exterior Painting - All Other Stations	6120	-	-	54,808	44,482
PCC/Asphalt Repairs	6120	-	-	363,533	56,405
Asphalt Remove & Replace - Station 34	6120	-	-	258,750	-
Fitness Equipment	6120	-	45,137	27,718	28,688
General Repairs/Maintenance	6120	72,070	21,381	110,872	114,752
Fire Station 32 Replacement	6120	2,974,526	109,487	-	-
Pedestrian Bridge Station 32	6120	-	168,981	-	-
Remodel Dispatcher Dormitory	6120	-	-	31,050	-
Shop Improvements	6120	-	-	11,385	-
Old FS32 Environmental Impact Svcs	6120	-	74,500	51,750	-
Vehicle Washing Area FS31	6120	-	-	15,525	-
Remodel FS31 Kitchen	6120	-	4,260	103,500	-
Landscape Improvements	6120	-	5,020	79,695	54,990
Plymovent	6120	5,953	-	15,525	16,068
TOTAL FACILITIES		3,106,426	428,766	1,937,421	326,887
Electronic Plan Review	5253	-	-	11,087	-
Database Improvements	5253	22,809	-	50,000	-
Field Tablets	5253	-	13,396	-	-
TOTAL FLSD TECH IMPROVEMENTS		22,809	13,396	61,087	-
Computers	6230	16,163	-	44,398	178,516
Communications Center	6230	7,889	15,328	62,163	29,228
Printers	6230	-	3,343	3,881	-
Network	6230	-	-	-	10,712
Telephones	6230	-	15,676	67,275	24,638
Data Centers	6230	-	490	-	110,349
Software	6230	-	7,507	-	124,262
Apparatus Modems	6230	-	17,105	58,805	14,057
Physio Lifepak Modems	6230	24,052	-	65,205	-
TOTAL TECHNOLOGY		48,104	59,449	301,727	491,763

CAPITAL PROJECTS FUND

DESCRIPTION	GL CODE	ACTUAL FY 16-17	ESTIMATED ACTUAL FY 17-18	ADOPTED BUDGET FY 18-19	PROJECTED BUDGET FY 19-20
Radios	6230	-	-	15,525	-
Computers	6230	-	-	-	11,248
Communications Center	6230	8,792	15,055	21,425	49,491
Network	6230	385	5,070	5,069	-
Data Centers	6230	4,825	-	30,843	5,356
Software	6230	56,559	66,920	-	53,561
TOTAL COMMUNICATIONS CENTER		70,562	87,045	72,862	119,656
Turnout Replacement	6240	71,541	31,065	75,000	86,064
Wildland PPE Replacement	6240	-	71,000	60,000	-
Rescue Tool Set	6240	-	96,039	41,191	-
Thermal Imaging Cameras	6240	24,195	29,146	33,000	37,868
Autopulse	6240	75,100	-	-	-
Gurney	6240	57,078	58,752	-	-
Defibrillators	6240	433,452	358,234	-	-
AED	6240	24,974	12,279	13,662	-
EMS Batteries	6240	24,332	5,377	22,977	25,709
TOTAL EQUIPMENT		710,673	661,892	245,830	149,642
Ambulances	6250	-	2,000,000	-	-
Engines	6250	-	3,400,000	621,000	475,464
Trucks	6250	-	-	-	1,375,520
Watertenders	6250	-	-	-	621,957
Specialty Units	6250	-	-	-	-
Staff Vehicles	6250	-	96,700	96,700	96,700
Vehicle Upfitting/Improvements	6250	53,200	117,881	450,000	-
TOTAL FLEET		53,200	5,614,581	1,167,700	2,569,641
TOTAL CAPITAL PROJECTS FUND		\$ 4,011,775	\$ 6,865,129	\$ 3,786,627	\$ 3,657,589