



**SAN RAMON VALLEY FIRE
PROTECTION DISTRICT**

**ADOPTED
ANNUAL OPERATING BUDGET
FISCAL YEAR 2016/2017**

SAN RAMON, CA

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

Gordon Dakin, President

Don Parker, Vice President

Chris Campbell, Director

H. Jay Kerr, Director

Matthew J. Stamey, 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

Paige Meyer

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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San Ramon Valley Fire Protection District

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June 22, 2016

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 once again present you with a balanced budget for fiscal year 2016-17. 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. Through their cooperation and dedication to providing the best possible service, we have been able to stabilize our finances, avoid major disruptions in service delivery 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 around 1912. Throughout our history we have been committed to providing the communities we serve with outstanding service. We faced significant challenges associated with a difficult economy in recent years, but our mission of delivering an exceptional level of all risk fire, rescue and emergency medical services remained the same. Our focus continues to be on positioning the Fire District operationally, financially and politically, so that we're able to maneuver through and beyond 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 states, "*In the spirit of our tradition, we strive for excellence, respectfully serving all with pride, honor and compassion.*" These guiding principles, and our commitment to following best industry practices, remain a cornerstone of our relationship with the communities we serve. Our ongoing commitment to sound, transparent, financial practices is evident by having recently received our 15th 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.

The Board, Fire Chief and command staff are tasked with being the financial stewards of the organization, working in partnership with labor and other stakeholders. The proposed budget provides for continued improvement in core services, while at the same time responsibility paying down long-term liabilities; and it does so while ensuring that ongoing spending is paid for with ongoing revenues. This further ensures we maintain a prudent level of reserve funds as directed by the Board. The 2016-17 budget is driven by fiscal sustainability, resilience and our commitment to delivering the highest level of core emergency services. We achieve that by investing heavily in our most important asset: the men and women who work for this District and deliver the services on a daily basis; 24/7, 365 days of the year. The proposed budget maintains our commitment to a high level of training and professional development activities, 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; maintains the District's significant investment in the capital infrastructure required for service delivery; and projects to add \$735,000 to District reserves. I am also particularly pleased to report that our long-range fiscal modeling shows the District is well positioned to withstand another economic downturn similar to that experienced during the 2007-2012 recession, *without any disruption in service delivery or negative impact on employees.*

District staff remains focused on the successful completion/implementation of several high profile projects during the upcoming year deemed essential for the continued delivery of first-rate, all-risk emergency services to our residents: replacement of Station 32, originally built in 1958, is well underway and expected to open in early 2017; the successful integration of police dispatch services for the City of San Ramon and transition of the District's Communication Center to a primary Public Safety Answering Point ("PSAP"); completing the transition of the Fire Prevention/Community Risk Reduction Division to a more customer-centric model that can improve our customers experience and outcomes through enhanced service levels at the same or reduced cost; and further develop the District's training facility to provide better in-District training capability.

The agreement with the City of San Ramon for consolidated dispatch services is an excellent example of our ongoing commitment to seek ways to improve services and reduce long-term operating costs. This project greatly improves public safety services to the residents of San Ramon, while also significantly enhancing the safety of police and fire personnel through the numerous benefits associated with the designation of the Communication Center as a primary PSAP and access to the latest, most sophisticated dispatch and vehicle tracking software. Both the one-time and ongoing operational costs associated with this enhanced dispatch capability is being shared between the District and City, and is expected to result in lower overall costs to the residents of the District.

As a result, the Communications Center and Technology budgets reflect increased operational costs of \$800,000, beginning in 2016-17, which are offset by additional ongoing revenue from the City of \$1.25M beginning in 2016-17, and increasing to \$1.4 million 2017-18; after which the City and District share operational and capital replacement costs for the Center on a 50/50 basis.

At the same time we are investing resources in core services, we are acting responsibility in managing our long term fiscal obligations. Taking full advantage of the current low interest rate environment, we have refinanced the District's long term debt and raised \$5 million for the replacement of Station 32, *without increasing long-term operating costs*. The budget further reflects the Board's ongoing commitment to fiscal sustainability with the transfer of \$2.5 million from the general fund to the Capital Improvement Program ("CIP"). We are also fully funding the annual required contribution ("ARC") needed to prefund the District's promise to employees to provide retiree medical benefits ("OPEB"). The transfer to the CIP ensures that when capital replacement needs are identified, funding will be available to pay for them. Funding the ARC 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. In both cases (CIP and OPEB), *prefunding enhances our long-term fiscal sustainability by utilizing investment earnings to lower long-term operating costs*.

Overall, the FY 2016-17 budget proposes an increase in spending of \$5.7 million (9%) over FY 2015-16, while revenues are projected to increase by \$2.2 million (3%) over FY 2015-16. The increased spending is attributable to: higher personnel costs (\$5.2 million); an increase of \$0.5 million in services, supplies and capital contributions. Increases in property tax revenue (\$1.5 million) and new consolidated dispatch revenue from the City of San Ramon (\$1.25 million) are offset by somewhat lower service fee revenue (\$87,000) and the exclusion of revenue from strike team deployments (\$450,000).

Property taxes (at \$63.0 million) remain the most significant source of operating funds for the District, and accounts for 92% of projected revenue for 2016-17. The vast majority of property tax revenue (88%) 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 is expected to slow over the near term. Growth for 2016-17 is projected at a conservative 3.3% for recurring property tax revenue based on actual sales activity of residential property within the District for calendar year 2015. This estimate does not take into account any added property tax revenue that *may be* realized from the further recapture of previously reduced values by the County Assessor (i.e., Proposition 8 recapture). Consistent with past practice, any Prop 8 revenue actually realized will be accounted for through a mid-year budget adjustment. Similarly, the proposed budget does not reflect any reimbursement revenue (or related costs) associated with statewide "strike team" deployments, which are also accounted for at mid-year as realized.

Contributing to increased personnel costs are a full year of negotiated wage increases implemented during the prior year; a full year fire suppression and dispatch personnel added during the prior year; a firefighter academy class of eight proposed for October 2016; additional dispatcher positions; projected increases in health care and workers' compensation costs; and an additional \$200,000 contribution to the retiree medical trust fund to accelerate the pay-down of the District's unfunded OPEB liability.

As noted previously, the District's CIP is a "plan" for the systematic accumulation of funds to maintain the District's investment in its capital assets. Actual expenditures, however, are made on an "as needed" basis. The CIP is funded through ongoing transfers from the General Fund and other sources such as grant revenue, when available. A transfer of \$2.5 million is proposed for 2016-17, escalated at 3.5% thereafter. Funds are accumulated and expended as needed to maintain and/or replace the District's fleet, facilities, technology and major equipment as identified in the accompanying CIP. The 2015-16 CIP included expenditures of \$1.7 million related to the consolidated dispatch project. These funds are scheduled to be repaid from a portion of the fixed payments to be received from the City of San Ramon over a four year period beginning in 2016-17.

We continue to make changes and adapt the organization as needed to meet economic and political challenges. We continuously evaluate our current programs, services, and capital improvement projects to analyze their cost effectiveness and efficiency of service, and to ensure we are meeting the needs of our residents and customers. We continue to pursue alternative, least cost funding options and service delivery models where applicable to minimize the impact to our taxpayers. While unfunded liabilities for retirement of \$69.5 million and retiree healthcare of \$58.1 million are significant obligations of the District, we have a plan, and are on track to eliminate those liabilities in a systematic and responsible manner. Our pledge to those we serve remains unchanged—a quick response to your need for emergency and non-emergency service. Response times and service levels are monitored and analyzed monthly to ensure the delivery of excellent customer service. We are committed to making our communities safer every day. One of our guiding principles is that our communities are the reason for our existence. As our community changes, so will your Fire District. We will change by pursuing safe, effective, timely, economical and measurable solutions to the challenges that are presented to us. Our pledge is that we will continue to care for, protect and serve our communities with professional, caring and competent staff who are committed to excellence.

