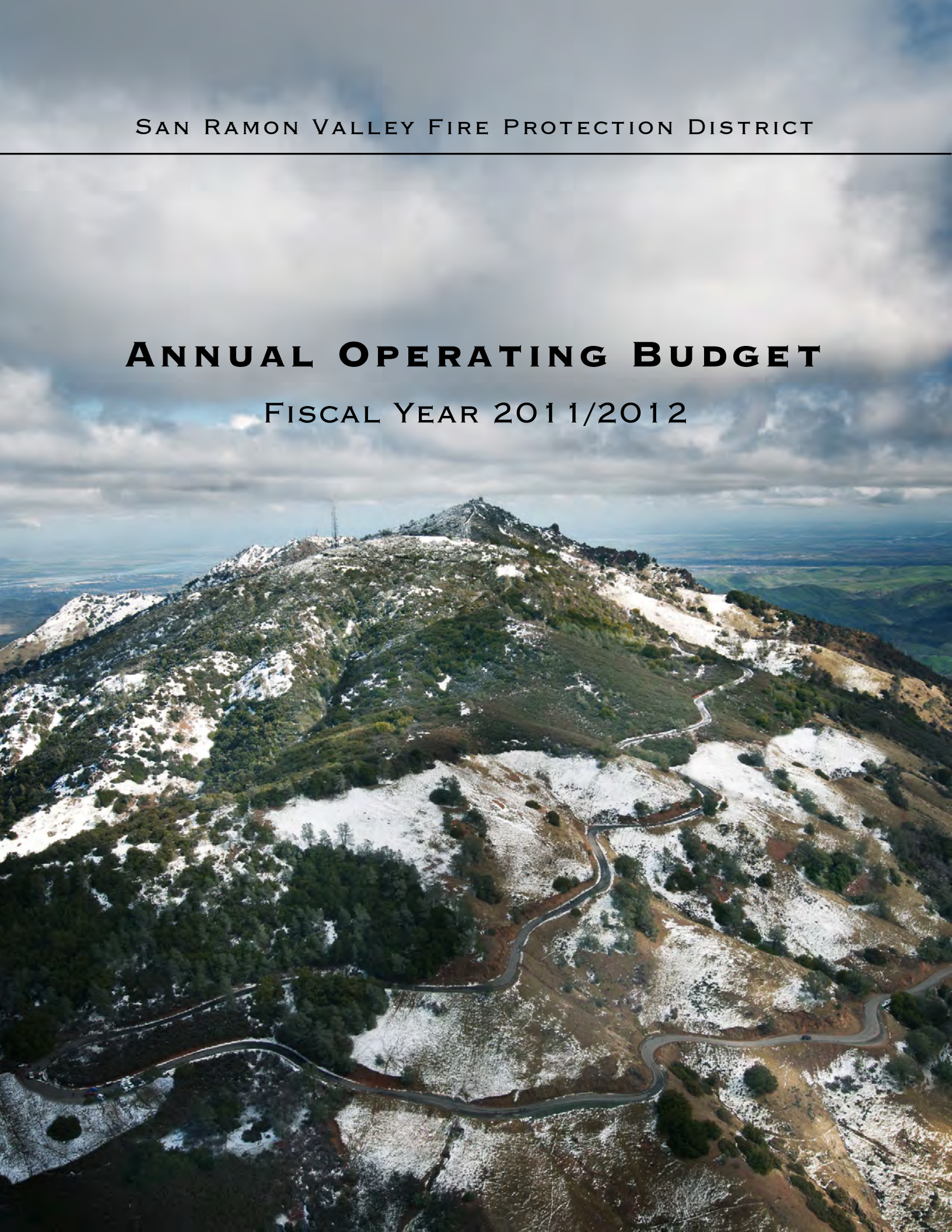


SAN RAMON VALLEY FIRE PROTECTION DISTRICT

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# **ANNUAL OPERATING BUDGET**

FISCAL YEAR 2011/2012



## **ONE TEAM, ONE MISSION**

**In the spirit of our tradition, we strive for excellence,  
respectfully serving all with pride, honor and compassion**

### **Board of Directors**

**Jennifer G. Price, President**

**Thomas J. Linari, Vice President**

**Roxanne W. Lindsay, Director**

**Matthew J. Stamey, Director**

**Glenn W. Umont, Director**

### **The Role of the Board**

**The Board of Directors is the elected policy-making body for the San Ramon Valley Fire Protection District. The Directors provide financial oversight and strategic policy direction to maximize the public value of District services.**

### **Fire Chief/Treasurer**

**Richard Price**

### **The Role of the Chief**

**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 Chief provides direction, protection and order to the District.**



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June 22, 2011

Board of Directors  
San Ramon Valley Fire Protection District  
1500 Bollinger Canyon Road  
San Ramon, CA 94583

Members of the Board:

Attached is the FY 2011-2012 Annual Operating Budget for the San Ramon Valley Fire Protection District. The Budget is the result of input received from the FY 2010-2011 mid-year budget review, an inclusive and interactive staff review process, as well as Board direction during the April 19, 2011 Finance Subcommittee Meeting and the May 17, 2011 Budget Workshop. The Budget is consistent with the Strategic Plan adopted on February 25, 2009 and represents a one year implementation of the District's 2008-2013 Business Plan.

With another year of dark clouds over the economy we have continued our cautious and disciplined approach to financial management that has helped insulate the District and our citizens from severe recession-induced service reductions currently facing most public agencies. Although District revenue declined 2.68% in 2011, 3.23% in 2010, and is forecasted to remain at a reduced level this year (due primarily to a weakened real estate market), a combination of cost reductions and the use of reserves will largely maintain the existing levels of service. FY 2011-2012 Salaries and Benefits have increased by 2% while Services and Supplies budgets have been reduced by 14%. Personnel costs increased in spite of efforts to control costs. Other savings were accomplished with across-the-board budget reductions. Overall the budget is approximately 1% larger than last year.

Even as external conditions significantly impacted our local economy, the District made several notable accomplishments over the past year including agency accreditation through the Commission on Fire Accreditation International and the release of an innovative location-aware iPhone application that empowers our citizens to provide life-saving assistance to victims of Sudden Cardiac Arrest. The District also celebrated our tenth consecutive Certificate of Achievement from the GFOA for Excellence in Financial Reporting.

The FY 2011-2012 Annual Operating Budget is intended to continue timely progress toward successfully executing our 2008-2013 Strategic Plan. The Budget maintains a

Careful balance – focusing on both managing through the uncertain economy today while continuing to maintain a long term planning perspective. We are mindful that this pursuit and investment in our strategic vision during this period of slow economic growth is challenging. We are led by a seasoned management team. With the help of our employees, labor leadership, and with guidance from our Board of Directors, I am confident that we have the resources and the resolve to execute the goals and performance indicators identified plans outlined for this year. Noteworthy aspects of FY 2011-2012 Annual Operating Budget are highlighted below.

### **Capital Improvement Projects**

Development of replacement Fire Station 32 is expected to begin this year with site demolition and grading. Construction of the underground utilities at the site is also planned for this year.

Transitory improvements to the Training Site, including classroom facilities and a drafting pit or appliance, are programmed for this year.

Staff will continue to pursue an appropriate property in the vicinity of San Ramon Valley Boulevard near Pine Valley Road and Montevideo Drive for a future San Ramon Fire Station consistent with the Capital Improvement Program.

### **Personnel**

Staff is preparing to recruit and hire approximately 12 new firefighter/paramedics this year. The budget includes ancillary startup provisions including the delivery of a sixteen-week academy.

The Budget continues to leave several authorized positions unfilled and not funded per Board direction. It also continues the practice of requiring Board approval prior to filling any mid-budget personnel opening.

### **OPEB Funding**

Based upon the current economic conditions, no contribution is included in the Budget for FY 2011-2012.


### **Reserves**

Balancing the budget in FY 2011-2012 requires the expenditure of \$2,974,746 from General Fund reserves. The projected reserve above the minimum required on June 30, 2012 is \$2,534,555.

Looking ahead it is very difficult to accurately forecast how long it will take for the local economy to return to strong footing. Until then, the management team will continue the same proven financial prudence that has been exercised by the District over its long and prosperous history. I expect this year to be highlighted by several significant accomplishments including an ISO re-grading. Even in this troubled economy, the District

continues to move forward, protecting service levels and improving quality through careful planning and the unwavering commitment of its dedicated workforce.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Price', written in a cursive style.

Richard Price  
Fire Chief

## STAFFING SUMMARY

<b>DIVISION</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Board of Directors</b>					
Director	5	5	5	5	5
Total	5	5	5	5	5
<b>Fire Chief</b>					
Fire Chief	1	1	1	1	1
District Clerk	1	1	1	1	1
Total	2	2	2	2	2
<b>Human Resources</b>					
Director	1	1	1	1	1
Generalist	1	1	1	1	1
Senior Office Assistant	1				
Office Assistant		2	2	1	1
Total	3	4	4	3	3
<b>Finance</b>					
Director					
Supervisor	1	1	1	1	1
Finance Asst Part Time Analyst			1		
Accounting Technician	2	2	2	2	2
Senior Office Assistant					
Office Assistant	2				
Total	5	3	4	3	3
<b>Training</b>					
Division Chief	1	1	1	1	1
Training Captain	3	3	3	2	2
Senior Office Assistant	1	1	1	1	1
Total	5	5	5	4	4