Sincerely,



Paige Meyer
Fire Chief

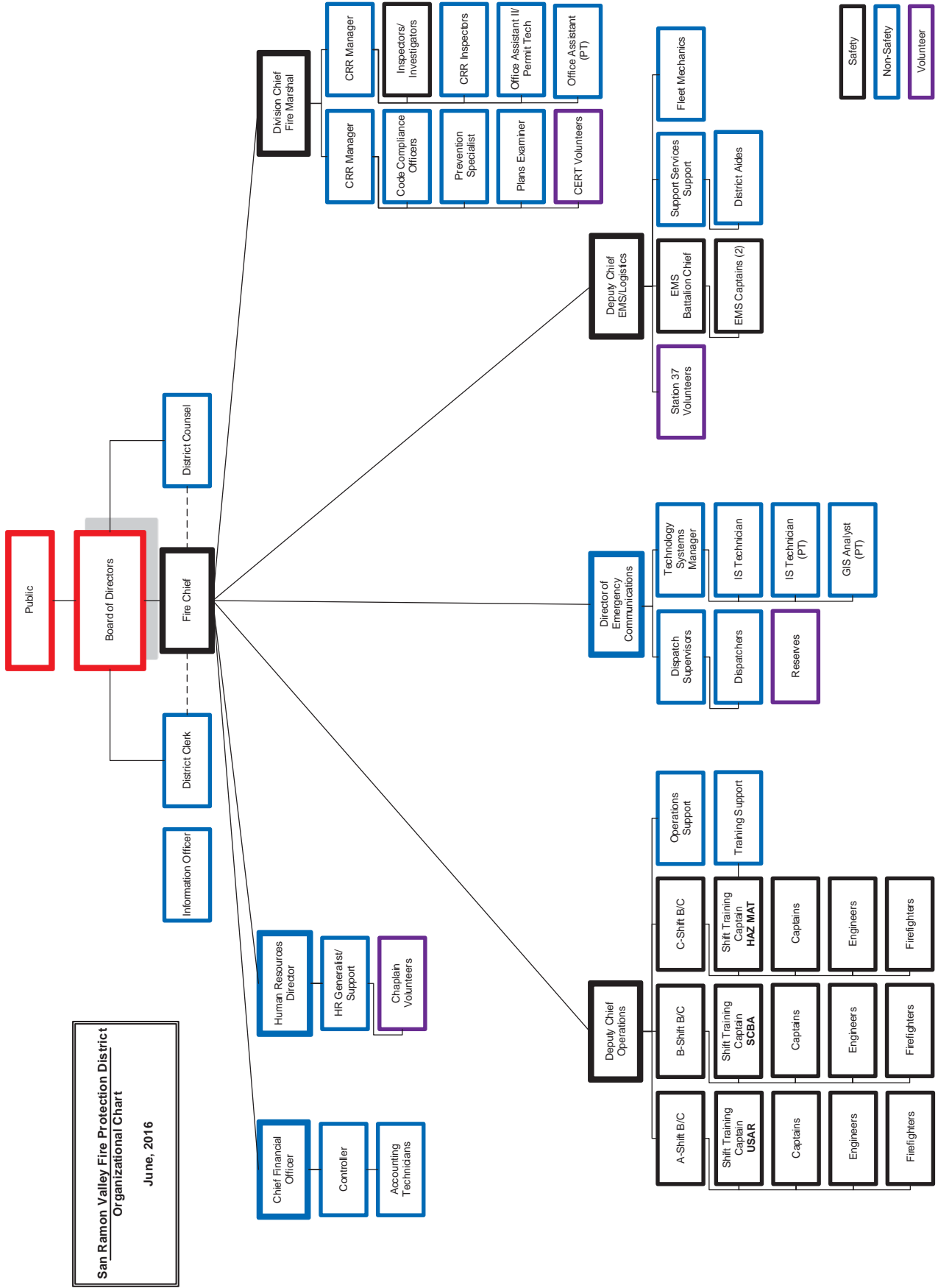


STAFFING SUMMARY

DIVISION	2011-12	2012-13	2013-14	2014-15	2015-16	Approved 2016-17	Projected 2017-18
Board of Directors							
Director	5	5	5	5	5	5	5
Total	5	5	5	5	5	5	5
Fire Chief							
Fire Chief	1	1	1	1	1	1	1
District Clerk	1	1	1	1	1	1	1
Total	2	2	2	2	2	2	2
Human Resources							
Director	1	1	0.5	0	1	1	1
Manager	0	0	0	1	0	0	0
Generalist	1	1	1	1	1	1	1
Office Assistant	1	1	1	1	0	0	0
Senior Office Assistant	0	0	0	0	1	1	1
Total	3	3	2.5	3	3	3	3
Finance							
Director	0	0	0.5	0	0	0	0
Chief Financial Officer	0	0	0	1	1	1	1
Controller	0	0	0	1	1	1	1
Supervisor	1	1	1	0	0	0	0
Accounting Technician	2	2	2	2	2	2	2
Total	3	3	3.5	4	4	4	4
Training							
Division Chief	1	1	1	0	0	0	0
Training Captain	2	2	2	3	3	3	3
Senior Office Assistant	1	1	1	1	1	1	1
Total	4	4	4	4	4	4	4
Technology							
GIS Analyst	1	1	1	0	0	0	0
GIS Analyst Part Time	0	0	0	1	1	1	1
Technology Systems Mgr	1	1	1	1	1	1	1
Information Systems Tech	1	2	1	1	1	1	1
IS Tech Part Time	1	0	0	0	0	0	0
Computer Asst Part Time	0	0	0	0	0	0	0
Radio/Elec Tech Part Time	1	1	1	1	1	1	1
Total	5	5	4	4	4	4	4
Communications Center							
Director	0	0	0	0	1	1	1
Comm Center Manager	1	1	1	1	0	0	0
Dispatcher Supervisor	1	1	1	1	3	3	3
Dispatcher	8	8	8	8	9	9	9
Total	10	10	10	10	13	13	13

STAFFING SUMMARY

DIVISION	2011-12	2012-13	2013-14	2014-15	2015-16	Approved 2016-17	Projected 2017-18
Facilities							
Assistant Chief	1	1	0	0	0	0	0
District Aids Part Time	2	2	2	2	2	2	2
Senior Office Assistant	1	1	1	1	1	1	1
Total	4	4	3	3	3	3	3
Community Risk Reduction							
Division Chief/Fire Marshal	1	1	1	1	1	1	1
Deputy Fire Marshal	2	2	1	1	1	0	0
Comm Risk Reduction Mgr	0	0	0	0	0	2	2
Inspector/Investigator	2	2	2	2	2	2	2
Comm Risk Reduction Insp	0	0	0	0	0	2	2
Code Compliance Officer	3	3	3	3	3	2	2
Prevention Specialist	2	2	2	2	2	1	1
Office Assist/Permit Tech	2	2	1	1	1	1	1
Office Assistant Temporary	0	0	1	1	1	1	1
Plans Examiner	1	1	1	1	1	1	1
CERT Prog Coord Part Time	1	1	1	1	1	1	1
Total	14	14	13	13	13	14	14
Emergency Operations							
Assistant Chief	1	1	1	0	0	0	0
Deputy Chief	0	0	0	2	2	2	2
Battalion Chief	4	4	4	3	3	3	3
Captain	39	39	39	39	39	39	36
Engineer	39	39	39	39	39	36	36
Firefighter/Paramedic	54	54	47	40	46	48	48
Station 37 Coordinator	1	1	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1	1	1
Total	139	139	132	125	131	130	127
Fleet							
Mechanic	2	2	2	2	2	2	2
Total	2	2	2	2	2	2	2
Emergency Medical							
EMS Battalion Chief	0	0	0	0	1	1	1
EMS Captain	0	0	0	1	1	2	2
EMS Coordinator	1	1	1	1	1	0	0
EMS Specialist	1	1	1	0	0	0	0
Total	2	2	2	2	3	3	3
GRAND TOTAL	193	193	183	177	187	187	184



STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FY 2016-2017

	GENERAL FUND	DEBT SERVICE	CAPITAL PROJECTS	SRV FIRE COMMUNITY	BUDGET STABILIZATION FUND	TOTAL
PROJECTED REVENUES						
Taxes	62,938,694					62,938,694
Intergovernmental	1,607,400					1,607,400
Charges for services	3,952,634					3,952,634
Use of money & prop	212,970	0				212,970
Rent	70,876					70,876
Other	-		31,212	0		31,212
Debt issuance		0	0			0
TOTAL	68,782,573	0	31,212	0	0	68,813,785
PROJECTED EXPENDITURES						
Salaries & benefits	54,446,433					54,446,433
Services & supplies	5,883,759			0		5,883,759
Property Tax Share Agreement	50,000					50,000
Debt service		1,796,937				1,796,937
Capital projects			5,684,334			5,684,334
Equipment purchases						0
OPEB contribution	3,355,892					3,355,892
TOTAL	63,736,084	1,796,937	5,684,334	0	0	71,217,354
ANNUAL SURPLUS (DEFICIT)						
	5,046,490	(1,796,937)	(5,653,122)	0	0	(2,403,569)
Transfers in (out)	(5,342,115)	1,796,937	2,512,602	0	1,032,577	0
Net change	(295,626)	0	(3,140,520)	0	1,032,577	(2,403,569)
PROJECTED FUND BALANCE JULY 1, 2016						
	39,238,362	599,578	5,937,716	0	15,074,027	60,849,684
PROJECTED FUND BALANCE JUNE 30, 2017						
	\$38,942,736	\$599,578	\$2,797,196	\$0	\$16,106,604	\$58,446,115
Restricted						
Debt Service		599,578				599,578
Capital Projects			238,000			238,000
IT Surcharge Cap Projects			31,212			31,212
Committed						
Worker's Comp Claims					3,000,000	3,000,000
"Dry Period" Funding ⁽¹⁾	34,391,287					34,391,287
Budget Stabilization ⁽²⁾					13,106,604	13,106,604
Capital Projects			2,527,984			2,527,984
Unassigned	4,551,449					4,551,449
TOTAL	\$38,942,736	\$599,578	\$2,797,196	\$0	\$16,106,604	\$58,446,115

(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

FY 2017-2018

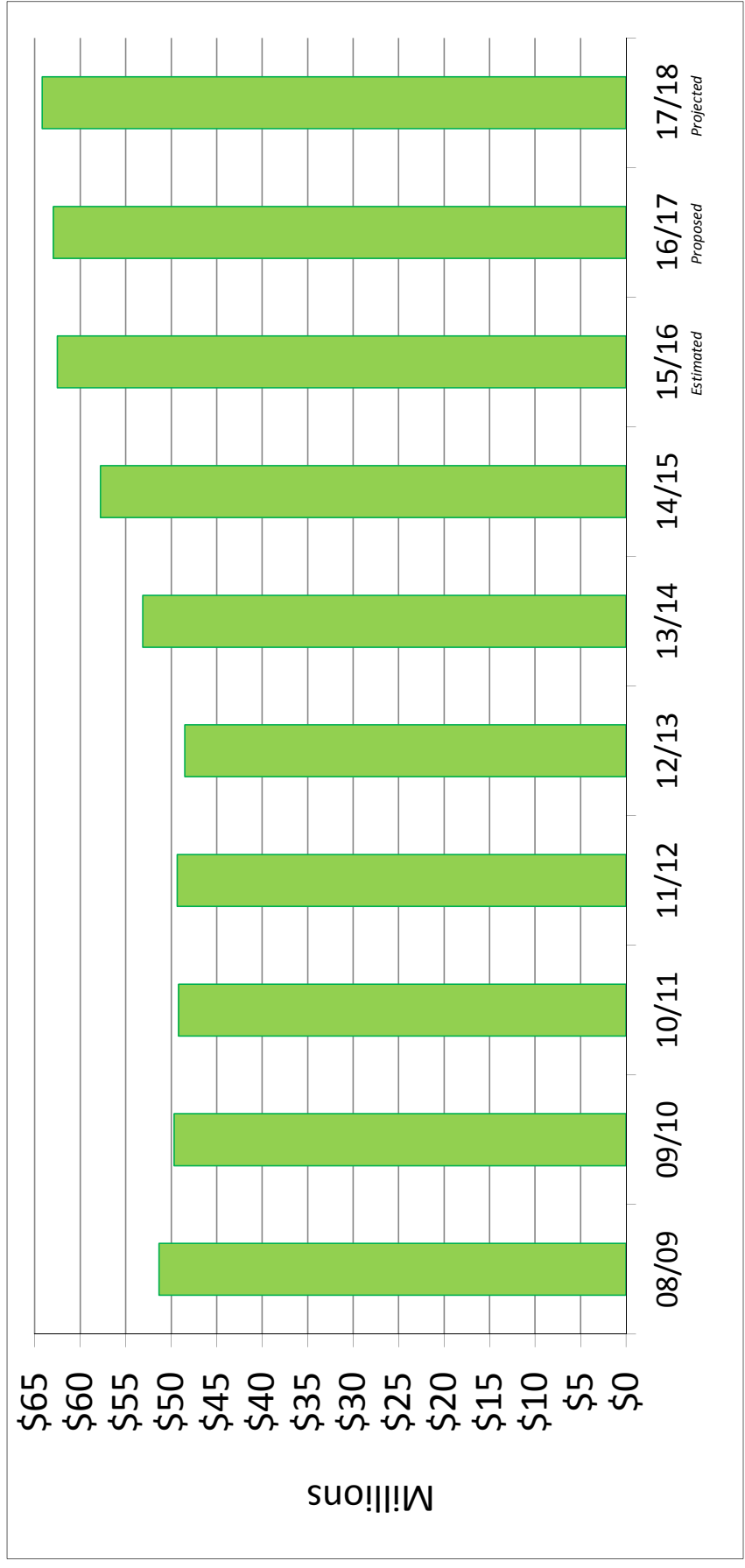
	GENERAL FUND	DEBT SERVICE	CAPITAL PROJECTS	SRV FIRE COMMUNITY	BUDGET STABILIZATION FUND	TOTAL
PROJECTED REVENUES						
Taxes	64,197,468					64,197,468
Intergovernmental	1,663,510					1,663,510
Charges for services	4,020,762					4,020,762
Use of money & prop	214,503	0				214,503
Rent	72,294					72,294
Other	-		32,148	0		32,148
Debt issuance		0	0			0
TOTAL	70,168,536	0	32,148	0	0	70,200,684
PROJECTED EXPENDITURES						
Salaries & benefits	55,125,325					55,125,325
Services & supplies	5,462,249			0		5,462,249
Property Tax Share Agreement	51,000					51,000
Debt service		1,794,823				1,794,823
Capital projects			2,597,328			2,597,328
Equipment purchases						0
OPEB contribution	3,095,383					3,095,383
TOTAL	63,733,957	1,794,823	2,597,328	0	0	68,126,108
ANNUAL SURPLUS (DEFICIT)						
	6,434,578	(1,794,823)	(2,565,179)	0	0	2,074,577
Transfers in (out)	(4,685,614)	1,794,823	2,891,639	0	(848)	0
Net change	1,748,965	0	326,460	0	(848)	2,074,577
PROJECTED FUND BALANCE JULY 1, 2017						
	38,942,736	599,578	2,797,196	0	16,106,604	58,446,115
PROJECTED FUND BALANCE JUNE 30, 2018						
	\$40,691,701	\$599,578	\$3,123,657	\$0	\$16,105,756	\$60,520,692
Restricted						
Debt Service		599,578				599,578
Capital Projects			238,000			238,000
IT Surcharge Cap Projects			32,148			32,148
Committed						
Worker's Comp Claims					3,000,000	3,000,000
"Dry Period" Funding ⁽¹⁾	35,084,268					35,084,268
Budget Stabilization ⁽²⁾					13,105,756	13,105,756
Capital Projects			2,853,508			2,853,508
Unassigned	5,607,433					5,607,433
TOTAL	\$40,691,701	\$599,578	\$3,123,657	\$0	\$16,105,756	\$60,520,692

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

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

TEN YEARS OF PROPERTY TAX REVENUE

	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Actual	51,335,992	49,680,045	49,184,817	49,329,131	48,507,267	53,139,723	57,771,509	62,506,117	62,938,694	64,197,468
% Increase	3.23%	-3.23%	-1.00%	0.29%	-1.67%	9.55%	8.72%	8.20%	0.69%	2.00%



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

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Beginning fund balance	\$41,169,874	\$49,726,960	\$54,312,389	\$55,049,340	\$56,797,457	\$59,437,886	\$62,861,747	\$66,426,031	\$71,419,876	\$77,297,562
Revenue:										
Property tax	8.72%	8.20%	0.69%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Ambulance charges	57,771,509	62,506,117	62,938,694	64,197,468	65,481,417	66,791,046	68,126,867	69,489,404	70,879,192	72,296,776
Other service chgs	3,124,714	3,218,455	3,282,824	3,332,066	3,382,047	3,432,778	3,484,270	3,536,534	3,589,582	3,643,426
Cell tower rent	767,511	821,082	669,810	688,696	708,672	729,236	750,406	772,201	794,638	817,738
Disposal of property	75,060	45,890	70,876	72,294	73,739	75,214	76,718	78,253	79,818	81,414
Interest income	40,477	-	-	-	-	-	-	-	-	-
State/Fed/Local/Meas H	62,105	237,710	212,970	214,503	218,139	223,631	230,752	238,166	248,553	260,779
Consolidated Dispatch *	469,887	855,316	357,400	363,510	369,773	376,192	382,772	389,516	396,429	403,515
Other/misc	-	-	1,250,000	1,300,000	1,350,000	1,400,000	1,702,532	1,735,122	1,768,364	1,802,271
	139,755	4,650	-	-	-	-	-	-	-	-
	\$62,451,018	\$67,689,219	\$68,782,573	\$70,168,536	\$71,583,787	\$73,028,096	\$74,754,318	\$76,239,196	\$77,756,576	\$79,305,919
Expenses:										
Salaries	19,456,686	21,482,095	24,135,841	24,253,298	24,317,603	24,372,943	24,372,943	24,372,943	24,372,943	24,372,943
Overtime	6,470,482	7,318,648	6,386,800	5,552,366	5,552,366	5,552,366	5,552,366	5,552,366	5,552,366	5,552,366
Pension	16,257,168	15,577,091	17,319,992	17,980,566	17,933,948	17,864,749	17,864,749	17,864,749	17,864,749	17,864,749
Pension cost share	(1,533,227)	(1,599,921)	(1,743,698)	(1,733,267)	(1,734,178)	(1,736,177)	(1,736,177)	(1,736,177)	(1,736,177)	(1,736,177)
Insurance	4,476,820	5,109,712	5,647,321	6,005,934	6,460,639	6,960,592	7,509,657	7,509,657	7,509,657	7,509,657
OPEB	2,788,158	5,450,220	6,056,070	6,161,812	6,586,852	6,994,282	7,473,885	7,433,242	7,783,878	7,901,923
Services & supplies	3,970,940	5,149,426	5,883,759	5,462,249	5,516,997	5,520,728	5,723,984	5,753,370	5,970,776	6,007,276
Property Tax Share Agmt	-	85,000	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434
Capital contribution	-	2,733,654	2,512,602	2,891,639	2,989,012	3,090,341	3,448,455	3,512,747	3,579,765	3,697,951
Debt payments	2,006,905	1,797,866	1,796,937	1,794,823	1,268,098	931,350	926,050	927,250	924,625	924,650
	\$53,893,931	\$63,103,790	\$68,045,622	\$68,420,419	\$68,943,358	\$69,604,235	\$71,190,034	\$71,245,352	\$71,878,890	\$72,152,772
Revenue over (under) exp	8,557,086	4,585,429	736,951	1,748,116	2,640,429	3,423,862	3,564,284	4,993,844	5,877,687	7,153,147
Ending fund balance	\$49,726,960	\$54,312,389	\$55,049,340	\$56,797,457	\$59,437,886	\$62,861,747	\$66,426,031	\$71,419,876	\$77,297,562	\$84,450,709
"Dry Period" Funding	31,225,509	33,844,610	34,391,287	35,084,268	35,791,893	36,514,048	37,377,159	38,119,598	38,878,288	39,652,959
Budget Stabilization Fund	11,778,786	15,074,027	16,106,604	16,105,756	16,190,869	16,302,779	16,548,316	16,546,521	16,659,825	16,690,964
Amt over (under) Board Policy	6,722,665	5,393,752	4,551,449	5,607,433	7,455,123	10,044,921	12,500,557	16,753,757	21,759,449	28,106,785

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

Key Assumptions/Board Policy

Revenue growth: Property tax 8.2% growth 15/16, 3.3% of recurring revenue 16/17 *(See Note), 2% thereafter; Ambulance charges 3% 15/16, 2% 16/17, 1.5% thereafter; Other charges/ Cell Tower rent 2% per year. * Note: 15/16 property tax revenue reflects one-time Danville Former Redevelopment Agency land sale revenue \$434K plus June 2016 cleanup payment of \$1.1M, resulting in the 0.69% growth in 16/17 and thereafter remain at original Board approved \$ budgeted amount.

Salaries: Step increases. Suppression Captains, Engineers and Firefighters: 6% effective 11/1/15. Across-the board increase (except Fire Chief): 5% effective 1/1/2016. Dispatch: 5% Effective 4/1/16, 5% Performance Effective 1/1/17.

Pension costs: Reflects staffing levels, salary changes and CCCERA Rate changes in: 15/16 (approx. -7%), 16/17 (-4.5%), 17/18 (+3.9%), 18/19 (-0.84%), 19/20 (-0.53%) and no rate changes thereafter; remaining 4% of Safety cost share deferred until 7/1/2017; CCCERA prepayment savings in 15/16 and thereafter.

Insurance: Active/Retiree costs increases consistent with 7/1/2015 actuarial valuation.

OPEB: Amount includes both retiree premiums and Trust prefunding contributions. Employer match beginning 14/15; fully funding ARC in 15/16; +\$200K 16/17 and thereafter; 3.25% growth 18/19 and thereafter; Retiree 8% contribution ceases 11/1/15.

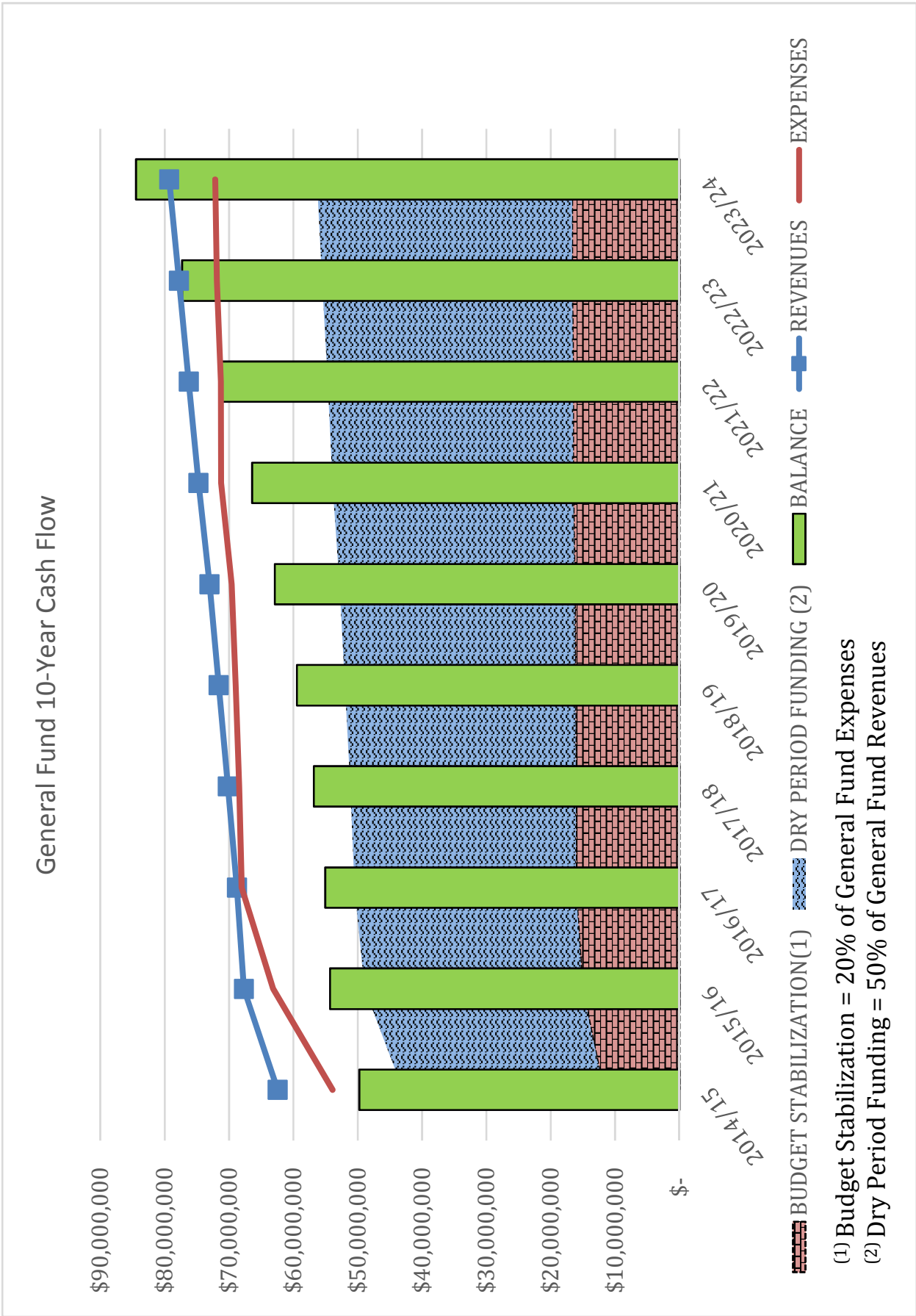
Capital: No GF contribution 2014-15 due to Training Center reallocation. 16/17 \$2.5M growing at 3.5% thereafter. Reflects repayment of start up costs for Consolidated Dispatch in FY16/17-19/20.