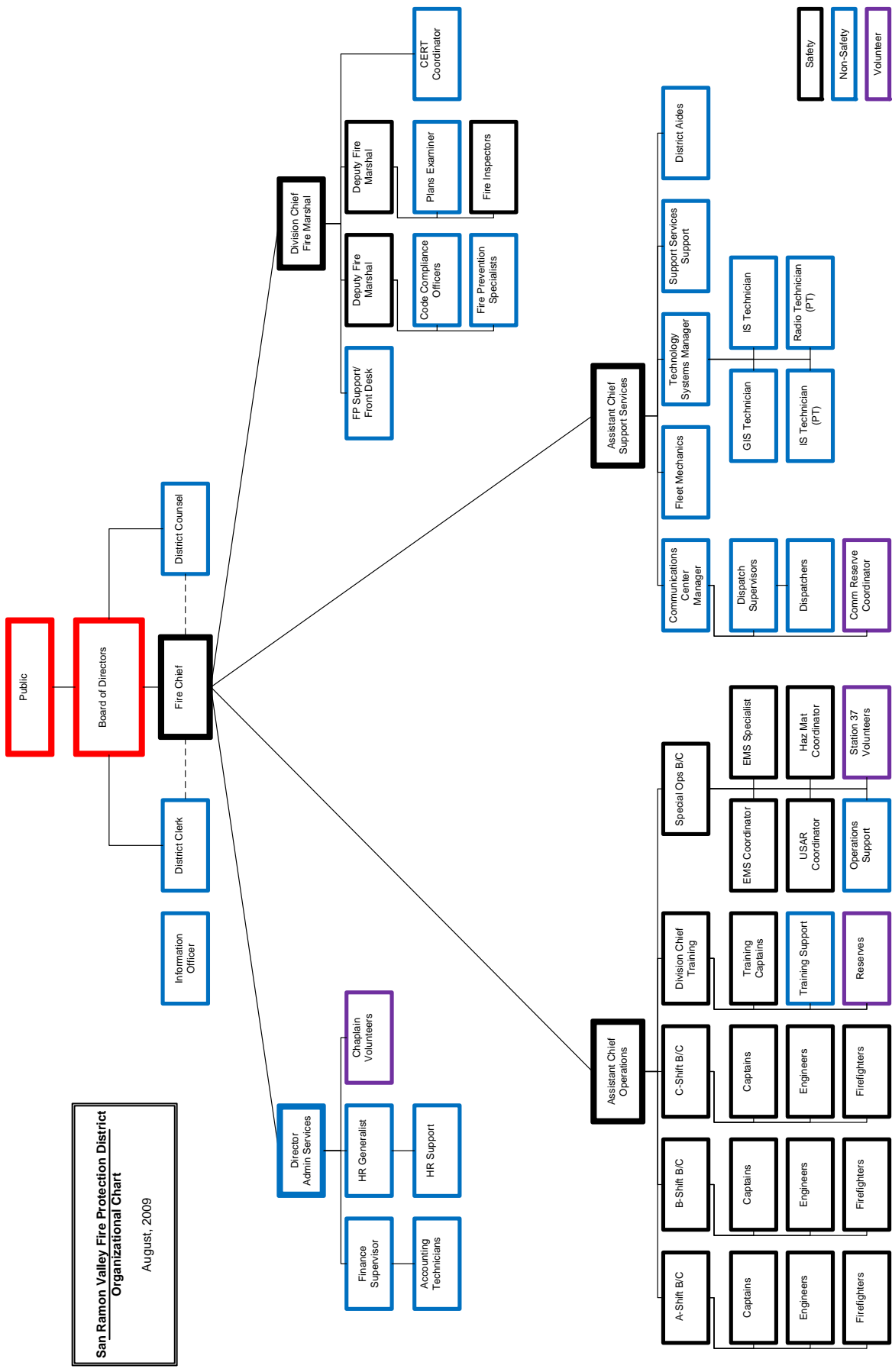


## STAFFING SUMMARY

DIVISION	2007-08	2008-09	2009-10	2010-11	2011-12
<b>Technology</b>					
Deputy Chief					
Assistant Chief	1				
GIS Analyst	1	1	1	1	1
Technology Systems Mgr	1	1	1	1	1
Information Systems Tech			1	1	2
Computer Asst Part Time			1	1	
Comm Specialist Part Time	1	1			
Radio Tech Part Time	1	1	1	1	1
Total	5	4	5	5	5
<b>Communications Center</b>					
Comm Center Manager			1	1	1
Dispatcher	9	9	9	9	9
Total	9	9	10	10	10
<b>Facilities</b>					
Assistant Chief		1	1	1	1
Senior Office Assistant	1	2	2	1	1
Total	1	3	3	2	2
<b>Fire Prevention</b>					
Division Chief/Fire Marshal	1	1	1	1	1
Deputy Fire Marshal	2	2	2	2	2
Inspector	2	2	2	2	2
Code Compliance Officer	4	4	4	3	3
Prevention Specialist	2	2	2	2	2
Office Assistant	1	1	1	2	2
Plans Examiner	1	1	1	1	1
CERT Prog Coord Part Time	1	1	1	1	1
Total	14	14	14	14	14

## STAFFING SUMMARY

<b>DIVISION</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Emergency Operations</b>					
Assistant Chief	1	1	1	1	1
Battalion Chief	4	4	4	4	4
Captain	39	39	39	39	39
Engineer	42	41	39	39	39
Firefighter/Paramedic	54	60	60	53	54
Station 37 Coordinator	1	1	1	1	1
Senior Office Assistant				1	1
<b>Total</b>	<b>141</b>	<b>146</b>	<b>144</b>	<b>138</b>	<b>139</b>
<b>Fleet</b>					
Mechanic	2	2	2	2	2
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Emergency Medical</b>					
EMS Coordinator	1	1	1	1	1
EMS Quality Improve Coord	1	1			
EMS Specialist			1	1	1
Senior Office Assistant	1	1	1		
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>
<b>GRAND TOTAL</b>	<b>195</b>	<b>200</b>	<b>201</b>	<b>190</b>	<b>191</b>



# STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

*FY 2011-2012*

	GENERAL FUND	DEBT SERVICE	CAPITAL PROJECTS	SRV FIRE COMMUNITY	APP/EQUIP	OPEB	CCC/ CERT	TOTAL
<b>PROJECTED REVENUES</b>								
Taxes	\$48,350,698							\$48,350,698
Intergovernmental	133,000						\$40,000	173,000
Charges for services	2,283,300							2,283,300
Use of money & prop	123,400	\$2,600						126,000
Rent	150,000							150,000
Other	15,000			\$1,000				16,000
Debt issuance			\$1,050,000					1,050,000
<b>TOTAL</b>	<b>51,055,398</b>	<b>2,600</b>	<b>1,050,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>52,148,998</b>
<b>PROJECTED EXPENDITURES</b>								
Salaries & benefits	46,505,180							46,505,180
Services & supplies	4,379,393			1,000			60,000	4,440,393
Debt service		2,948,171						2,948,171
Capital projects			340,000					340,000
Debt purchases			1,050,000					1,050,000
Equipment purchases					160,000			160,000
OPEB contribution								0
<b>TOTAL</b>	<b>50,884,573</b>	<b>2,948,171</b>	<b>1,390,000</b>	<b>1,000</b>	<b>160,000</b>	<b>0</b>	<b>60,000</b>	<b>55,443,744</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>								
	170,825	(2,945,571)	(340,000)	0	(160,000)	0	(20,000)	(3,294,746)
Transfers in (out)	(3,145,571)	2,945,571	40,000		160,000	0	0	0
Net change	(2,974,746)	0	(300,000)	0	0	0	(20,000)	(3,294,746)
<b>PROJECTED FUND BALANCE</b>								
<b>JULY 1, 2011</b>	<b>31,037,000</b>	<b>1,333,000</b>	<b>3,217,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>	<b>35,607,000</b>
<b>PROJECTED FUND BALANCE</b>								
<b>JUNE 30, 2012</b>	<b>\$28,062,254</b>	<b>\$1,333,000</b>	<b>\$2,917,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$32,312,254</b>

## FUND BALANCE RESERVES & RESERVE POLICY MEASURE

*JUNE 30, 2012*

FUND BALANCE RESERVES	GENERAL FUND	CAPITAL PROJECTS FUND
Workers' Compensation Claims	\$1,000,000	
Dry Spell July - November	23,014,532	
Refinery Property Tax Adjustment	900,000	
Training Facility		\$2,917,000
Station 32/Capital Improvement Projects	3,147,722	
<b>Total Fund Balance Designations</b>	<b>\$28,062,254</b>	<b>\$2,917,000</b>

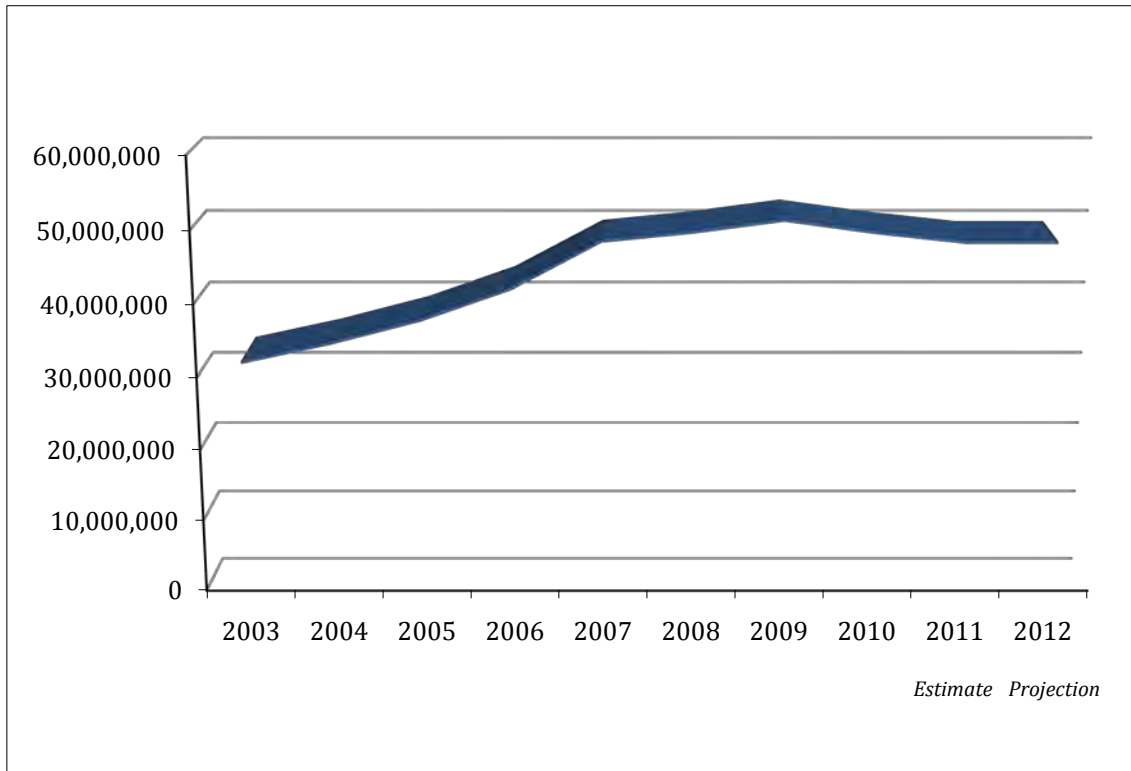
RESERVE POLICY MEASURE	GENERAL FUND
Projected Reserved Fund Balance at June 30, 2012	\$28,062,254
50% of General Fund Revenues Minimum per Reserve Policy	25,527,699
Amount Over Minimum Reserve	\$2,534,555
Percent Over Minimum Reserve	9.93%



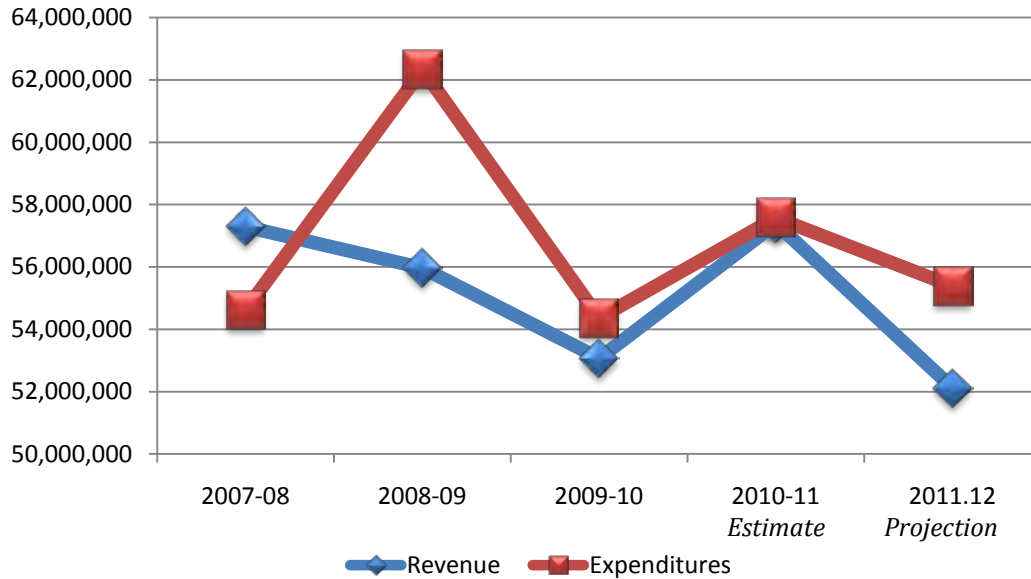
## TEN YEARS OF PROPERTY TAX REVENUE

Year	2003	2004	2005	2006	2007
<b>Actual</b>	32,046,025	34,686,306	37,844,880	42,094,029	48,521,551
<b>% Increase</b>	10.31%	8.24%	9.11%	11.23%	15.27%