Debt Payments: Reflects 2015 advanced refunding of 2006 COPs with \$5M in new money.

"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.

***NOTE:** June 24, 2015: The District and City of San Ramon approved the terms of a Consolidated Communications Center to enhance public safety services and create efficiencies.



REVENUES GENERAL FUND

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Prop Taxes Current Secured	4110	53,279,121	57,616,767	59,712,385	60,906,633
Prop Taxes Supplemental	4120	1,187,562	1,439,374	0	0
Prop Taxes Utilities/Unitary	4130	974,141	1,050,678	1,071,692	1,093,126
Prop Taxes Current Unsecured	4140	1,959,968	1,844,275	1,739,349	1,774,136
Homeowner Prop Tax Relief	4145	487,153	482,390	518,057	528,418
Redevelopment Agencies	4150	648,506	916,948	421,689	430,123
County Tax Administration	4160	(499,102)	(514,207)	(524,478)	(534,967)
Prop Taxes Prior Secured	4170	(156,204)	(187,115)	0	0
Prop Taxes Prior Supp	4180	(83,626)	(77,821)	0	0
Prop Taxes Prior Unsecured	4190	(26,010)	(65,172)	0	0
TOTAL TAXES		\$57,771,509	\$62,506,117	\$62,938,694	\$64,197,468
Measure H	4220	33,000	33,000	33,000	33,000
SB-90 Mandated Costs	4230	102,278	22,668	0	0
Misc State Aid/Grants	4240	334,609	488,073	0	0
Federal Grant	4245	0	0	0	0
LEMSA	4250	0	159,000	244,400	250,510
GEMT	4251	0	152,575	80,000	80,000
Consolidated Dispatch	4252	0	0	1,250,000	1,300,000
TOTAL INTERGOVERNMENTAL		\$469,887	\$855,316	\$1,607,400	\$1,663,510
Inspection Fees	4310	108,818	135,000	49,865	51,360
Plan Review Fees	4315	596,692	623,029	574,377	591,608
Weed Abatement Charges	4320	3,347	2,493	3,000	3,045
Administrative Citations	4325	51,550	48,000	35,000	35,000
Ambulance Services	4330	3,124,714	3,218,455	3,282,824	3,332,066
CPR Classes	4340	370	560	568	577
Reports/Photocopies	4350	6,734	12,000	7,000	7,105
TOTAL CHARGES FOR SERVICES		\$3,892,225	\$4,039,537	\$3,952,634	\$4,020,762
Investment Earnings	4410	62,105	237,710	212,970	214,503
TOTAL USE OF MONEY & PROP		\$62,105	\$237,710	\$212,970	\$214,503
Rent on Real Estate	4510	75,060	45,890	70,876	72,294
TOTAL RENT		\$75,060	\$45,890	\$70,876	\$72,294
Sale of Property	4620	40,477	0	0	0
Miscellaneous Revenue	4640	139,755	4,650	0	0
TOTAL OTHER REVENUE		\$180,232	\$4,650	\$0	\$0
TOTAL REVENUES		\$62,451,018	\$67,689,219	\$68,782,573	\$70,168,536

EXPENDITURES GENERAL FUND

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	19,188,961	21,190,572	23,839,025	23,956,482
Temporary Salaries	5115	267,725	283,085	289,466	289,466
Permanent Overtime	5120	6,470,482	7,318,648	6,386,800	5,552,366
FICA Contributions	5140	373,313	417,642	444,387	443,205
Retirement Contributions	5150	14,723,941	13,977,170	15,576,293	16,247,299
401a Contributions ER Paid	5151	0	8,438	7,350	7,350
Employee Group Insurance	5160	3,202,870	3,472,070	4,182,934	4,542,729
Retiree Health Insurance	5170	1,788,158	2,194,309	2,700,178	3,066,429
OPEB Contribution	5175	1,000,000	3,255,911	3,355,892	3,095,383
Unemployment Insurance	5180	821	20,000	20,000	20,000
Workers Comp Claims	5190	899,816	1,200,000	1,000,000	1,000,000
TOTAL SALARIES AND BENEFITS		\$47,916,087	\$53,337,845	\$57,802,325	\$58,220,708
% Change		11%	11%	8%	1%
Office Supplies	5202	27,849	33,108	33,936	34,784
Postage/Freight	5204	13,996	16,450	16,861	17,283
Telecommunications	5206	167,750	183,780	192,727	197,545
Utilities	5208	344,230	348,193	356,898	365,820
Small Tools/Equip/Furn	5210	85,136	126,165	131,053	129,181
Miscellaneous Supplies	5212	100,911	145,488	154,157	157,999
Medical Supplies	5213	122,211	133,090	136,417	139,828
Firefighting Supplies	5214	67,463	85,800	76,320	78,228
Pharmaceutical Supplies	5216	25,174	33,000	33,825	34,671
Computer Supplies	5218	6,043	7,500	10,188	10,443
Radio Equipment & Supplies	5219	19,459	20,000	23,000	23,575
Food Supplies	5222	14,910	32,956	34,453	35,314
PPE Inspections & Repairs	5223	21,309	33,900	28,500	29,213
Safety Clothing & Supplies	5224	100,360	114,525	106,558	116,722
Class A Uniforms & Supplies	5225	7,789	12,500	12,813	13,133
Non-Safety Clothing	5226	10,801	30,350	39,109	35,068
Class B Uniforms & Supplies	5227	29,619	56,250	47,250	48,431
Household Supplies	5228	51,627	41,000	42,025	43,076
Central Garage Repairs	5230	161,501	102,500	105,063	107,689
Central Garage Maintenance	5231	12,113	18,450	21,911	19,384

EXPENDITURES GENERAL FUND

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Central Garage Gas & Oil	5232	166,873	203,063	208,140	213,343
Central Garage Tires	5234	39,569	46,125	47,278	48,460
Central Garage Inspections	5235	6,077	9,738	9,982	10,231
Maintenance/Repairs Equip	5236	158,021	191,163	249,256	231,805
Maintenance/Repairs Radio	5238	303,983	244,645	326,325	326,502
Maintenance/Repairs Bldgs	5240	148,734	217,696	223,138	228,717
Maintenance/Repairs Grnds	5242	35,350	54,463	55,825	57,220
Rents/Leases Equip & Prop	5246	47,933	63,723	68,929	70,652
Prof & Specialized Services	5250	688,486	1,276,699	1,606,005	1,297,702
Recruiting Costs	5251	40,120	88,515	132,773	90,728
Legal Services	5252	107,352	185,000	189,625	194,366
Medical Services	5254	65,875	113,405	118,865	119,337
Communications Services	5258	79,800	79,800	82,500	81,488
Election Services	5262	86,856	0	110,000	0
Insurance Services	5264	435,810	559,787	588,596	581,163
Publication of Legal Notices	5270	1,633	1,000	1,500	1,000
Specialized Printing	5272	14,833	22,342	20,736	25,692
Dues & Memberships	5274	57,804	74,481	79,446	80,922
Educational Courses	5276	32,958	49,650	68,372	70,032
Educ Assistance Program	5277	12,502	18,500	16,000	16,400
Public Education Supplies	5278	9,255	12,000	12,300	12,608
Books & Periodicals	5280	11,178	22,226	18,578	19,030
Recognition Supplies	5282	1,502	2,000	4,000	4,050
Meetings & Travel Expenses	5284	28,185	38,400	42,525	43,416
TOTAL SERVICES AND SUPPLIES		\$3,970,940	\$5,149,426	\$5,883,759	\$5,462,249
% Change		2%	30%	14%	-7%
Property Tax Share Agreement	5290	\$0	\$85,000	\$50,000	\$51,000
TOTAL EXPENDITURES		\$51,887,027	\$58,572,271	\$63,736,084	\$63,733,957
% Change		10%	13%	9%	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 personnel management system designed to attract and retain high quality and highly functioning employees.

GOALS AND OBJECTIVES FOR FY 2016-2017

1. Maintain current and long-term fiscal stability. Ensure fiscal policies and procedures are in place to sustain the long term viability of the District.
2. Continually review District operations for compliance with adopted standards and levels of service.
3. Ensure ongoing operations are carried out in an effective, efficient and fiscally prudent manner.
4. Continue to enhance the District's level of disaster preparedness.
5. Complete construction of Station 32 within budget parameters.

MEMBERS OF THE BOARD

Director (5)

**BOARD OF DIRECTORS
10-10**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	9,175	10,080	10,080	10,080
FICA Contributions	5140	798	956	956	956
Employee Group Insurance	5160	0	0	0	0
TOTAL SALARIES AND BENEFITS		\$9,973	\$11,036	\$11,036	\$11,036
Non-Safety Clothing	5226	0	0	0	0
Prof & Specialized Services	5250	0	10,000	10,250	10,506
Legal Services	5252	81,655	135,000	138,375	141,834
Election Services	5262	86,856	0	110,000	0
Dues & Memberships	5274	35,161	38,533	39,571	40,561
Educational Courses	5276	69	2,000	2,000	2,000
Books & Periodicals	5280	193	250	250	250
Recognition Supplies	5282	1,288	2,000	2,000	2,000
Meetings & Travel Expenses	5284	4,520	6,900	6,900	6,900
TOTAL SERVICES AND SUPPLIES		\$209,742	\$194,683	\$309,346	\$204,051
TOTAL EXPENDITURES		\$219,715	\$205,719	\$320,382	\$215,087

**BOARD OF DIRECTORS
10-10**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Clothing		0	0	0	0
Non-Safety Clothing	5226	\$0	\$0	\$0	\$0
Website, Consulting Svcs, Grants		0	10,000	10,250	10,506
Professional Services	5250	\$ -	\$ 10,000	\$ 10,250	\$ 10,506
Legal Fees - District Counsel		81,655	135,000	138,375	141,834
Legislative Advocate		0	0	0	0
Legal Services	5252	\$ 81,655	\$ 135,000	\$ 138,375	\$ 141,834
Election Services		86,856	0	110,000	0
Election Services	5262	\$ 86,856	\$ -	\$ 110,000	\$ -
Alamo Chamber of Commerce		0	0	75	77
CCC Fire Commissioner's Assoc		100	100	103	105
Danville Chamber of Commerce		300	300	308	315
San Ramon Chamber of Commerce		350	325	333	341
EERI		165	165	169	173
California Special Districts Assoc		5,691	6,089	6,241	6,397
Museum of San Ramon Valley		0	35	36	37
LAFCO		28,555	31,519	32,307	33,115
Dues & Memberships	5274	\$ 35,161	\$ 38,533	\$ 39,571	\$ 40,561
Government Affairs Day		0	500	500	500
Miscellaneous Conferences		69	1,500	1,500	1,500
Educational Courses	5276	\$ 69	\$ 2,000	\$ 2,000	\$ 2,000
Manuals, Publications		193	250	250	250
Books & Periodicals	5280	\$ 193	\$ 250	\$ 250	\$ 250
Retirement/Promotion Recognitions		600	1,000	1,000	1,000
Miscellaneous Recognition		688	1,000	1,000	1,000
Recognition Supplies	5282	\$ 1,288	\$ 2,000	\$ 2,000	\$ 2,000
Board Meeting Refreshments		400	400	400	400
Special Districts (CSDA) Workshops		1,620	2,000	2,000	2,000
Fire Commissioners Quarterly Mtg		500	500	500	500
Miscellaneous Conferences		2,000	4,000	4,000	4,000
Meetings/Travel Exp	5284	\$ 4,520	\$ 6,900	\$ 6,900	\$ 6,900
TOTAL SERVICES AND SUPPLIES		\$ 209,742	\$ 194,683	\$ 309,346	\$ 204,051

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. Primarily responsible for day-to-day administration of the District and Public Financing Authority 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 2016-17

1. Maintain current and long-term fiscal stability.
2. Institute a primary PSAP consolidated Fire/Police Communications Center.
3. Enhance overall effectiveness of the HR Division.
4. Reorganize the Fire Prevention Division to maximize efficiency and effectiveness.
5. Fire inspection plan for anticipated major construction projects.
6. Construct replacement Station 32 within budget parameters.
7. Maintain our high-performing EMS services.
8. Monitor County ambulance contract for adverse impacts to District; start process at county and state level to reaffirm the District's 201 rights.
9. Continue to enhance the District's level of disaster preparedness.
10. Continue Command and Control training, Apparatus Operator training and enhance safety training where needed.
11. Hire and train suppression personnel.
12. Enhance safety training where needed based on continual monitoring.
13. Review deployment model for effective allocation of resources and implement closest unit dispatch.
14. Update Board of Directors Handbook.

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	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	323,049	361,104	367,452	367,452
Temporary Salaries	5115	30,435	0	0	0
FICA Contributions	5140	6,915	5,236	5,328	5,328
Retirement Contributions	5150	244,006	217,848	226,113	237,478
401a Contributions ER Paid	5151	0	8,438	7,350	7,350
Employee Group Insurance	5160	37,883	46,945	54,274	59,701
TOTAL SALARIES AND BENEFITS		\$642,288	\$639,570	\$660,517	\$677,309
Office Supplies	5202	1,251	1,000	1,025	1,051
Small Tools & Equipment	5210	3,748	5,000	5,025	5,151
Miscellaneous Supplies	5212	246	2,000	2,000	2,038
Food Supplies	5222	924	1,000	1,025	1,051
Non-Safety Clothing	5226	1,407	2,500	2,538	2,576
Prof & Specialized Services	5250	7,647	6,500	6,650	6,804
Specialized Printing	5272	1,591	2,500	2,500	2,500
Dues & Memberships	5274	5,345	6,105	6,258	6,414
Educ Courses District Wide	5276	7,691	10,000	10,250	10,506
Books & Periodicals	5280	0	250	250	250
Travel Exp District Wide	5284	21,758	25,000	25,625	26,266
TOTAL SERVICES AND SUPPLIES		\$51,608	\$61,855	\$63,145	\$64,605
TOTAL EXPENDITURES		\$693,896	\$701,425	\$723,662	\$741,914

**FIRE CHIEF
10-15**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Office Supplies		1,251	1,000	1,025	1,051
Office Supplies	5202	\$ 1,251	\$ 1,000	\$ 1,025	\$ 1,051
Badges, Name Tag, Collar Brass, Pins		2,748	4,000	4,000	4,100
Misc. Tools and Equipment		1,000	1,000	1,025	1,051
Small Tools/Equip	5210	\$ 3,748	\$ 5,000	\$ 5,025	\$ 5,151
Misc. Supplies District Honor Guard		0	500	500	500
Misc. Supplies		246	1,500	1,500	1,538
Misc Supplies	5212	\$ 246	\$ 2,000	\$ 2,000	\$ 2,038
Misc. Food Supplies/Meals		924	1,000	1,025	1,051
Food Supplies	5222	\$ 924	\$ 1,000	\$ 1,025	\$ 1,051
Uniforms - District Honor Guard		0	1,000	1,000	1,000
Uniforms - District Clerk		907	750	769	788
Uniforms - Fire Chief		500	750	769	788
Non-Safety Clothing	5226	\$ 1,407	\$ 2,500	\$ 2,538	\$ 2,576
Trainer - District Honor Guard		0	500	500	500
Newsletter Writing/Design		0	1,000	1,025	1,051
Consultant/Professional Services		7,647	5,000	5,125	5,253
Professional Services	5250	\$ 7,647	\$ 6,500	\$ 6,650	\$ 6,804
Document Services		1,391	2,250	2,250	2,250
Business Cards		200	250	250	250
Specialized Printing	5272	\$ 1,591	\$ 2,500	\$ 2,500	\$ 2,500
Exchange Club San Ramon Valley		0	160	164	168
Fire Districts Assoc of California		250	450	461	473
Contra Costa Co. Special Dist Assoc		0	100	103	105
National Fire Protection Assoc		0	445	456	468
San Ramon Chamber of Commerce		350	0	0	0
CCC Fire Chiefs Association		848	400	410	420
International Assoc. of Fire Chiefs		1,827	2,500	2,563	2,627
Annual Accreditation Fee		1,570	1,550	1,589	1,628
Contra Costa CAER		500	500	513	525
Dues & Memberships	5274	\$ 5,345	\$ 6,105	\$ 6,258	\$ 6,414
Educational Courses - District Wide		7,691	10,000	10,250	10,506
Educational Courses	5276	\$ 7,691	\$ 10,000	\$ 10,250	\$ 10,506
Misc. Fire Service Books/Magazines		0	250	250	250
Books & Periodicals	5280	\$ -	\$ 250	\$ 250	\$ 250
Meetings/Travel Exp - District Wide		21,758	25,000	25,625	26,266
Meetings/Travel Exp	5284	\$ 21,758	\$ 25,000	\$ 25,625	\$ 26,266
TOTAL SERVICES AND SUPPLIES		\$ 51,608	\$ 61,855	\$ 63,145	\$ 64,605

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, 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 2016-2017

1. Consolidate Overtime tracking into one streamlined system.
2. Update the District's Human Resources Policies and Procedures.
3. Update of the District's Non-Represented Employee Handbook.
4. Evaluate feasibility of the Special District Risk Management Authority (SDRMA) General Liability and Excess Workers' Compensation programs for District insurance needs.
5. Determine implications of Affordable Care Act on District-provided health benefits.
6. Administer a Battalion Chiefs promotional exam in the Fall of 2016.
7. Recruitments and promotional examinations.
8. Review Board of Directors compensation policy.
9. Review and evaluate the District's performance management process.

STAFFING SUMMARY

Human Resources Director

Human Resources Generalist

Senior Office Assistant

**HUMAN RESOURCES
10-20**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	155,100	200,173	370,005	379,953
Temporary Salaries	5115	7,320	15,000	0	0
Permanent Overtime	5120	0	5,000	6,000	6,000
FICA Contributions	5140	2,754	2,903	5,365	5,509
Retirement Contributions	5150	64,000	62,561	117,410	125,977
Employee Group Insurance	5160	42,399	69,078	73,876	81,264
Retiree Health Insurance	5170	1,788,158	2,194,309	2,700,178	3,066,429
OPEB Contribution	5175	1,000,000	3,255,911	3,355,892	3,095,383
Unemployment Insurance	5180	821	20,000	20,000	20,000
Workers Comp Claims	5190	899,816	1,200,000	1,000,000	1,000,000
TOTAL SALARIES AND BENEFITS		\$3,960,368	\$7,024,935	\$7,648,726	\$7,780,515
Office Supplies	5202	945	1,500	1,538	1,576
Postage/Freight	5204	34	1,000	1,025	1,051
Small Tools & Equipment	5210	856	6,500	6,663	6,829
Food Supplies	5222	986	6,500	6,663	6,829
Non-Safety Clothing	5226	479	3,000	3,075	3,152
Maint/Repairs-Equip	5236	5,000	44,000	35,543	36,599
Prof & Specialized Services	5250	106,791	146,815	101,865	104,411
Recruiting Costs	5251	40,120	88,515	132,773	90,728
Legal Services	5252	25,697	50,000	51,250	52,531
Medical Services	5254	65,875	113,405	118,865	119,337
Insurance Services	5264	435,810	559,787	588,596	581,163
Specialized Printing	5272	690	2,000	2,050	2,101
Dues & Memberships	5274	799	874	4,144	4,247
Educational Courses	5276	702	1,000	15,606	15,996
Books & Periodicals	5280	750	525	1,076	1,103
Recognition Supplies	5282	214	0	2,000	2,050
TOTAL SERVICES AND SUPPLIES		\$685,748	\$1,025,421	\$1,072,730	\$1,029,703
TOTAL EXPENDITURES		\$4,646,116	\$8,050,356	\$8,721,456	\$8,810,219