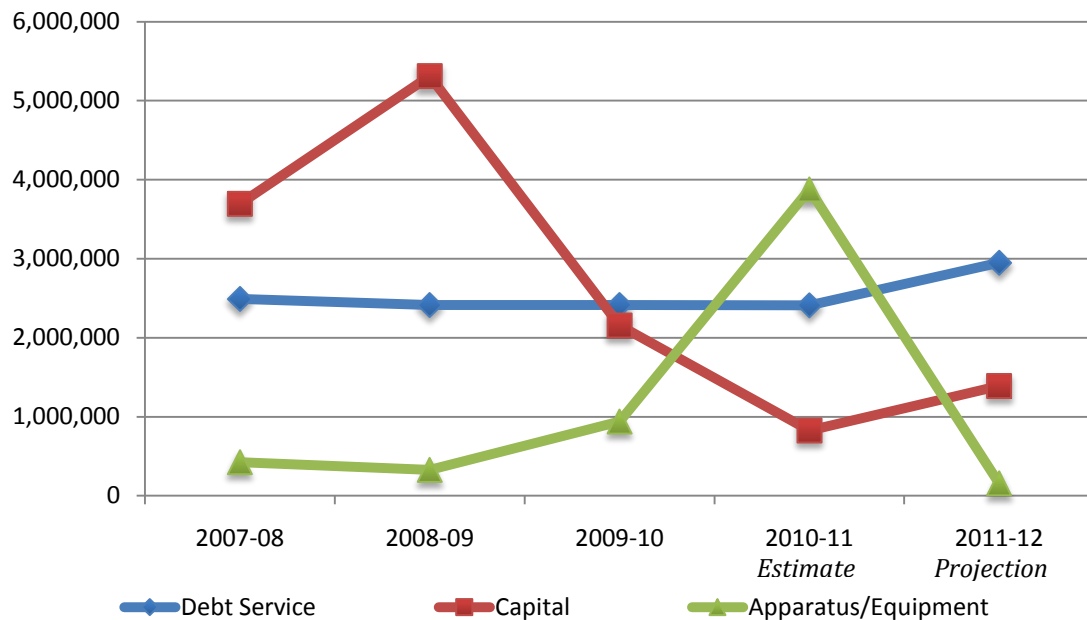
Year	2008	2009	2010	2011	2012
<b>Actual</b>	49,729,211	51,335,992	49,680,045	48,350,698	48,350,698
<b>% Increase</b>	2.49%	3.23%	-3.23%	-2.68%	0.00%



### FIVE YEAR COMPARISON OF TOTAL REVENUE TO TOTAL EXPENDITURES



### HISTORICAL EXPENDITURES DEBT SERVICE, CAPITAL AND APPARATUS/EQUIPMENT REPLACEMENT FUNDS



## REVENUES (ALL FUNDS)

*FY 2011-2012*

DESCRIPTION	GL CODE	ACTUALS FY 09-10	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Prop Taxes Current Secured	4110	48,555,854	47,361,776	47,361,776
Prop Taxes Supplemental	4120	649,615	131,295	131,295
Prop Taxes Utilities/Unitary	4130	760,539	896,079	896,079
Prop Taxes Current Unsecur	4140	1,832,522	1,665,442	1,665,442
Homeowner Prop Tax Relief	4145	545,215	485,000	485,000
Taxes Returned to County	4150	(1,412,883)	(1,338,944)	(1,338,944)
County Tax Administration	4160	(547,169)	(523,907)	(523,907)
Prop Taxes Prior Secured	4170	(339,632)	(164,856)	(164,856)
Prop Taxes Prior Supp	4180	(393,225)	(183,086)	(183,086)
Prop Taxes Prior Unsecured	4190	29,209	21,899	21,899
<b>TOTAL TAXES</b>		<b>\$49,680,045</b>	<b>\$48,350,698</b>	<b>\$48,350,698</b>
Measure H	4220	0	0	0
SB-90 Mandated Costs	4230	59,662	18,333	15,000
Misc State Aid/Grants	4240	309,199	35,720	118,000
Other Intergovernmental	4250	40,000	3,040,000	40,000
<b>TOTAL INTERGOVERNMENTAL</b>		<b>\$408,861</b>	<b>\$3,094,053</b>	<b>\$173,000</b>
Inspection Fees	4310	40,847	30,700	32,000
Plan Review Fees	4315	120,523	155,000	155,000
Weed Abatement Charges	4320	8,299	7,200	7,200
Administrative Citations	4325	0	2,500	2,500
Ambulance Services	4330	2,388,561	2,083,000	2,083,000
CPR Classes	4340	2,278	2,000	2,000
Reports/Photocopies	4350	1,796	1,600	1,600
<b>TOTAL CHARGES FOR SERVICES</b>		<b>\$2,562,304</b>	<b>\$2,282,000</b>	<b>\$2,283,300</b>
Investment Earnings	4410	250,322	126,000	126,000
<b>TOTAL USE OF MONEY &amp; PROP</b>		<b>\$250,322</b>	<b>\$126,000</b>	<b>\$126,000</b>

## REVENUES (ALL FUNDS)

*FY 2011-2012*

DESCRIPTION	GL CODE	ACTUALS FY 09-10	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Rent on Real Estate	4510	143,852	150,000	150,000
<b>TOTAL RENT</b>		<b>\$143,852</b>	<b>\$150,000</b>	<b>\$150,000</b>
Donations/Contributions	4610	500	1,531	1,000
Sale of Property	4620	19,348	9,025	5,000
Miscellaneous Revenue	4640	38,897	23,800	10,000
<b>TOTAL OTHER REVENUE</b>		<b>\$58,745</b>	<b>\$34,356</b>	<b>\$16,000</b>
<b>TOTAL REVENUES</b>		<b>\$53,104,129</b>	<b>\$54,037,107</b>	<b>\$51,098,998</b>

## EXPENDITURES

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12	BUDGET % CHANGE
Permanent Salaries	5110	21,893,225	22,076,436	21,987,315	0%
Temporary Salaries	5115	188,775	209,349	146,191	-23%
Permanent Overtime	5120	4,626,000	4,836,125	5,387,500	16%
FICA Contributions	5140	316,435	365,782	391,787	24%
Retirement Contributions	5150	12,010,000	12,024,553	11,571,153	-4%
Employee Group Insurance	5160	4,168,565	3,955,277	4,336,234	4%
Retiree Health Insurance	5170	1,500,000	1,423,000	1,715,000	14%
Unemployment Insurance	5180	30,000	5,000	20,000	-33%
Workers Comp Claims	5190	660,000	875,000	950,000	44%
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$45,393,000</b>	<b>\$45,770,522</b>	<b>\$46,505,180</b>	<b>2%</b>
Office Supplies	5202	45,757	40,832	34,163	-25%
Postage/Freight	5204	12,300	12,300	13,980	14%
Telecommunications	5206	231,600	221,600	212,300	-8%
Utilities	5208	252,000	252,000	256,600	2%
Small Tools/Equip/Furn	5210	139,090	94,590	86,550	-38%
Miscellaneous Supplies	5212	100,723	97,136	82,476	-18%
Medical Supplies	5213	121,000	119,000	103,000	-15%
Firefighting Supplies	5214	106,375	96,375	94,400	-11%
Pharmaceutical Supplies	5216	40,500	40,500	36,500	-10%
Computer Supplies	5218	29,300	29,300	20,000	-32%
Radio Equipment & Supplies	5219	360,000	360,000	45,000	-88%
Food Supplies	5222	27,260	23,100	25,700	-6%
PPE Inspections & Repairs	5223	0	0	30,000	100%
Safety Clothing & Supplies	5224	135,000	130,000	264,900	96%
Class A Uniforms & Supplies	5225	0	0	8,000	100%
Non-Safety Clothing	5226	79,405	75,800	22,065	-72%
Class B Uniforms & Supplies	5227	0	0	30,000	100%
Household Supplies	5228	37,750	37,750	30,000	-21%
Central Garage Repairs	5230	100,000	80,000	80,000	-20%
Central Garage Maintenance	5231	38,250	15,000	34,500	-10%
Central Garage Gas & Oil	5232	170,750	162,000	169,000	-1%



## EXPENDITURES

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12	BUDGET % CHANGE
Central Garage Tires	5234	24,000	24,000	24,000	0%
Central Garage Inspectons	5235	12,000	12,000	12,000	0%
Maintenance/Repairs Equip	5236	133,360	117,829	111,979	-16%
Maintenance/Repairs Radio	5238	384,600	356,950	357,900	-7%
Maintenance/Repairs Bldgs	5240	155,750	140,000	128,750	-17%
Maintenance/Repairs Grnds	5242	44,500	44,500	39,750	-11%
Rents/Leases Equip & Prop	5246	60,800	58,600	60,590	0%
Prof & Specialized Services	5250	890,629	838,126	852,663	-4%
Recruiting Costs	5251	55,000	35,000	91,000	65%
Legal Services	5252	197,000	182,000	166,000	-16%
Medical Services	5254	109,700	110,000	113,000	3%
Data Processing Services	5256	1,750	1,000	1,750	0%
Communication Services	5258	4,200	2,600	0	-100%
Election Services	5262	113,000	56,000	0	-100%
Insurance Services	5264	523,000	520,000	452,000	-14%
Publication of Legal Notices	5270	5,500	6,500	5,500	0%
Specialized Printing	5272	81,350	45,150	26,065	-68%
Dues & Memberships	5274	51,409	61,309	62,555	22%
Educational Courses	5276	56,400	57,900	59,100	5%
Educ Assistance Program	5277	24,120	40,000	45,000	87%
Public Education Supplies	5278	20,000	20,000	15,000	-25%
Books & Periodicals	5280	33,314	24,800	22,957	-31%
Recognition Supplies	5282	7,500	6,000	7,500	0%
Meetings & Travel Expenses	5284	54,400	44,400	45,200	-17%
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$5,070,342</b>	<b>\$4,691,947</b>	<b>\$4,379,393</b>	<b>-14%</b>
<b>TOTAL EXPENDITURES</b>		<b>\$50,463,342</b>	<b>\$50,462,469</b>	<b>\$50,884,573</b>	<b>1%</b>

## **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.

### **STANDARD LEVEL OF PERFORMANCE**

1. Strive to provide the highest quality of service by the District.
2. Actively oversee the financial matters and policy direction of the District.
3. Exercise prudence and integrity in the management of funds in all financial transactions.
4. Be sensitive and responsive to the needs and rights of the public.
5. Uphold both the letter and the spirit of the constitution, legislation and regulations governing actions.
6. Provide the public, surrounding agencies and the media with a greater awareness of the District's role in the Valley.
7. Maintain the high professional standards set forth in the District's policies, as well as, the District's Mission Statement.
8. Review and update the Strategic Plan at a frequency of no less than every five years.
9. Oversee the annual review and revision of the Business Plan.
10. Define Board committee roles and membership on an annual basis.

### **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Assist with the acquisition of real property for the new San Ramon fire station site consistent with the Capital Improvement Program (CIP). (BP2, 4A.6)
2. Provide organizational performance accounting to residents, allied agencies and other District stakeholders. (BP3)

3. Work with Staff to accomplish identified Performance Indicator Plans developed during the accreditation process and documented in the Self-Assessment Manual (SAM) prepared by the District. (BP4)
4. Assist Staff in planning the District centennial recognition and activities (occurring in 2012). (BP5)
5. Review all Category 2D Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## **MEMBERS OF THE BOARD**

Director (5)

## BOARD OF DIRECTORS

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	8,925	8,200	8,925
FICA Contributions	5140	683	630	683
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$9,608</b>	<b>\$8,830</b>	<b>\$9,608</b>
Non-Safety Clothing	5226	500	500	500
Prof & Specialized Services	5250	45,000	40,000	25,000
Legal Services	5252	187,000	170,000	144,000
Election Services	5262	113,000	56,000	0
Dues & Memberships	5274	34,450	34,450	34,850
Educational Courses	5276	2,400	1,500	2,400
Books & Periodicals	5280	500	400	500
Recognition Supplies	5282	4,500	5,500	4,500
Meetings & Travel Expenses	5284	4,400	4,400	4,400
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$391,750</b>	<b>\$312,750</b>	<b>\$216,150</b>
<b>TOTAL EXPENDITURES</b>		<b>\$401,358</b>	<b>\$321,580</b>	<b>\$225,758</b>

## **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, protection 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 and the San Ramon Valley Fire Protection District Financing Corporation.