HUMAN RESOURCES
10-20

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Pictures/Frames-Admin		150	300	308	315
General Office Supplies		445	500	513	525
Plaques, Name Plates, Misc.		100	200	205	210
Blank ID Cards & Printer Supplies		250	500	513	525
Office Supplies	5202	\$ 945	\$ 1,500	\$ 1,538	\$ 1,576
Postage/Freight		34	1,000	1,025	1,051
Postage/Freight	5204	\$ 34	\$ 1,000	\$ 1,025	\$ 1,051
Chaplain Supplies		400	1,500	1,538	1,576
Ergonomic Furniture/Supplies		456	5,000	5,125	5,253
Small Tools/Equip	5210	\$ 856	\$ 6,500	\$ 6,663	\$ 6,829
Assessment Center - BC		286	500	513	525
Assessment Center - Engineer		0	500	513	525
Recruitment - FF/PM		0	2,000	2,050	2,101
Recruitment - Management (CFO)		0	500	513	525
Recruitment - EMS		350	500	513	525
Recruitment - Comm Ctr (Disp)		350	500	513	525
Recruitment - Administrative		0	500	513	525
Miscellaneous Testing		0	500	513	525
Management/Union Meetings		0	1,000	1,025	1,051
Food Supplies	5222	\$ 986	\$ 6,500	\$ 6,663	\$ 6,829
Uniforms - Chaplain		150	1,000	1,025	1,051
Uniforms - Support Staff		329	1,750	1,794	1,839
Uniforms - Misc.		0	250	256	263
Non-Safety Clothing	5226	\$ 479	\$ 3,000	\$ 3,075	\$ 3,152
Applicant Tracking System		5,000	2,000	2,050	2,101
HR Module & ACA Compliance		0	42,000	33,493	34,498
Maint/Repairs-Equip	5236	\$ 5,000	\$ 44,000	\$ 35,543	\$ 36,599
Taleo/Performance Appraisals		5,440	5,880	6,027	6,178
HRIS Software Support (ABRA)		3,229	0	0	0
IEDA		23,000	24,000	24,600	25,215
Health Insurance Administrative Fee		16,539	22,000	22,550	23,114
Actuarial - Workers' Compensation		4,000	7,500	7,688	7,880
Safety Committee/Training/Consult		0	5,000	5,125	5,253
Ergonomic Consulting		0	3,000	3,075	3,152
Fingerprint Services/DOJ		100	2,000	2,050	2,101
Investigation Services		0	20,000	20,500	21,013
Human Resources Consulting		54,483	57,435	10,250	10,506
Professional Services	5250	\$ 106,791	\$ 146,815	\$ 101,865	\$ 104,411

HUMAN RESOURCES
10-20

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Assessment Center - BC		11,500	11,500	17,250	11,788
Assessment Center - Engineer		14,500	14,500	21,750	14,863
Recruitment - FF/PM (8)		0	8,500	12,750	8,713
Recruitment - Management (CFO)		0	10,000	15,000	10,250
Recruitment - EMS		1,500	1,500	2,250	1,538
Recruitment - Comm Ctr (Disp)		1,500	1,500	2,250	1,538
Study Books/Materials (Eng)		2,500	2,625	3,938	2,691
Background Investigations - 12		2,000	15,750	23,625	16,144
Physical Examinations - 12		2,000	13,860	20,790	14,207
Polygraph/Psych (9)		3,600	3,780	5,670	3,875
Miscellaneous Recruiting Costs		1,020	5,000	7,500	5,125
Recruiting Costs	5251	\$ 40,120	\$ 88,515	\$ 132,773	\$ 90,728
Legal Services - Employee Relations		25,697	50,000	51,250	52,531
Legal Services	5252	\$ 25,697	\$ 50,000	\$ 51,250	\$ 52,531
Wellness Exam Physicals/EKG		58,375	95,000	100,000	100,000
Various Vaccines/Tests		5,000	12,000	12,300	12,608
DMV Physicals		500	2,205	2,260	2,317
Medical Consulting/Fitness for Duty		1,000	2,100	2,153	2,206
Miscellaneous Medical Services		1,000	2,100	2,153	2,206
Medical Services	5254	\$ 65,875	\$ 113,405	\$ 118,865	\$ 119,337
Excess Workers' Comp Insurance		324,964	456,230	454,596	443,813
Property & Liability Insurance Pool		74,910	72,357	84,000	86,100
Self-Insured Certification-State of CA		35,936	31,200	50,000	51,250
Insurance Services	5264	\$ 435,810	\$ 559,787	\$ 588,596	\$ 581,163
Forms/Posters/Card Shells		150	500	513	525
Recognition Supplies		140	500	513	525
Survivor Benefit Handbook		250	800	820	841
Misc. Employee Materials/Handouts		150	200	205	210
Specialized Printing	5272	\$ 690	\$ 2,000	\$ 2,050	\$ 2,101
Society for Human Resources		190	190	420	431
California Chamber Of Commerce		609	684	700	718
National Seminar Training - HR		0	0	646	662
CAL PELRA		0	0	377	386
PARMA		0	0	108	110
IPMA/Nor Cal IPMA		0	0	700	717
Chaplain Federation		0	0	538	552
Miscellaneous Dues/Memberships		0	0	656	672
Dues & Memberships	5274	\$ 799	\$ 874	\$ 4,144	\$ 4,247
Supervisor Training		0	0	12,915	13,238
Misc On-Line Training		702	1,000	2,691	2,758
Educational Courses	5276	\$ 702	\$ 1,000	\$ 15,606	\$ 15,996

HUMAN RESOURCES
10-20

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Labor Monthly Newsletter		150	0	269	276
Western Cities		50	0	54	55
Public Retirement Newsletter		200	0	215	221
Miscellaneous Subscriptions		350	525	538	552
Books & Periodicals	5280	\$ 750	\$ 525	\$ 1,076	\$ 1,103
Employee Events		114	0	1,000	1,025
Miscellaneous Recognition Supplies		100	0	1,000	1,025
Recognition Supplies	5282	\$ 214	\$ -	\$ 2,000	\$ 2,050
TOTAL SERVICES AND SUPPLIES		\$ 685,748	\$ 1,025,421	\$ 1,072,730	\$ 1,029,703

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 all accounts and general ledger 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 2016-2017

1. Implement workflow policies and procedures to improve access to information for staff (financial documentation, contracts, etc.) and the public (approved resolutions/ordinances) (District Clerk and HR).
2. Enhance open governance by earning the “District Transparency Certificate of Excellence” from Special District Leadership Foundation.
3. Solicit competitive bids for the District fleet’s fuel needs.
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.

STAFFING SUMMARY

Chief Financial Officer

Controller

Accounting Technician (2)

FINANCE
10-25

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	289,214	323,080	325,531	552,030
Permanent Overtime	5120	2,213	2,500	2,500	2,500
FICA Contributions	5140	4,153	4,685	4,720	8,004
Retirement Contributions	5150	120,863	100,974	103,297	183,030
Employee Group Insurance	5160	46,054	53,396	59,131	65,044
TOTAL SALARIES AND BENEFITS		\$462,497	\$484,635	\$495,180	\$810,609
Office Supplies	5202	10,671	10,000	10,250	10,506
Postage/Freight	5204	7,280	7,000	7,175	7,354
Food Supplies	5222	2,164	3,000	3,075	3,152
Non-Safety Clothing	5226	803	1,000	1,025	1,051
Maintenance/Repairs Equip	5236	14,494	16,077	67,650	55,741
Rents/Leases Equip & Prop	5246	2,676	2,750	2,819	2,889
Prof & Specialized Services	5250	377,256	427,995	431,044	297,331
Specialized Printing	5272	1,444	1,709	2,800	2,870
Dues & Memberships	5274	705	705	1,000	1,025
Educational Courses/Supplies	5276	400	2,000	5,000	5,125
Books & Periodicals	5280	887	830	1,200	1,230
Meetings/Travel Exp	5284	98	2,500	5,000	5,125
TOTAL SERVICES AND SUPPLIES		\$418,878	\$475,566	\$538,038	\$393,399
TOTAL EXPENDITURES		\$881,375	\$960,201	\$1,033,218	\$1,204,008

**FINANCE
10-25**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Office Supplies-Administration		10,671	10,000	10,250	10,506
Office Supplies	5202	\$ 10,671	\$ 10,000	\$ 10,250	\$ 10,506
District-wide Postage/Freight		7,280	7,000	7,175	7,354
Postage/Freight	5204	\$ 7,280	\$ 7,000	\$ 7,175	\$ 7,354
Coffee Supplies-Administration		2,164	3,000	3,075	3,152
Food Supplies	5222	\$ 2,164	\$ 3,000	\$ 3,075	\$ 3,152
Uniforms		803	1,000	1,025	1,051
Non-Safety Clothing	5226	\$ 803	\$ 1,000	\$ 1,025	\$ 1,051
Color Copier-Admin		10,404	12,516	12,000	12,000
Sage Software Maintenance		4,090	3,561	3,650	3,741
Document Management		0	0	52,000	40,000
Maint/Repairs-Equip	5236	\$ 14,494	\$ 16,077	\$ 67,650	\$ 55,741
Postage Meter Lease		2,676	2,750	2,819	2,889
Rents & Leases	5246	\$ 2,676	\$ 2,750	\$ 2,819	\$ 2,889
Ambulance Collection Fees		179,717	170,578	173,990	176,599
Audit Fees		30,200	34,100	35,000	35,875
Federal Grant - Single Audit Fees		0	0	5,000	5,125
COP-Annual Trustee Fees		1,837	5,007	5,132	5,260
GEMT Claim Preparation		10,400	10,400	10,660	10,927
Payroll Charges - Admin Fees		17,251	19,000	19,475	19,962
Section 125 Plan - Admin Fees		2,232	2,500	2,563	2,627
Access Database Consultant		2,000	0	0	0
CAFR Overlapping Debt Schedule		825	0	0	0
Actuarial Services		0	9,910	0	11,000
Financial Consulting		105,075	146,000	150,000	0
Property Tax Consulting		19,500	19,500	20,000	20,500
Bank & Credit Card Fees		8,219	9,000	9,225	9,456
COP Arbitrage Analysis		0	2,000	0	0
Professional Services	5250	\$ 377,256	\$ 427,995	\$ 431,044	\$ 297,331
Budget Printing		432	474	500	513
CAFR Printing		1,012	1,235	1,300	1,333
Check Printing		0	0	1,000	1,025
Specialized Printing	5272	\$ 1,444	\$ 1,709	\$ 2,800	\$ 2,870

**FINANCE
10-25**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Calif Municipal Finance Officers		220	110	300	308
Government Finance Officers Assoc		430	430	500	513
Calif Assoc. Public Procurement		0	0	0	0
Costco - District Wide		55	165	200	205
Dues & Memberships	5274	\$ 705	\$ 705	\$ 1,000	\$ 1,025
CSMFO, GFOA, MFI Training		400	2,000	5,000	5,125
Education Courses/Supplies	5276	\$ 400	\$ 2,000	\$ 5,000	\$ 5,125
GFOA/CAFR Submission Fee		505	505	550	564
Newspaper		250	325	350	359
Government Tax Manual		132	0	300	308
Books & Periodicals	5280	\$ 887	\$ 830	\$ 1,200	\$ 1,230
CCCERA, CSDA, GFOA, CSMFO, MFI		99	2,500	5,000	5,125
Meetings/Travel Expenses	5284	\$ 99	\$ 2,500	\$ 5,000	\$ 5,125
TOTAL SERVICES AND SUPPLIES		\$ 418,879	\$ 475,566	\$ 538,038	\$ 393,399

COMMUNITY RISK REDUCTION

PURPOSE

The Community Risk Reduction 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.

GOALS AND OBJECTIVES FOR FY 2016-2017

1. Implement the organizational changes and develop policies and procedures for the Community Risk Reduction Division.
2. Adopt the 2015 International Fire Code, continue to work with regional agencies to minimize amendments and provide uniform application.
3. Participate in updating the Contra Costa County Local Hazard Mitigation Plan.
4. Continue to monitor and evaluate the opportunity to implement the Early Earthquake Warning System into District Facilities.

STAFFING SUMMARY

Division Chief/Fire Marshal

Community Risk Reduction Manager (2)

Fire Inspector/Investigator (2)

Community Risk Reduction Inspector (2)

Fire Code Compliance Officer (2)

Fire Prevention Specialist (1)

Office Assistant II/Permit Technician

CERT Coordinator (Part-time)

Plans Examiner (vacant)

Office Assistant [filled with 2 part-time temp staff]

**COMMUNITY RISK REDUCTION
10-30**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Misc Revenue	4640	48,074	4,650	0	0
TOTAL REVENUES		\$48,074	\$4,650	\$0	\$0
Permanent Salaries	5110	1,277,463	1,176,889	1,502,624	1,507,929
Temporary Salaries	5115	49,334	103,000	103,000	103,000
Permanent Overtime	5120	77,958	120,000	40,000	40,000
FICA Contributions	5140	19,568	17,065	21,788	21,865
Retirement Contributions	5150	788,811	611,914	735,649	772,435
Employee Group Insurance	5160	196,271	212,122	221,063	243,169
TOTAL SALARIES AND BENEFITS		\$2,409,405	\$2,240,990	\$2,624,124	\$2,688,398
Office Supplies	5202	2,290	1,500	1,538	1,576
Postage	5204	6,682	8,450	8,661	8,878
Small Tools & Equipment	5210	5,655	1,500	1,538	1,576
Firefighting Supplies	5214	1,050	800	820	841
Food Supplies	5222	910	1,000	1,025	1,051
Safety Clothing & Supplies	5224	422	6,000	1,025	1,051
Non-Safety Clothing	5226	3,898	5,000	9,750	5,000
Maintenance/Repairs Equip	5236	0	1,000	1,025	1,051
Prof & Specialized Services	5250	66,885	38,000	60,875	61,388
Publication of Legal Notices	5270	1,633	1,000	1,500	1,000
Specialized Printing	5272	8,054	11,700	7,380	12,065
Dues & Memberships	5274	13,410	22,000	22,211	22,256
Public Education Supplies	5278	9,255	12,000	12,300	12,608
Books & Periodicals	5280	2,259	6,415	2,475	2,537
Meetings & Travel Expenses	5284	66	0	0	0
TOTAL SERVICES AND SUPPLIES		\$122,469	\$116,365	\$132,123	\$132,875
TOTAL EXPENDITURES		\$2,531,874	\$2,357,355	\$2,756,247	\$2,821,273

**COMMUNITY RISK REDUCTION
10-30**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Miscellaneous Office Supplies		2,290	1,500	1,538	1,576
Office Supplies	5202	\$ 2,290	\$ 1,500	\$ 1,538	\$ 1,576
Plans Mail Back		2,032	3,000	3,075	3,152
Exterior Hazard Abatement Mailing		4,200	5,000	5,125	5,253
Bulk Mail Maintenance Account		450	450	461	473
Postage/Freight	5204	\$ 6,682	\$ 8,450	\$ 8,661	\$ 8,878
PIO, Code Officers & Invest Tools		5,655	1,500	1,538	1,576
Small Tools/Equip	5210	\$ 5,655	\$ 1,500	\$ 1,538	\$ 1,576
Cars - Auto Extrication Demos		1,050	800	820	841
Firefighting Supplies	5214	\$ 1,050	\$ 800	\$ 820	\$ 841
Staff Meals - Pub Ed Events		910	1,000	1,025	1,051
Food Supplies	5222	\$ 910	\$ 1,000	\$ 1,025	\$ 1,051
Potential Replacement Gear		422	6,000	1,025	1,051
Safety Clothing	5224	\$ 422	\$ 6,000	\$ 1,025	\$ 1,051
Non-Safety Uniform Replacement		3,398	4,500	9,000	4,500
Tailoring		500	500	750	500
Non-Safety Clothing	5226	\$ 3,898	\$ 5,000	\$ 9,750	\$ 5,000
General Maintenance & Repair		0	1,000	1,025	1,051
Maint/Repairs-Equip	5236	\$ -	\$ 1,000	\$ 1,025	\$ 1,051
Specialized Services (PR, FI, Comm, IO)		1,595	3,000	25,000	25,000
Weed Abatement Contractor		2,220	15,000	15,375	15,375
Emergency Services		58,049	10,000	10,250	10,506
E-Business Services		5,021	10,000	10,250	10,506
Professional Services	5250	\$ 66,885	\$ 38,000	\$ 60,875	\$ 61,388
Publication of Legal Notices		1,633	1,000	1,500	1,000
Legal Notices	5270	\$ 1,633	\$ 1,000	\$ 1,500	\$ 1,000
Coloring Contest		656	750	769	788
Citation Books		846	450	461	473
Exterior Hazard Abatement		5,850	5,000	5,125	5,253
Coloring Books--2yr supply		0	4,500	0	4,500
Public Education Brochure		369	500	513	525
Business Cards		333	500	513	525
Specialized Printing	5272	\$ 8,054	\$ 11,700	\$ 7,380	\$ 12,065

**COMMUNITY RISK REDUCTION
10-30**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
CalBO		215	215	220	226
California Fire Chief's Assoc		75	75	77	77
CCAI		195	195	200	205
CCC Chiefs		0	25	26	26
CCC Fire Commissioners		70	140	144	147
CESA		500	300	308	315
Citizen Corps Council		10,000	10,000	10,000	10,000
Diablo Firesafe Council		0	50	51	53
ICC		225	225	231	236
ICC Certification Renewal		165	180	185	189
ICC East Bay		270	265	272	278
NFPA		1,585	165	169	173
NorCal FPO		110	165	330	330
Street Smarts		0	10,000	10,000	10,000
Dues & Memberships	5274	\$ 13,410	\$ 22,000	\$ 22,211	\$ 22,256
Misc Public Education Supplies		0	1,000	1,025	1,051
General Public Education Supplies		4,000	5,000	5,125	5,253
Public Education Program Supplies		5,255	6,000	6,150	6,304
Pub Ed Supplies	5278	\$ 9,255	\$ 12,000	\$ 12,300	\$ 12,608
NFPA Standards Online Subscription		1,165	1,165	1,194	1,224
Barclays Publishing, CCR Title 19		250	250	256	263
Misc. Books & Periodicals		844	5,000	1,025	1,051
Books & Periodicals	5280	\$ 2,259	\$ 6,415	\$ 2,475	\$ 2,537
Meetings/Travel Expenses		66	0	0	0
Meetings/Travel Expenses	5284	\$ 66	\$ -	\$ -	\$ -
TOTAL SERVICES AND SUPPLIES		\$ 122,469	\$ 116,365	\$ 132,123	\$ 132,875

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 2016-2017

1. As identified in the District's Capital Improvement Plan (CIP), refresh the District's Mobile Data Computers (MDC) due for replacement. Evaluate the feasibility of emerging tablet technologies.
2. As identified in the District's Capital Improvement Plan (CIP), refresh the District's end-of-life wired and wireless network equipment.

3. Provide ongoing support and software enhancements for the San Ramon Valley 911 Communications Center. Ensure comprehensive training conducted for newly assigned SRV911 Public Safety Technician.
4. In conjunction with the Communications Division, install and configure an interface between CAD and Reddinet for enhanced EMS situational awareness.

STAFFING SUMMARY

Technology Systems Manager

Information Systems Technician

Geographic Information Systems Analyst (Part-time)

Radio Technician (Part-time)

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	250,436	257,025	276,517	276,517
Temporary Salaries	5115	62,739	91,820	94,059	94,059
Permanent Overtime	5120	2,999	5,000	5,000	5,000
FICA Contributions	5140	8,437	10,751	11,205	11,205
Retirement Contributions	5150	103,242	80,329	87,744	91,682
Employee Group Insurance	5160	34,584	36,415	40,727	44,800
TOTAL SALARIES AND BENEFITS		\$462,437	\$481,340	\$515,253	\$523,263
Office Supplies	5202	0	0	0	0
Telecommunications	5206	167,750	183,780	177,627	182,068
Computer Supplies	5218	6,043	7,500	7,688	7,880
Radio Equipment & Supplies	5219	19,459	20,000	20,500	21,013
Non-Safety Clothing	5226	1,340	1,500	1,538	1,576
Maintenance/Repairs Radio	5238	301,461	240,695	163,326	166,409
Rents/Leases Equip & Prop	5246	32,118	36,440	38,750	39,719
Prof & Specialized Services	5250	3,450	5,000	5,000	5,000
Communications Services	5258	79,800	79,800	82,500	81,488
Dues & Memberships	5274	547	550	564	578
TOTAL SERVICES AND SUPPLIES		\$611,968	\$575,265	\$497,492	\$505,730
TOTAL EXPENDITURES		\$1,074,405	\$1,056,605	\$1,012,746	\$1,028,993

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
24x7 Network Support		7,978	6,000	4,000	4,100
Cell Phone Service		25,770	27,500	28,188	28,892
Fire Dispatch		3,735	4,980	5,105	5,232
Internet Fax Service		1,249	1,600	1,640	1,681
Internet Service		27,260	33,000	33,825	34,671
Mobile Data Service		21,240	27,500	28,188	28,892
Mobile Data T-1		7,897	8,500	8,713	8,930
Pager Service		8,505	8,900	3,600	3,690
Phone Maintenance		3,291	2,500	2,563	2,627
Phone/Network Service		53,297	55,300	56,683	58,100
Satellite Internet Service		3,000	3,000	0	0
Satellite Phone Service		4,228	4,500	4,613	4,728
Station 37 - Wireless		300	500	513	525
Telecommunications	5206	\$ 167,750	\$ 183,780	\$ 177,627	\$ 182,068
Computer Supplies and Parts		6,043	7,500	7,688	7,880
Computer Supplies	5218	\$ 6,043	\$ 7,500	\$ 7,688	\$ 7,880
Radios & Components		19,459	20,000	20,500	21,013
Radio Equip/Supplies	5219	\$ 19,459	\$ 20,000	\$ 20,500	\$ 21,013
Uniforms-Non Safety		1,340	1,500	1,538	1,576
Non-Safety Clothing	5226	\$ 1,340	\$ 1,500	\$ 1,538	\$ 1,576
Hardware Maint-Disp. & Admin UPS		4,940	5,200	2,100	2,153
Hardware Maint-Disp. Audio Logger		795	7,500	0	0
Hardware Maint-Disp. Fire Stn. Alert		500	0	0	0
Hardware Maint-Document Imaging		779	2,165	2,219	2,275
Hardware Maint-Firewall & VPN		4,294	1,600	1,640	1,681
Hardware Maint-Network		15,030	7,500	4,500	4,613
Hardware Maint-Servers		1,000	10,250	0	0
Misc. Maintenance & Repair		24,006	22,500	23,063	23,639
Radio Maintenance & Repair		38,000	25,000	25,625	26,266
Microsoft Office licensing		14,875	17,580	18,020	18,470
Software Maint-Anti-virus		2,673	2,750	2,300	2,358
Software Maint-Backup		7,773	4,200	2,500	2,563
Software Maint-CAD		79,652	45,000	0	0
Software Maint-Database Reporting		1,572	1,350	1,384	1,418
Software Maint-Disp. & Mobile Map		9,185	0	0	0
Software Maint-Document Imaging		9,589	7,500	7,688	7,880
Software Maint-EMD		2,999	2,100	0	0