### **STANDARD LEVEL OF PERFORMANCE**

1. Adhere to all legal and contractual requirements that govern the Fire District.
2. Responsible for the day-to-day conduct of the administration of the District and Public Financing Authority.
3. As Treasurer, oversee financial activities of the District and update the annual Multi-Year Business Plan.
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 the citizens and employees of the District during daily operations and emergency situations.
6. Ensure that all requests for assistance are handled promptly and courteously.
7. Ensure that planning is performed on a continual basis for future growth demands.
8. Develop staff to meet the future needs of the organization.
9. Maintain political liaison with all local and regional jurisdictions.
10. Continue to evaluate and adjust programs and structure to maximize the organizational effectiveness and public value of District services.



## **GOALS AND OBJECTIVES FOR FY 2011-12**

1. Conduct long-range fiscal planning and provide the framework and oversight for the development and administration of the annual operating and capital budgets. (BP1)
2. Vigorously pursue an Insurance Services Office (ISO) Public Protection Classification (PPC) of Class 1. (BP3)
3. Continue to implement the Information-led Management (ILM) initiative by furthering the development of an integrated information management infrastructure and fostering a culture of accountability in support of the goals of the District. (BP4)
4. Continue to evaluate and adjust programs and structure to maximize the organizational effectiveness and public value of the District. (BP6)
5. Review all Category 1, Category 3 and Category 10 Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## **STAFFING SUMMARY**

Fire Chief<sup>1</sup>

District Clerk

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<sup>1</sup> The Fire Chief also serves as the Treasurer of the District.

## FIRE CHIEF

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	342,947	353,211	353,538
FICA Contributions	5140	4,973	5,082	5,126
Retirement Contributions	5150	175,680	181,660	177,567
Employee Group Insurance	5160	46,596	44,000	47,086
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$570,196</b>	<b>\$583,953</b>	<b>\$583,317</b>
Office Supplies	5202	1,000	2,500	1,000
Small Tools & Equipment	5210	3,000	6,000	5,500
Miscellaneous Supplies	5212	7,500	4,500	2,500
Food Supplies	5222	2,500	2,300	2,500
Non-Safety Clothing	5226	6,500	8,500	1,500
Prof & Specialized Services	5250	67,500	67,500	27,500
Data Processing Services	5256	1,250	500	1,250
Specialized Printing	5272	25,200	20,000	5,200
Dues & Memberships	5274	4,440	4,440	4,525
Educ Courses District Wide	5276	50,000	40,000	2,500
Books & Periodicals	5280	750	500	750
Travel Exp District Wide	5284	50,000	40,000	2,500
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$219,640</b>	<b>\$196,740</b>	<b>\$57,225</b>
<b>TOTAL EXPENDITURES</b>		<b>\$789,836</b>	<b>\$780,693</b>	<b>\$640,542</b>

## **HUMAN RESOURCES**

### **PURPOSE**

The Human Resources Department is responsible for recruiting, hiring, employee relations and communications, personnel policies and procedures, labor negotiations, workers' compensation, employee record keeping, benefits administration, and risk management oversight. The Human Resources staff act as advocates for both the District and the people who work for the District.

### **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.
3. Negotiate collective bargaining agreement and update human resources policies and procedures through the "Meet and Confer" process with represented group.
4. Update and improve procedures and guidelines as necessary.
5. Deliver examination processes in a fair and legal manner.
6. Recruit and hire new employees as needed following all legal requirements.
7. Ensure standards pertaining to the Injury Illness Prevention Program, Workers' compensation, salary and benefit administration, and attendance/leave policies are met.
8. Appropriately process and participate in resolution of grievances, complaints, discipline, coaching/counseling and evaluation activities.
9. Administer the District's Chaplain Program.
10. Maintain an ergonomically sound work environment.
11. Manage and administer the District's employee benefits program.
12. Prepare the administration staffing roster daily; review and audit suppression staffing roster daily.
13. Maintain and reconcile all health benefit billings, track COBRA payments, reconcile Section 125 Plan and vision plan/claims.

14. Provide prompt, courteous responses to employees seeking information or assistance.

## **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Review and update human resources administrative policies to ensure that they are current and relevant; review changes with employee groups. (BP3)
2. Implement new performance appraisal system with revised District-specific performance measures/indicators. (BP3)
3. Incorporate comprehensive wellness/fitness data into Human Resources records, including physical exam tracking, immunization monitoring, etc. (SP3)
4. Integrate the Human Resources Information System (HRIS) with the California Department of Motor Vehicles Employer Pull Notice (EPN) Program to more reliably facilitate continuous review of driver records. (SP3)
5. Update/develop and publish job descriptions for all reserves and volunteer positions. (7D.2)
6. Evaluate organizational records needs by evaluating the existing Administrative Services and Training Division processes and develop a plan to ensure effective integration of records. (7D.3)
7. Review safe work practices checklists and the components of District occupational health and safety training to ensure consistency with the updated IIPP. (7F.4)
8. Review all Category 7 and Category 9C Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## **STAFFING SUMMARY**

Administrative Services Director<sup>1</sup>

Human Resources Generalist

Office Assistant

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<sup>1</sup> Administrative Services Director also responsible for Finance Division oversight.

## HUMAN RESOURCES

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	336,450	343,903	343,421
Temporary Salaries	5115	25,000	20,000	20,000
Permanent Overtime	5120	5,000		5,000
FICA Contributions	5140	4,879	5,414	4,980
Retirement Contributions	5150	105,948	108,292	116,008
Employee Group Insurance	5160	52,015	48,390	51,647
Retiree Health Insurance	5170	1,500,000	1,423,000	1,715,000
Unemployment Insurance	5180	30,000	5,000	20,000
Workers Comp Claims	5190	660,000	875,000	950,000
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$2,719,292</b>	<b>\$2,828,999</b>	<b>\$3,226,056</b>
Office Supplies	5202	1,500	1,500	1,500
Postage/Freight	5204	1,000	1,000	1,000
Small Tools & Equipment	5210	2,500	2,500	2,500
Food Supplies	5222	4,400	1,000	4,500
Non-Safety Clothing	5226	3,000	1,500	3,000
Prof & Specialized Services	5250	97,800	97,800	118,600
Recruiting Costs	5251	55,000	35,000	91,000
Legal Services	5252	10,000	12,000	22,000
Medical Services	5254	109,700	110,000	113,000
Insurance Services	5264	523,000	520,000	452,000
Specialized Printing	5272	1,500	1,000	2,200
Dues & Memberships	5274	2,400	2,400	2,400
Educational Courses	5276	4,000	3,000	7,000
Books & Periodicals	5280	800	800	800
Recognition Supplies	5282	3,000	500	3,000
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$819,600</b>	<b>\$790,000</b>	<b>\$824,500</b>
<b>TOTAL EXPENDITURES</b>		<b>\$3,538,892</b>	<b>\$3,618,999</b>	<b>\$4,050,556</b>



## **FINANCE**

### **PURPOSE**

The Finance Department is responsible for the financial policies, cash management and investments, accounting and budgeting, accounts receivable/payable, payroll, purchasing, and fixed asset programs of the District.

### **STANDARD LEVEL OF PERFORMANCE**

1. Adhere to legal and contractual requirements under which the District is operated for all financial transactions.
2. Facilitate and coordinate the preparation of the annual budget, business plan financial data, annual CAFR, report to State Controller, and the District independent audit.
3. Provide debt service management (arbitrage regulations, 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 all accounts and general ledger transactions, including purchase order management and registers.
6. Provide financial statements and overtime usage reports to the Board of Directors on a monthly basis.
7. Deposit cash, post and prepare monthly report of cash receipts, track accounts receivable, audit ambulance billings, provide training and support to District staff for 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. Track capital expenditures related to COP issues and Lease Purchase Agreements, including draw-down schedules.
11. Process payroll, retirement reporting, maintain records, respond to employee inquiries and other related payroll tasks.
12. Process billing to outside agencies using District resources or services.
13. Seek out grant funding as a District resource and monitor grant purchases for Single Audit guidelines, including responding to Federal audit inquiries.
14. Provide analytical support to all departments/divisions of the organization.

### **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Complete a formal analysis of the District investment portfolio and investment practices. (BP1)
2. Implement the acceptance of credit cards by third party ambulance billing administrator on behalf of the District for payment of ambulance services. (BP3)
3. Evaluate the District's purchase order system and implement improvements and appropriate systems as deemed necessary. (BP5)
4. In conjunction with Emergency Operations and Support Services, research needs and define an inventory control system for District equipment and supplies. (6E.5)
5. Review all Category 4 Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

### **STAFFING SUMMARY**

Administrative Services Director<sup>1</sup>

Finance Supervisor

Accounting Technician (2)

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<sup>1</sup> Administrative Services Director budgeted under Human Resources (10-20).

## FINANCE

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	264,040	260,100	279,063
Temporary Salaries	5115		1,112	
Permanent Overtime	5120	5,000		5,000
FICA Contributions	5140	11,088	4,000	4,046
Retirement Contributions	5150	83,146	83,000	94,268
Employee Group Insurance	5160	86,095	84,000	87,179
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$449,369</b>	<b>\$432,212</b>	<b>\$469,556</b>
Office Supplies	5202	22,000	16,000	16,000
Postage/Freight	5204	7,000	7,000	7,000
Food Supplies	5222	3,000	4,600	5,000
Non-Safety Clothing	5226	2,805	2,800	2,805
Maintenance/Repairs Equip	5236	18,000	11,500	16,404
Rents/Leases Equip & Prop	5246	1,200	1,100	1,200
Prof & Specialized Services	5250	254,540	245,000	247,540
Specialized Printing	5272	5,000	5,000	5,000
Dues & Memberships	5274	900	900	900
Educational Courses	5276	0	0	1,200
Books & Periodicals	5280	900	900	1,200
Meetings & Travel Expenses	5284	0	0	1,300
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>315,345</b>	<b>294,800</b>	<b>305,549</b>
<b>TOTAL EXPENDITURES</b>		<b>\$764,714</b>	<b>\$727,012</b>	<b>\$775,105</b>

## **FIRE PREVENTION**

### **PURPOSE**

The Fire Prevention 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, public information and outreach programs and services.

### **STANDARD LEVEL OF PERFORMANCE**

1. Perform long range community development activities ensuring infrastructure contains emergency fire and life safety elements for both the public and emergency responders.
2. Perform engineering activities and inspections of construction projects in a timely manner, ensuring compliance with fire and life safety codes and standards.
3. 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.
4. Deliver community education programs that provide knowledge in fire safety, life safety, emergency preparedness and response in collaboration with partner agencies and stakeholders.
5. Continue ongoing staff development to assure personnel are well qualified to meet current and future needs.
6. Continue to manage and develop the CERT program.
7. 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.

8. Strengthen relationships with law enforcement agencies; delineate roles and responsibilities for criminal investigations and evidence collection for incendiary fires.
9. Strengthen and protect the District image and reputation among both its internal and external stakeholders through community and media relations.
10. Manage prevention policies, contracts, standards, ordinances and fee schedules.
11. Provide prompt, courteous responses when greeting customers at the front counter and by telephone.

### **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Complete fire prevention component and associated technology of the District Information-led Management (ILM) initiative. (SP4, 5B.7)
2. Increase the scope of the incident based data evaluated as part of the public education data elements to the SRVFPD OnScene RMS and National Fire Incident Reporting System database. (SP4, 5C.6)
3. Continue development of Public Information Officer responsibilities including marketing/outreach functions, oversight of website content and confidential matters. (SP3)
4. Conduct pilot program of the new CPR and AED school education program. (5C.4)
5. Implement a hazard and risk assessment of residential properties within Fire Station 37's zone. (SP3)
6. Review all Category 5B, 5C, and 5D Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/1/12 for inclusion in the CFAI Annual Compliance Report (August).

### **STAFFING SUMMARY**

Division Chief/Fire Marshal

Deputy Fire Marshal (2)

Fire Inspector (2)

Fire Code Compliance Officer (3)

Fire Prevention Specialist (2)

CERT Coordinator (Part-time)

Plans Examiner

Office Assistant (2)

## FIRE PREVENTION

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	1,345,007	1,340,000	1,357,394
Permanent Overtime	5120	25,000	25,000	25,000
FICA Contributions	5140	19,503	19,500	19,682
Retirement Contributions	5150	573,263	575,000	582,948
Employee Group Insurance	5160	258,237	267,000	291,614
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$2,221,010</b>	<b>\$2,226,500</b>	<b>\$2,276,638</b>
Office Supplies	5202	4,932	4,932	2,500
Postage	5204	4,300	4,300	5,980
Small Tools & Equipment	5210	8,290	8,290	2,200
Firefighting Supplies	5214	1,375	1,375	4,400
Computer Supplies	5218	3,300	3,300	0
Food Supplies	5222	3,500	2,000	1,000
Safety Clothing & Supplies	5224	3,000	500	3,000
Non-Safety Clothing	5226	7,500	6,000	5,000
Maintenance/Repairs Equip	5236	1,160	600	1,000
Prof & Specialized Services	5250	26,000	16,000	24,000
Data Processing Services	5256	500	500	500
Publication of Legal Notices	5270	5,500	6,500	5,500
Specialized Printing	5272	6,450	6,450	11,000
Dues & Memberships	5274	3,330	13,330	13,320
Educational Courses	5276	0	0	2,000
Public Education Supplies	5278	20,000	20,000	15,000
Books & Periodicals	5280	5,685	4,000	3,250
Meetings & Travel Expenses	5284	0	0	2,000
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$104,822</b>	<b>\$98,077</b>	<b>\$101,650</b>
<b>TOTAL EXPENDITURES</b>		<b>\$2,325,832</b>	<b>\$2,324,577</b>	<b>\$2,378,288</b>

## **TECHNOLOGY**

### **PURPOSE**

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

### **STANDARD LEVEL OF PERFORMANCE**

1. Furnish all the necessary computer equipment and peripheral devices.
2. Provide the necessary infrastructure to support the data and voice communications needs of the District.
3. Continue the ongoing program to keep the PC technology current with today's standards.
4. Produce and maintain accurate maps of the District as changes occur to assure the timely delivery of emergency services.
5. Provide GIS mapping and display services to various divisions and entities for special events.
6. Provide spatial analysis of land use and other planning features.
7. Maintain a comprehensive radio network to support all operations of the District.
8. Provide all on duty suppression and investigation employees with appropriate communication devices as needed.
9. Oversee the Web Content Management System platform and application updates.

### **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Upgrade the District mail server software to improve performance, provide fault tolerance and disaster recovery options. (BP1, BP9)



2. Create a new Geographic Information System (GIS) elevation layer and new building footprints based on high resolution data. (BP1)
3. Verify all Computer-aided Dispatch (CAD) address ranges based on the 911 Master Street Address Guide (MSAG) and United States Postal Service data. (BP1)
4. Update all District street centerline segments to include full address ranges in order to provide a more robust geo-verification process. (BP1)
5. Improve backup and disaster recovery infrastructure by upgrading to an optimized, multi-site, multi-platform backup solution. (BP1, BP9)
6. Review all Category 2A, 2B, 2C and Category 9D Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## **STAFFING SUMMARY**

Assistant Chief, Support Services<sup>1</sup>

Technology Systems Manager

Geographical Information Analyst

Information System Technician

Information System Technician

Radio Technician (Part-time)

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<sup>1</sup> Assistant Chief, Support Services budgeted under Facilities (20-45).

## TECHNOLOGY

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	409,953	415,000	431,496
Temporary Salaries	5115	74,755	99,612	37,171
Permanent Overtime	5120	5,000	5,000	5,000
FICA Contributions	5140	8,218	8,700	9,100
Retirement Contributions	5150	129,889	127,989	145,759
Employee Group Insurance	5160	54,784	61,736	70,661
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$682,599</b>	<b>\$718,037</b>	<b>\$699,187</b>
Telecommunications	5206	231,600	221,600	212,300
Small Tools & Equipment	5210	7,500	2,500	5,000
Computer Supplies	5218	26,000	26,000	20,000
Radio Equipment & Supplies	5219	360,000	360,000	45,000
Non-Safety Clothing	5226	1,500	1,500	1,500
Maintenance/Repairs Radio	5238	379,950	354,950	354,700
Rents/Leases Equip & Prop	5246	35,000	32,000	35,000
Prof & Specialized Services	5250	41,000	34,000	21,000
Communication Services	5258	4,200	2,600	0
Dues & Memberships	5274	500	500	500
Educational Courses	5276	0	0	2,000
Meetings & Travel Expenses	5284	0	0	2,000
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$1,087,250</b>	<b>\$1,035,650</b>	<b>\$699,000</b>
<b>TOTAL EXPENDITURES</b>		<b>\$1,769,849</b>	<b>\$1,753,687</b>	<b>\$1,398,187</b>

## **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 2011-2012**

1. Evaluate and assess a "Next Generation" 9-1-1 Phone System that would enhance E911 wireless call capability and possibly provide text and instant messaging capabilities. (BP2)
2. Provide training to ensure that dispatchers remain current and proficient with all applicable technologies, including CAD and telephone systems. (BP5)
3. Provide specific training opportunities to dispatch supervisors to ensure consistently-applied leadership and supervisory skills. (BP6)
4. Evaluate the Communications Division Training Program. (BP7, 9B.9)

5. Assist with the planning and development of the District's Emergency Response Plan and the role of the Communications Center within the plan. (BP8)
6. Evaluate the Communications Volunteer Program and the integration of the volunteers with various District events. (BP11)
7. Maintain the Communications Support Unit as a mobile back-up communications center, and ensure that all dispatch employees are trained to function with the unit. (BP12)
8. Review all Category 9B Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

### **STAFFING SUMMARY**

Assistant Chief, Support Services<sup>1</sup>

Communications Center Manager

Supervising Dispatcher (3)

Dispatcher (6)

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<sup>1</sup> Assistant Chief, Support Services budgeted under Facilities (20-45).

## COMMUNICATIONS CENTER

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	1,054,419	1,048,000	1,080,835
Temporary Salaries	5115	40,000	40,000	40,000
Permanent Overtime	5120	167,500	126,000	167,500
FICA Contributions	5140	15,289	20,000	18,072
Retirement Contributions	5150	332,037	330,000	365,106
Employee Group Insurance	5160	191,691	190,000	214,263
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$1,800,936</b>	<b>\$1,754,000</b>	<b>\$1,885,776</b>
Office Supplies	5202	5,000	5,000	5,000
Small Tools & Equipment	5210	5,000	1,000	2,500
Safety Clothing & Supplies	5224	5,000	3,000	3,000
Non-Safety Clothing	5226	3,000	500	2,500
Maintenance/Repairs Radio	5238	2,650	500	2,000
Prof & Specialized Services	5250	25,000	25,000	30,000
Dues & Memberships	5274	1,000	1,000	1,000
Educational Courses	5276	0	0	5,000
Books & Periodicals	5280	5,000	5,000	5,000
Meetings & Travel Expenses	5284	0	0	5,000
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$51,650</b>	<b>\$41,000</b>	<b>\$61,000</b>
<b>TOTAL EXPENDITURES</b>		<b>\$1,852,586</b>	<b>\$1,795,000</b>	<b>\$1,946,776</b>

## **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 facilities in peak condition.
2. Continuously review maintenance costs and look for alternative strategies to save money and/or improve life expectancy of the facilities.
3. Monitor all major development projects within the District.
4. Forecast the need for future fire stations and other facilities.

### **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Act as project manager for the development of Fire Station 32. (CIP)
2. Act as project manager for the design and entitlement phase of the new Training Facility. (CIP, BP2)
3. In conjunction with the Training Division, plan and develop the temporary Training Site. (CIP, BP2)
4. Manage the acquisition of real property for a new San Ramon fire station site consistent with the Capital Improvement Program. (CIP, BP1)
5. Coordinate Public Access AED records and associated notifications. (SP3)
6. Develop a formal facilities maintenance plan including communication processes. (6A.2)
7. Review all Category 6A and 6F Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document

new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## **STAFFING SUMMARY**

Assistant Chief, Support Services<sup>1</sup>

Senior Office Assistant<sup>2</sup>

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<sup>1</sup> Assistant Chief, Support Services also responsible for Technology, Communications Center and Fleet oversight.

<sup>2</sup> Senior Office Assistant also supports Fleet.

## FACILITIES

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	298,421	289,638	300,516
Temporary Salaries	5115	31,200	29,642	31,200
FICA Contributions	5140	6,714	6,491	6,744
Retirement Contributions	5150	155,629	150,699	152,781
Employee Group Insurance	5160	65,631	63,000	65,218
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$557,595</b>	<b>\$539,470</b>	<b>\$556,459</b>
Utilities	5208	252,000	252,000	256,600
Small Tools & Equipment	5210	7,500	7,500	3,000
Miscellaneous Supplies	5212	2,500	5,000	2,000
Household Supplies	5228	37,750	37,750	30,000
Central Garage Gas & Oil	5232	20,750	12,000	19,000
Maintenance/Repairs Equip	5236	79,000	79,000	61,500
Maintenance/Repairs Bldgs	5240	155,750	140,000	128,750
Maintenance/Repairs Grnds	5242	44,500	44,500	39,750
Rents/Leases Equip & Prop	5246	1,000	5,000	5,000
Prof & Specialized Services	5250	7,500	7,500	1,000
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$608,250</b>	<b>\$590,250</b>	<b>\$546,600</b>
<b>TOTAL EXPENDITURES</b>		<b>\$1,165,845</b>	<b>\$1,129,720</b>	<b>\$1,103,059</b>



## **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 Special Operations Battalion Chief, oversees the Emergency Medical Services (EMS) Division to provide for the highest level of medical services and continuous quality improvement.
3. Assist the Training Division in identifying, prioritizing, developing, and delivering the necessary training to provide safe and efficient delivery of emergency services.
4. In coordination with the Special Operations Battalion Chief, provide direction and assist in setting goals for the USAR and the Hazmat Teams.
5. Coordinate with Support Services and Apparatus Committee in determining future equipment and vehicle needs.
6. In coordination with the Special Operations Battalion Chief, oversee the Station 37 Volunteer Firefighter program.
7. In coordination with the Special Operations Battalion Chief, oversee the Reserve Firefighter program.
8. 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, exterior hazard abatement etc.
9. Review, monitor, and investigate emergency calls for proper response and adherence to established policies.
10. Manage and coordinate the annual CFAI self-assessment compliance process.

## GOALS AND OBJECTIVES FOR FY 2011-2012

1. Implement Automatic Vehicle Location (AVL) technology into dispatch processes to enable closest unit response capability. (SP3)
2. Plan and implement standardized Hazard Zone Management Training and credentialing at the Battalion Chief and Company Officer levels. (8A.5)
3. Work collaboratively with the labor group and Wellness Fitness Committee to evaluate the third edition of the IAFF/IAFC Wellness Fitness Initiative and the Wellness Fitness component of the eighth edition FESSAM. Implement agreed upon changes in keeping with industry best practices. (7F.5, 7F.6)
4. Identify all private hydrants within the jurisdiction and determine the requirements for and industry best practices for private hydrant inspection and maintenance. (9A.7)
5. Develop and publish a water supply plan addressing processes for major disruption of public water supply. (9A.9)
6. Develop and implement a conflict resolution policy for agreements with external agencies. (10A.4)
7. Review all Category 5A, 5H, Category 6E and Category 9A Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## STAFFING SUMMARY

Assistant Chief, Operations<sup>1</sup>

Battalion Chief, Suppression<sup>2</sup> (3)

Battalion Chief, Special Operations

Captain (39); Engineer (39); Firefighter/Paramedic (54)

Senior Office Assistant

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<sup>1</sup> Assistant Chief, Operations also responsible for Training and Special Operations oversight.

<sup>2</sup> Battalion Chief, Special Operations responsible for Emergency Medical, Rescue, Hazardous Materials and Volunteer Fire oversight.

## EMERGENCY OPERATIONS

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	16,925,781	17,127,720	16,926,372
Permanent Overtime	5120	4,338,500	4,600,000	5,100,000
FICA Contributions	5140	230,569	280,165	307,858
Retirement Contributions	5150	9,978,241	10,011,180	9,471,834
Employee Group Insurance	5160	3,233,614	3,034,255	3,348,271
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$34,706,705</b>	<b>\$35,053,320</b>	<b>\$35,154,335</b>
Office Supplies	5202	9,400	9,400	6,000
Small Tools & Equipment	5210	23,000	15,000	15,000
Miscellaneous Supplies	5212	10,000	10,000	10,000
Firefighting Supplies	5214	105,000	95,000	90,000
Food Supplies	5222	11,000	11,000	10,000
PPE Inspection & Repairs	5223	0	0	30,000
Safety Clothing & Supplies	5224	110,000	110,000	243,000
Class A Uniforms & Supplies	5225	0	0	8,000
Non-Safety Clothing	5226	48,000	48,000	0
Class B Uniforms & Supplies	5227	0	0	30,000
Maintenance/Repairs Equip	5236	1,000	1,000	1,000
Rents/Leases Equip & Prop	5246	2,000	2,000	0
Prof & Specialized Services	5250	259,863	239,000	185,000
Specialized Printing	5272	40,000	10,000	0
Dues & Memberships	5274	1,300	1,300	1,000
Educational Courses	5276	0	0	12,000
Books & Periodicals	5280	5,000	4,000	2,000
Meetings & Travel Expenses	5284	0	0	12,000
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$625,563</b>	<b>\$555,700</b>	<b>\$655,000</b>
<b>TOTAL EXPENDITURES</b>		<b>\$35,332,268</b>	<b>\$35,609,020</b>	<b>\$35,809,335</b>

## **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 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.

### **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Develop a specification for the vehicle maintenance component of the Records Management System. (6C.3)
2. Act as the project manager for the acquisition and commissioning of new fire apparatus. (9A.2)
3. Review all Category 6B, 6C and 6D Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document

new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## **STAFFING SUMMARY**

Assistant Chief, Support Services<sup>1</sup>

Mechanic (2)

Senior Office Assistant<sup>2</sup>

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<sup>1</sup> Assistant Chief, Support Services budgeted under Facilities (20-45).

<sup>2</sup> Senior Office Assistant budgeted under Facilities (20-45).

## FLEET

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	169,213	168,025	171,534
Temporary Salaries	5115		1,163	
Permanent Overtime	5120		125	
FICA Contributions	5140	2,454	2,275	2,487
Retirement Contributions	5150	53,285	52,911	57,944
Employee Group Insurance	5160	25,524	25,239	24,961
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$250,476</b>	<b>\$249,738</b>	<b>\$256,926</b>
Office Supplies	5202	300	300	300
Small Tools & Equipment	5210	25,000	10,000	10,000
Miscellaneous Supplies	5212	50,000	50,000	42,000
Non-Safety Clothing	5226	900	900	900
Central Garage Repairs	5230	100,000	80,000	80,000
Central Garage Maintenance	5231	38,250	15,000	34,500
Central Garage Gas & Oil	5232	150,000	150,000	150,000
Central Garage Tires	5234	24,000	24,000	24,000
Central Garage Inspections	5235	12,000	12,000	12,000
Maintenance/Repairs Equip	5236	3,000	2,500	1,000
Dues & Memberships	5274	500	500	500
Educational Courses	5276	0	0	500
Books & Periodicals	5280	600	100	100
Meetings & Travel Expenses	5284	0	0	500
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$404,550</b>	<b>\$345,300</b>	<b>\$356,300</b>
<b>TOTAL EXPENDITURES</b>		<b>\$655,026</b>	<b>\$595,038</b>	<b>\$613,226</b>

## **TRAINING**

### **PURPOSE**

The Training Division is responsible for developing and implementing an effective district-wide training program that teaches and supports the safe and appropriate actions of District personnel. The Training Division ensures that systems and practices are in place and exercised to provide for documentation of all training activities.

### **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. Continually 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. Coordinate with the EMS Division to support continuing education requirements.
5. Provide leadership and direction to the District's Safety Committee, as part of the District's Injury and Illness Prevention Program.
6. Provide technical and direct assistance to Human Resources for entry level hiring and promotional processes.
7. Administer the Education Assistance Program.
8. Manage all aspects of the CPR Program for District personnel and the public.
9. Develop, maintain and monitor the use of the Training Library and support material.
10. Maintain individual training records for all District personnel; ensure completeness and accuracy of all records; preserve original rosters and other audit documentation.

11. Develop and reinforce cooperation with regional, State and Federal fire training communities (CCCTOA, NCTOA, etc).
12. Administer the Contra Costa County CICCS peer review process.
13. Administer the Joint Apprenticeship Committee Program (JAC).
14. Coordinate with Emergency Operations to develop and revise the Standard Operating Procedures, Training/Safety Bulletins, and Performance Standards.
15. Deliver and coordinate District hosted and/or outside training classes for all District personnel, as appropriate.
16. Prepare and deliver Recruit Training Academies and Reserve/Volunteer Training Academies, as needed.
17. Develop and implement the Quarterly Training Module Program for Operations, including EMS, Hazardous Materials and Rescue Divisions, to meet District needs.

## **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Develop an open forum meeting in which all levels of the District will be encouraged to provide their ideas regarding future training needs. Publish the results of the open forum and the annual Training Summit, making these documents available to all members of the organization. **(8A.1)**
2. Identify individual training requirements for all personnel, based upon job classification in order to assure compliance with mandatory training requirements. (8A.3)
3. Enhance the capabilities of the District's existing Training Site and document the capabilities of the site as they compare to the organization's identified training needs. **(8C.1)**
4. Create and maintain a voluntary listing of District personnel who possess instructor capabilities, identifying their specific areas of subject matter expertise, their educational certifications and qualifications. (8C.2)
5. Develop a recruit training academy program based upon the State of California Fire Fighter I curriculum. Complete a sixteen week firefighter recruit academy with a class of approximately twelve probationary firefighters. (SP2)



6. Review all Category 8 Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## **STAFFING SUMMARY**

Assistant Chief, Operations<sup>1</sup>

Division Chief, Training

Training Captain (2)

Senior Office Assistant

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<sup>1</sup> Assistant Chief, Operations budgeted under Emergency Operations (30-55).

## TRAINING

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	492,430	477,000	478,398
Permanent Overtime	5120	80,000	80,000	80,000
FICA Contributions	5140	7,140	8,600	7,937
Retirement Contributions	5150	269,060	250,000	253,063
Employee Group Insurance	5160	114,573	102,000	96,856
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$963,203</b>	<b>\$917,600</b>	<b>\$916,254</b>
Office Supplies	5202	925	500	833
Small Tools & Equipment	5210	14,500	10,000	13,050
Miscellaneous Supplies	5212	18,973	15,000	17,876
Food Supplies	5222	2,500	2,000	2,250
Safety Clothing & Supplies	5224	8,000	8,000	7,200
Non-Safety Clothing	5226	900	900	810
Rents/Leases Equip & Prop	5246	17,100	15,000	15,390
Prof & Specialized Services	5250	51,026	51,026	145,923
Specialized Printing	5272	100	300	90
Dues & Memberships	5274	1,739	1,739	1,565
Educational Courses	5276	0	0	4,000
Educ Assistance Program	5277	24,120	40,000	45,000
Books & Periodicals	5280	7,374	2,700	6,637
Meetings & Travel Expenses	5284	0	0	6,000
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$147,257</b>	<b>\$147,165</b>	<b>\$266,624</b>
<b>TOTAL EXPENDITURES</b>		<b>\$1,110,460</b>	<b>\$1,064,765</b>	<b>\$1,182,878</b>

## **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. Provide maintenance and coordination of 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 Paramedics.
9. In conjunction with the Administrative Services Director, coordinate required immunizations and other medical tests as required.
10. Upgrade and maintain EMS equipment, as necessary.
11. Coordinate the Bicycle Paramedic Program for special events.

### **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Utilize the County EMS Training Consortium process to ensure that the SRVFPD EMS Coordinator will monitor changes made to Contra Costa County EMS policies and

procedures and forward those changes that are applicable to all affected personnel. This will be done by maintaining an active participation in the County EMS Training Consortium with SRVFPD EMS training and SRVFPD EMS Coordinator representatives. (5G.4)

2. Comply with Cal OSHA-mandated ATD laws by creating, training on and implementing applicable policies and providing proper PPE and in-station fit testing for SCBA, N-95 and P-100 masks, potentially through third-party services. This plan is intended to increase effectiveness, enhance efficiency, improve documentation and record maintenance, and ensure legal compliance, as compared with firefighters providing their own testing. (SP3)
3. Implement bi-annual refresher HIPAA training in continued compliance with the HITECH Act, through a web-based training venue, and institute as a regular and recurring program in the Standard Level of Performance. (5G.7)
4. Implement annual refresher Blood-borne Pathogen training in continued compliance with Cal-OSHA laws, through a web-based training venue, and institute as a regular and recurring program in the Standard Level of Performance. (SP3)
5. Develop a plan to replace the current narcotic lock-box system in apparatus and stations with a California Emergency Medical Services Authority (EMSA) compliant system (6D.4).
6. Review all Category 5G Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## **STAFFING SUMMARY**

Assistant Chief, Operations<sup>1</sup>

Battalion Chief, Special Operations<sup>2</sup>

EMS Coordinator

EMS Specialist

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<sup>1</sup> Assistant Chief, Operations budgeted under Emergency Operations (30-55).

<sup>2</sup> Battalion Chief, Special Operations budgeted under Emergency Operations (30-55).

## EMERGENCY MEDICAL

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Permanent Salaries	5110	245,639	245,639	255,823
Permanent Overtime	5120			
FICA Contributions	5140	3,562	3,562	3,709
Retirement Contributions	5150	143,822	143,822	143,875
Employee Group Insurance	5160	34,148	30,000	33,478
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$427,171</b>	<b>\$423,023</b>	<b>\$436,885</b>
Office Supplies	5202	700	700	630
Small Tools & Equipment	5210	30,000	20,000	20,500
Miscellaneous Supplies	5212	0	1,636	3,200
Medical Supplies	5213	121,000	119,000	103,000
Pharmaceutical Supplies	5216	40,500	40,500	36,500
Food Supplies	5222	360	200	300
Safety Clothing & Supplies	5224	0	0	2,000
Non-Safety Clothing	5226	900	800	800
Maintenance/Repairs Equip	5236	23,500	21,529	27,975
Prof & Specialized Services	5250	15,000	15,000	23,800
Specialized Printing	5272	2,600	2,000	2,375
Dues & Memberships	5274	350	250	395
Educational Courses	5276	0	13,400	15,400
Books & Periodicals	5280	1,105	1,000	1,140
Meetings & Travel Expenses	5284	0	0	2,000
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$236,015</b>	<b>\$236,015</b>	<b>\$240,015</b>
<b>TOTAL EXPENDITURES</b>		<b>\$663,186</b>	<b>\$659,038</b>	<b>\$676,900</b>

## **RESCUE**

### **PURPOSE**

The Rescue Division supports the District's specialized Rescue Team which responds when a situation is particularly difficult or dangerous. The Rescue Team is trained and equipped to operate on any terrain (confined space, trench, cliffside, 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. Assure continuity, safety and accountability for rescue training.
4. Implement new rescue techniques, strategies and equipment.
5. Interact with other professional rescue groups, associations and affiliations.
6. Develop Rescue Division expertise and knowledge.
7. Be prepared to carry out assigned duties related to the District's disaster response operations.
8. Facilitate the ongoing replacement of rescue rope that has reached its end of service lifespan.
9. Provide ongoing SORD quarterly training to 90% of Rescue Division members.

### **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Evaluate increased training for team members to the California State Fire Marshal Instructor level I series. (SP3)
2. Inspect and examine all disposable supplies, equipment, and tools to ensure that such items that include a manufacturer's expiration date are removed from service. Examples of these types of items include disposable medical supplies, canister filters, lift bags, and personal protective equipment. (5E.4)

3. Review all Category 5E Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## **STAFFING SUMMARY**

Assistant Chief, Operations<sup>1</sup>

Battalion Chief, Special Operations<sup>2</sup>

Team Members (40)

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<sup>1</sup> Assistant Chief, Operations budgeted under Emergency Operations (30-55).

<sup>2</sup> Battalion Chief, Special Operations budgeted under Emergency Operations (30-55).

## RESCUE

*FY 2011-2012*

<b>DESCRIPTION</b>	<b>GL CODE</b>	<b>AMENDED BUDGET FY 10-11</b>	<b>PROJECTED ACTUALS FY 10-11</b>	<b>PROPOSED BUDGET FY 11-12</b>
Small Tools & Equipment	5210	5,800	5,800	5,200
Miscellaneous Supplies	5212	2,000	2,000	1,800
Safety Clothing & Supplies	5224	1,000	1,000	900
Non-Safety Clothing	5226	900	900	750
Maintenance/Repairs Equip	5236	0	0	500
Rents/Leases Equip & Prop	5246	2,500	2,000	2,000
Prof & Specialized Services	5250	400	300	200
Educational Courses	5276	0	0	2,500
Books & Periodicals	5280	1,900	1,800	700
Meetings/Travel Expenses	5284	0	0	2,500
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$14,500</b>	<b>\$13,800</b>	<b>\$17,050</b>
<b>TOTAL EXPENDITURES</b>		<b>\$14,500</b>	<b>\$13,800</b>	<b>\$17,050</b>



## **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, toxic, pathogenic, or allergenic.

### **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. Attend District, State and Federal Hazmat response agency meetings to assimilate information concerning current regulations, grants and training.
5. Provide on-scene technical assistance to the Incident Commander regarding hazardous material incident response.
6. Participate in Hazmat FRA, and FRO decontamination training for all line personnel.
7. Perform required Hazmat equipment inspections.

### **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Evaluate increased training for team members to the California State Fire Marshal Instructor level I series. (SP3)
2. Acquire appropriate physical certificates for Team members with CSTI and CSFM training. (SP3)
3. Review all Category 5F Performance Indicators that state current practice is within scope. Confirm continued compliance or fully document new/modified practice in writing to the Accreditation Manager by 06/30/12 for inclusion in the CFAI Annual Compliance Report (August).

## STAFFING SUMMARY

Assistant Chief, Operations<sup>1</sup>

Battalion Chief, Special Operations<sup>2</sup>

Team Members (26)

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<sup>1</sup> Assistant Chief, Operations budgeted under Emergency Operations (30-55).

<sup>2</sup> Battalion Chief, Special Operations budgeted under Emergency Operations (30-55).

## HAZARDOUS MATERIALS

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Office Supplies	5202	0	0	300
Small Tools & Equipment	5210	7,000	6,000	2,000
Miscellaneous Supplies	5212	9,750	9,000	3,000
Safety Clothing & Supplies	5224	5,000	4,500	3,800
Maintenance/Repairs Equip	5236	7,700	1,700	2,500
Maintenance/Repairs Radio	5238	2,000	1,500	1,200
Rents/Leases Equip & Prop	5246	2,000	1,500	2,000
Prof & Specialized Services	5250	0	0	3,000
Specialized Printing	5272	500	400	100
Dues & Memberships	5274	500	500	1,500
Educational Courses	5276	0	0	1,500
Books & Periodicals	5280	3,100	3,000	500
Meetings/Travel Expenses	5284	0	0	4,000
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$37,550</b>	<b>\$28,100</b>	<b>\$25,400</b>
<b>TOTAL EXPENDITURES</b>		<b>\$37,550</b>	<b>\$28,100</b>	<b>\$25,400</b>

## **VOLUNTEER FIRE**

### **PURPOSE**

Under the general direction of Emergency 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. Assist the District with an additional fire company when available and requested for significant incidents.

### **GOALS AND OBJECTIVES FOR FY 2011-2012**

1. Provide realistic training for all 37/40 personnel on the safe, efficient and effective use of the ARA Safety Pro device, implementing industry best practices. (SP3)
2. In conjunction with EMS, provide ASHI First Responder standard EMS training to all 37/40 personnel. (SP3)
3. In conjunction with the Fire Prevention Division, implement a hazard and risk mitigation program for residential properties within Fire Station 37 and Fire Station 40 zones. Program should include levels of service and associated costs so that hazard mitigation can be implemented at an appropriate level, dependent on available funding. (SP3)

### **STAFFING SUMMARY**

Assistant Chief, Operations<sup>1</sup>

Battalion Chief, Special Operations<sup>2</sup>

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<sup>1</sup> Assistant Chief, Operations budgeted under Emergency Operations (30-55).

Station 37 Coordinator  
FS37 Volunteers (18)

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<sup>2</sup> Battalion Chief, Special Operations budgeted under Emergency Operations (30-55).

## VOLUNTEER FIRE

*FY 2011-2012*

DESCRIPTION	GL CODE	AMENDED BUDGET FY 10-11	PROJECTED ACTUALS FY 10-11	PROPOSED BUDGET FY 11-12
Temporary Salaries	5115	17,820	17,820	17,820
FICA Contributions	5140	1,363	1,363	1,363
Retirement Contributions	5150	10,000	10,000	10,000
Employee Group Insurance	5160	5,657	5,657	5,000
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$34,840</b>	<b>\$34,840</b>	<b>\$34,183</b>
Office Supplies	5202			100
Small Tools & Equipment	5210			100
Miscellaneous Supplies	5212			100
Food Supplies	5222			150
Safety Clothing & Supplies	5224	3,000	3,000	2,000
Non-Safety Clothing	5226	3,000	3,000	2,000
Maintenance/Repairs Equip	5236			100
Prof & Specialized Services	5250			100
Specialized Printing	5272			100
Dues & Memberships	5274			100
Educational Courses	5276			1,100
Books & Periodicals	5280	600	600	380
Meetings/Travel Expenses	5284			1,000
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$6,600</b>	<b>\$6,600</b>	<b>\$7,330</b>
<b>TOTAL EXPENDITURES</b>		<b>\$41,440</b>	<b>\$41,440</b>	<b>\$41,513</b>

**SAN RAMON VALLEY FIRE COMMUNITY FUND 400  
STATEMENT OF REVENUES AND EXPENDITURES**

*FY 2011-2012*

**Revenues**

<b>ACCOUNT CODE</b>	<b>DESCRIPTION</b>	<b>2010-11 AMENDED BUDGET</b>	<b>2010-11 PROJECTED ACTUALS</b>	<b>2011-12 PROPOSED BUDGET</b>
4610	Donations/Contributions	10,000	1,000	1,000
<b>TOTAL REVENUES</b>		<b>\$10,000</b>	<b>\$1,000</b>	<b>\$1,000</b>

**Expenditures**

<b>ACCOUNT CODE</b>	<b>DESCRIPTION</b>	<b>2010-11 AMENDED BUDGET</b>	<b>2010-11 PROJECTED ACTUALS</b>	<b>2011-12 PROPOSED BUDGET</b>
5286	Other Special District Exp	10,000	1,000	1,000
<b>TOTAL EXPENDITURES</b>		<b>\$10,000</b>	<b>\$1,000</b>	<b>\$1,000</b>

**CAPITAL PROJECTS FUND 300  
STATEMENT OF REVENUES AND EXPENDITURES**

*FY 2011-2012*

**Revenues**

<b>ACCOUNT CODE</b>	<b>DESCRIPTION</b>	<b>2010-11 AMENDED BUDGET</b>	<b>2010-11 PROJECTED ACTUALS</b>	<b>2011-12 PROPOSED BUDGET</b>
4250	Other Intergovernmental	0	3,000,000	0
<b>TOTAL REVENUES</b>		<b>\$0</b>	<b>\$3,000,000</b>	<b>\$0</b>

**Expenditures**

<b>ACCOUNT CODE</b>	<b>DESCRIPTION</b>	<b>2010-11 AMENDED BUDGET</b>	<b>2010-11 PROJECTED ACTUALS</b>	<b>2011-12 PROPOSED BUDGET</b>
6110	Land/Design/Construct	1,750,000	777,000	1,350,000
6120	Various Improvements	50,000	50,000	40,000
<b>TOTAL EXPENDITURES</b>		<b>\$1,800,000</b>	<b>\$827,000</b>	<b>\$1,390,000</b>



## CAPITAL PROJECTS FUND

ACCOUNT CODE	DESCRIPTION	BUDGET
6110	Initial Training Site Improvements	300,000
6120	Facilities Contingency	40,000
<b>TOTAL CAPITAL PROJECTS FUND ACQUISITION</b>		<b>\$340,000</b>
6110	Station 32 - Construction Documents, Demolition & Grading, Utilities Construction	1,050,000
<b>TOTAL CERTIFICATES OF PARTICIPATION ACQUISITION</b>		<b>\$1,050,000</b>
<b>TOTAL CAPITAL PROJECTS FUND</b>		<b>\$1,390,000</b>

**APPARATUS/EQUIPMENT REPLACEMENT FUND 600  
STATEMENT OF REVENUES AND EXPENDITURES**

*FY 2011-2012*

**Revenues**

<b>ACCOUNT CODE</b>	<b>DESCRIPTION</b>	<b>2010-11 AMENDED BUDGET</b>	<b>2010-11 PROJECTED ACTUALS</b>	<b>2011-12 PROPOSED BUDGET</b>
4220	Measure "H"	0	0	0
	<b>TOTAL REVENUES</b>	\$0	\$0	\$0

**Expenditures**

<b>ACCOUNT CODE</b>	<b>DESCRIPTION</b>	<b>2010-11 AMENDED BUDGET</b>	<b>2010-11 PROJECTED ACTUALS</b>	<b>2011-12 PROPOSED BUDGET</b>
6230	Radio & Electronic Equip	486,500	486,500	115,000
6240	Operating/Misc Equip	25,000	25,000	45,000
6250	Autos & Trucks	3,364,832	3,364,832	0
	<b>TOTAL EXPENDITURES</b>	\$3,876,332	\$3,876,332	\$160,000

## APPARATUS/EQUIPMENT REPLACEMENT FUND

ACCOUNT CODE	DESCRIPTION	BUDGET
6230	Email Server Upgrade	55,000
6230	Back Up Software Project	35,000
6230	Hand Held Computers Fire Prevention Field Work	25,000
<b>TOTAL COMPUTER/RADIO/ELECTRONIC EQUIPMENT</b>		<b>\$115,000</b>
6240	Power Cots for Ambulances	45,000
<b>TOTAL OPERATING/MISC. EQUIPMENT</b>		<b>\$45,000</b>
<b>TOTAL APPARATUS/EQUIPMENT REPLACEMENT FUND</b>		<b>\$160,000</b>

**DEBT SERVICE FUND 200**  
**STATEMENT OF REVENUES AND EXPENDITURES**

*FY 2011-2012*

**Revenues**

<b>ACCOUNT CODE</b>	<b>DESCRIPTION</b>	<b>2010-11 AMENDED BUDGET</b>	<b>2010-11 PROJECTED ACTUALS</b>	<b>2011-12 PROPOSED BUDGET</b>
4410	Investment Earnings	1,000	2,600	2,600
<b>TOTAL REVENUES</b>		<b>\$1,000</b>	<b>\$2,600</b>	<b>\$2,600</b>

**Expenditures**

<b>ACCOUNT CODE</b>	<b>DESCRIPTION</b>	<b>2010-11 AMENDED BUDGET</b>	<b>2010-11 PROJECTED ACTUALS</b>	<b>2011-12 PROPOSED BUDGET</b>
5310	Vehicle Lease #2	329,498	329,498	329,497
5310	Vehicle Lease #3	756,033	756,033	756,033
5310	Vehicle Lease #4	0	0	534,011
5310	Debt Service 2003 COP	729,894	729,894	729,576
5310	Debt Service 2006 COP	595,991	595,991	599,054
5310	Debt Service 2011 COP	0	0	0
<b>TOTAL EXPENDITURES</b>		<b>\$2,411,416</b>	<b>\$2,411,416</b>	<b>\$2,948,171</b>

**DEBT SERVICE SUMMARY & PAYMENT SCHEDULE  
LEASE AGREEMENT - SCHEDULE #2**

*FY 2011-2012*

**PURPOSE: Purchase four Type 1 Engines, four Type 3 Engines  
and four Ambulances**

<b>CURRENT YEAR SUMMARY</b>				
Principal Outstanding as of July 1, 2011				\$318,570
Reduction in Principal Balance				318,570
Interest Due				10,927
Total Payment Due				329,497
Principal Outstanding as of June 30, 2012				\$0
<b>FISCAL YEAR</b>	<b>INTEREST RATE</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL PAYMENT</b>
2005-2006	3.43%	\$260,211	\$69,286	\$329,497
2006-2007	3.43%	269,137	60,361	329,498
2007-2008	3.43%	278,368	51,129	329,497
2008-2009	3.43%	287,916	41,581	329,497
2009-2010	3.43%	297,792	31,706	329,498
2010-2011	3.43%	308,006	21,492	329,498
2011-2012	3.43%	318,570	10,927	329,497
<b>TOTALS</b>		<b>\$2,020,000</b>	<b>\$286,482</b>	<b>\$2,306,482</b>

**DEBT SERVICE SUMMARY & PAYMENT SCHEDULE  
LEASE AGREEMENT - SCHEDULE #3**

*FY 2011-2012*

**PURPOSE: Purchase four Type 1 Engines, four Type 3 Engines  
and three Tillered Quints**

<b>CURRENT YEAR SUMMARY</b>				
Principal Outstanding as of July 1, 2011				\$727,584
Reduction in Principal Balance				727,584
Interest Due				28,449
Total Payment Due				756,033
Principal Outstanding as of June 30, 2012				\$0
<b>FISCAL YEAR</b>	<b>INTEREST RATE</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL PAYMENT</b>
2005-2006	3.91%	\$625,135	\$130,898	\$756,033
2006-2007	3.91%	600,615	155,418	756,033
2007-2008	3.91%	624,100	131,933	756,033
2008-2009	3.91%	648,502	107,531	756,033
2009-2010	3.91%	673,858	82,174	756,032
2010-2011	3.91%	700,206	55,827	756,033
2011-2012	3.91%	727,584	28,449	756,033
<b>TOTALS</b>		<b>\$4,600,000</b>	<b>\$692,230</b>	<b>\$5,292,230</b>

**DEBT SERVICE SUMMARY & PAYMENT SCHEDULE  
LEASE AGREEMENT - SCHEDULE #4**

*FY 2011-2012*

**PURPOSE: Purchase three Type 1 Engines, four Type 3 Engines  
and two Ambulances**

<b>CURRENT YEAR SUMMARY</b>				
Principal Outstanding as of July 1, 2011				\$3,400,000
Reduction in Principal Balance				449,170
Interest Due				84,841
Total Payment Due				534,011
Principal Outstanding as of June 30, 2012				\$2,950,830
<b>FISCAL YEAR</b>	<b>INTEREST RATE</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL PAYMENT</b>
2011-2012	2.58%	\$449,170	\$84,841	\$534,011
2012-2013	2.58%	460,833	73,178	534,011
2013-2014	2.58%	472,800	61,212	534,012
2014-2015	2.58%	485,077	48,935	534,012
2015-2016	2.58%	497,672	36,339	534,011
2016-2017	2.58%	510,595	23,416	534,011
2017-2018	2.58%	523,853	10,159	534,012
<b>TOTALS</b>		<b>\$3,400,000</b>	<b>\$338,080</b>	<b>\$3,738,080</b>

**DEBT SERVICE SUMMARY & PAYMENT SCHEDULE  
2003 REFUNDING ISSUE - \$9,015,000**

*FY 2011-2012*

**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**

Principal Outstanding as of July 1, 2011	\$5,565,000
Reduction in Principal Balance	540,000
Interest Due	189,576
Total Payment Due	729,576
Principal Outstanding as of June 30, 2012	\$5,025,000

<b>FISCAL YEAR</b>	<b>INTEREST RATE</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL PAYMENT</b>
2003-2004	2.00%	\$0	\$176,239	\$176,239
2004-2005	2.00%	465,000	270,008	735,008
2005-2006	2.00%	475,000	260,608	735,608
2006-2007	2.10%	480,000	250,818	730,818
2007-2008	2.10%	490,000	240,633	730,633
2008-2009	2.10%	500,000	230,238	730,238
2009-2010	2.50%	515,000	218,550	733,550
2010-2011	2.75%	525,000	204,894	729,894
2011-2012	3.00%	540,000	189,576	729,576
2012-2013	3.10%	555,000	172,873	727,873
2013-2014	3.25%	575,000	154,926	729,926
2014-2015	3.40%	590,000	135,552	725,552
2015-2016	3.55%	615,000	114,606	729,606
2016-2017	3.70%	635,000	91,943	726,943
2017-2018	3.80%	660,000	67,656	727,656
2018-2019	3.90%	685,000	41,758	726,758
2019-2020	4.00%	710,000	14,200	724,200
<b>TOTALS</b>		<b>\$9,015,000</b>	<b>\$2,835,078</b>	<b>\$11,850,078</b>



**DEBT SERVICE SUMMARY & PAYMENT SCHEDULE  
2006 CERTIFICATES OF PARTICIPATION - \$9,485,000**

*FY 2011-2012*

**PURPOSE: Design and construction of Station 36 and Station 31  
Apparatus Storage Building, purchase Hemme land  
and Station 32 land**

CURRENT YEAR SUMMARY				
Principal Outstanding as of July 1, 2011				\$8,795,000
Reduction in Principal Balance				190,000
Interest Due				409,054
Total Payment Due				599,054
Principal Outstanding as of June 30, 2012				\$8,605,000
FISCAL YEAR	INTEREST RATE	PRINCIPAL	INTEREST	TOTAL PAYMENT
2006-2007	3.50%	\$0	\$367,990	\$367,990
2007-2008	3.50%	165,000	434,329	599,329
2008-2009	3.50%	170,000	428,466	598,466
2009-2010	3.50%	175,000	422,429	597,429
2010-2011	3.75%	180,000	415,991	595,991
2011-2012	3.75%	190,000	409,054	599,054
2012-2013	3.75%	195,000	401,835	596,835
2013-2014	3.75%	205,000	394,335	599,335
2014-2015	4.00%	210,000	386,291	596,291
2015-2016	4.00%	220,000	377,691	597,691
2016-2017	4.00%	230,000	368,691	598,691
2017-2018	4.10%	240,000	359,171	599,171
2018-2019	4.13%	245,000	349,198	594,198
2019-2020	4.25%	260,000	338,620	598,620
2020-2021	4.30%	270,000	327,290	597,290
2021-2022	4.38%	280,000	315,360	595,360
2022-2023	4.40%	290,000	302,855	592,855
2023-2024	4.50%	305,000	289,613	594,613
2024-2025	5.00%	320,000	274,750	594,750
2025-2026	5.00%	335,000	258,375	593,375
2026-2027	5.00%	350,000	241,250	591,250
2027-2028	5.00%	370,000	223,250	593,250
2028-2029	5.00%	390,000	204,250	594,250
2029-2030	5.00%	405,000	184,375	589,375
2030-2031	5.00%	430,000	163,500	593,500
2031-2032	5.00%	450,000	141,500	591,500
2032-2033	5.00%	470,000	118,500	588,500
2033-2034	5.00%	495,000	94,375	589,375
2034-2035	5.00%	520,000	69,000	589,000
2035-2036	5.00%	545,000	42,375	587,375
2035-2036	5.00%	575,000	14,375	589,375
<b>TOTALS</b>		<b>\$9,485,000</b>	<b>\$8,719,084</b>	<b>\$18,204,084</b>

## **ABOUT US**

**The San Ramon Valley Fire Protection District provides all-risk fire, rescue and emergency medical services to the communities of Alamo, Blackhawk, the Town of Danville, Diablo, the City of San Ramon, the southern area of Morgan Territory and the Tassajara Valley, all located in Contra Costa County. The District's service area encompasses approximately 155 square miles and serves a population of 169,900.**

**The District maintains nine career fire stations and one volunteer-staffed station, an administrative office building and other supporting facilities all strategically located throughout the jurisdiction. The District staffs fifteen companies, including structure and wildland engines, ladder trucks, ALS ambulances, and specialized Hazardous Materials, Rescue, Communications and other support units. The District also operates its own nationally accredited 911 communications center.**

**The District's Fire Prevention Division manages several significant community risk reduction initiatives including notable vegetation and hazard abatement programs, plan review and engineering services, and comprehensive code enforcement and fire investigation activities. The Division also produces and delivers numerous programs intended to promote and teach fire safety, CPR/AED skills and emergency preparedness. In 2011 the District became a *HeartSafe* Community.**

**Within the boundaries of the District are expansive wildland and recreation areas, large single-family homes and multi-family residential complexes, hotels, a regional hospital and a 585-acre business park. The District is also bisected by a major interstate highway (I-680).**

**The San Ramon Valley Fire Protection District is an internationally accredited autonomous Special District as defined under the Fire Protection District Law of 1987, Health and Safety Code, Section 13800, of the State of California. A five-member Board of Directors, elected at-large by their constituents and each serving a staggered four-year term, govern the District. The Fire Chief oversees the general operations of the District in accordance with the policy direction prescribed by the Board of Directors. The Fire Chief also serves as the Treasurer for the District.**

**The major revenue sources of the District are property taxes (94%), ambulance service fees and interest income. Total income for the year ending June 30, 2010 was \$53,064,129. The District employs approximately 200 personnel.**

**1500 Bollinger Canyon Road  
San Ramon, CA 94583  
[www.firedepartment.org](http://www.firedepartment.org)**