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Software Maint-GIS		5,368	5,850	0	0
Software Maint-Network Admin.		975	2,100	975	999
Software Maint-Network Monitoring		3,013	3,200	3,280	3,362
Software Maint-Remote Access		1,500	1,500	1,538	1,576
Software Maint-RMS		40,000	40,000	40,000	40,000
Software Maint-Spam Filter		9,885	3,000	3,075	3,152
Software Maint-Staffing		9,893	10,100	10,353	10,611
Software Maint-Virtualization		543	0	0	0
Software Maint-Website		12,622	12,750	13,069	13,395
M & R-Radio/Elec	5238	\$ 301,461	\$ 240,695	\$ 163,326	\$ 166,409
Microwave Services		32,118	36,440	38,750	39,719
Rents & Leases	5246	\$ 32,118	\$ 36,440	\$ 38,750	\$ 39,719
Professional Services-Other		3,450	5,000	5,000	5,000
Professional Services	5250	\$ 3,450	\$ 5,000	\$ 5,000	\$ 5,000
EBRCS - Subscriber Fees		79,800	79,800	82,500	81,488
Comm Services	5258	\$ 79,800	\$ 79,800	\$ 82,500	\$ 81,488
Dues & Membership		547	550	564	578
Dues & Memberships	5274	\$ 547	\$ 550	\$ 564	\$ 578
TOTAL SERVICES AND SUPPLIES		\$ 611,968	\$ 575,265	\$ 497,492	\$ 505,730

**CONSOLIDATED DISPATCH
20-36**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Telecommunications	5206	0	0	15,100	15,478
Computer Supplies	5218	0	0	2,500	2,563
Radio Equipment & Supplies	5219	0	0	2,500	2,563
Maintenance/Repairs Radio	5238	0	0	160,500	157,531
TOTAL SERVICES AND SUPPLIES		\$0	\$0	\$180,600	\$178,134
TOTAL EXPENDITURES		\$0	\$0	\$180,600	\$178,134

**CONSOLIDATED DISPATCH
20-36**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
24x7 Network Support		0	0	2,000	2,050
Pager Service		0	0	4,500	4,613
Phone Maintenance		0	0	2,000	2,050
Phone/Network Service		0	0	3,600	3,690
Satellite Internet Service		0	0	3,000	3,075
Telecommunications	5206	\$ -	\$ -	\$ 15,100	\$ 15,478
Computer Supplies and Parts		0	0	2,500	2,563
Computer Supplies	5218	\$ -	\$ -	\$ 2,500	\$ 2,563
Radios & Components		0	0	2,500	2,563
Radio Equip/Supplies	5219	\$ -	\$ -	\$ 2,500	\$ 2,563
Hardware Maint-Disp. & Admin UPS		0	0	3,250	3,331
Hardware Maint-Disp. Audio Logger		0	0	7,500	7,688
Hardware Maint-Network		0	0	7,250	3,250
Hardware Maint-Servers		0	0	4,000	4,100
Misc. Maintenance & Repair		0	0	5,000	5,125
Radio Maintenance & Repair		0	0	10,000	10,250
Microsoft Office licensing		0	0	2,700	2,768
Software Maint-Anti-virus		0	0	450	461
Software Maint-Backup		0	0	400	410
Software Maint-CAD/RMS		0	0	112,000	112,000
Software Maint-EMD		0	0	2,100	2,153
Software Maint-GIS		0	0	5,850	5,996
M & R-Radio/Elec	5238	\$ -	\$ -	\$ 160,500	\$ 157,531
TOTAL SERVICES AND SUPPLIES		\$ -	\$ -	\$ 180,600	\$ 178,134

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 2016-2017

1. Monitor performance standards to ensure the highest level of service to the community.
2. Continue the development of training, policies and procedures for Fire and Police Dispatching.
3. Research deployment options and request the implementation of text to 9-1-1 through the California State 9-1-1 Branch, Office of Emergency Services.
4. EMD Re-Accreditation with the International Academy of Emergency Dispatch.
5. Evaluate the International Academy of Emergency Dispatch (IAED) Fire Protocols as a tool in providing training and consistency with Fire Dispatching.
6. Research software options to assist with resource deployment decisions (EMS Division).

7. Implement a ReddiNet (Rapid Emergency Digital Data Information Network) interface with TriTech CAD.

STAFFING SUMMARY

Director of Emergency Communications Center

Supervising Dispatcher (3)

Dispatcher (9)

**COMMUNICATIONS CENTER
20-38**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Misc Revenue	4640	0	0	0	0
TOTAL REVENUES		\$0	\$0	\$0	\$0
Permanent Salaries	5110	1,039,985	1,278,726	1,684,846	1,733,684
Temporary Salaries	5115	80,218	40,000	40,000	40,000
Permanent Overtime	5120	197,583	167,500	202,500	202,500
FICA Contributions	5140	23,893	20,942	26,830	27,538
Retirement Contributions	5150	433,407	399,647	534,635	574,817
Employee Group Insurance	5160	152,412	198,552	266,176	292,793
TOTAL SALARIES AND BENEFITS		\$1,927,498	\$2,105,366	\$2,754,987	\$2,871,332
Office Supplies	5202	1,430	4,500	4,613	4,728
Small Tools & Equipment	5210	554	4,500	4,613	4,728
Safety Clothing & Supplies	5224	961	3,000	3,075	3,152
Non-Safety Clothing	5226	710	3,500	3,588	3,677
Maintenance/Repairs Radio	5238	2,522	1,950	1,999	2,049
Prof & Specialized Services	5250	20,215	27,000	42,675	43,742
Dues & Memberships	5274	352	1,000	1,025	1,051
Books & Periodicals	5280	1,768	5,000	5,125	5,253
TOTAL SERVICES AND SUPPLIES		\$28,512	\$50,450	\$66,711	\$68,379
TOTAL EXPENDITURES		\$1,956,010	\$2,155,816	\$2,821,698	\$2,939,711

**COMMUNICATIONS CENTER
20-38**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Office Supplies		1,430	4,500	4,613	4,728
Office Supplies	5202	\$ 1,430	\$ 4,500	\$ 4,613	\$ 4,728
Small Tools/Equipment/Furniture		554	4,500	4,613	4,728
Small Tools/Equip	5210	\$ 554	\$ 4,500	\$ 4,613	\$ 4,728
Safety Clothing/Supplies -Reserves		961	3,000	3,075	3,152
Safety Clothing	5224	\$ 961	\$ 3,000	\$ 3,075	\$ 3,152
Non-Safety Clothing-Dispatchers		710	3,500	3,588	3,677
Non-Safety Clothing	5226	\$ 710	\$ 3,500	\$ 3,588	\$ 3,677
Communications Center Headsets		1,572	1,000	1,025	1,051
EMD ACE Re-Accredit Maint Plan		950	950	974	998
M & R-Radio/Elec	5238	\$ 2,522	\$ 1,950	\$ 1,999	\$ 2,049
Professional Team Development		0	2,000	2,050	2,101
EMD Call Review Services		20,215	25,000	40,625	41,641
Professional Services	5250	\$ 20,215	\$ 27,000	\$ 42,675	\$ 43,742
Dues & Memberships		50	500	513	525
EMD Recert Fees-Dispatchers		302	500	513	525
Dues & Memberships	5274	\$ 352	\$ 1,000	\$ 1,025	\$ 1,051
Cross Directory Renewals		1,100	1,100	1,128	1,156
Maps/Atlas		500	3,000	3,075	3,152
Reference Books		168	900	923	946
Books & Periodicals	5280	\$ 1,768	\$ 5,000	\$ 5,125	\$ 5,253
TOTAL SERVICES AND SUPPLIES		\$ 28,512	\$ 50,450	\$ 66,711	\$ 68,379

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.

GOALS AND OBJECTIVES FOR FY 2016-2017

1. Implement Facilities projects identified in the Capital Improvement Plan (CIP).
 2. Adjust CIP for scheduled projects according to updated information/need.
 3. Redesign and implement one or more fire station landscape(s) to accommodate Bay Area Standards for water and energy use, reduced maintenance and aesthetic improvement.
 4. Resolve water use issues at identified stations.
 5. Implement enhanced inventory tracking system.
 6. In conjunction with Community Risk Reduction Division facilitate construction of new Fire Station
- 32.

7. Evaluate conversion of fire station landscaping to drought resistant designs for water conservation and aesthetic enhancement.
8. Remodel FS31 kitchen area for safety and efficacy.
9. Enhance security and safety of Emergency Communications Center.
10. Ensure Dispatcher dormitory meets code and safety standards.
11. Ensure FS30 shop area has adequate heating system for safety and efficiency.
12. In conjunction with EBMUD, convert barren turf area behind FS35 to gravel or asphalt.
13. Upgrade environmental protection for station emergency generators.
14. Provide independent Hazardous Materials Compliance Reporting service to align with increased County Health Services reporting requirements.
15. Develop pool of part-time District Aides to supplement support services on a daily basis.
16. Implement upgrade of vehicle washing drainage system at FS31 per Central Sanitation requirement.
17. Ensure Training Site props are OSHA compliant.

STAFFING SUMMARY

Deputy Chief, EMS/Logistics

Senior Office Assistant

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	73,187	76,691	78,649	78,649
Temporary Salaries	5115	19,106	15,000	32,760	32,760
FICA Contributions	5140	2,496	3,558	3,647	3,647
Retirement Contributions	5150	30,200	23,969	24,957	26,077
Employee Group Insurance	5160	24,941	24,652	26,224	28,846
TOTAL SALARIES AND BENEFITS		\$149,930	\$143,870	\$166,236	\$169,978
Utilities	5208	344,230	348,193	356,898	365,820
Small Tools & Equipment	5210	15,269	17,506	17,944	18,392
Miscellaneous Supplies	5212	7,640	14,408	14,768	15,137
Non-Safety Clothing	5226	87	0	2,400	2,460
Household Supplies	5228	51,627	41,000	42,025	43,076
Central Garage Gas & Oil	5232	17,115	23,063	23,640	24,231
Maintenance/Repairs Equip	5236	120,393	84,820	98,141	90,344
Maintenance/Repairs Bldgs	5240	148,734	217,696	223,138	228,717
Maintenance/Repairs Grnds	5242	35,350	54,463	55,825	57,220
Rents/Leases Equip & Prop	5246	1,501	6,458	10,823	11,094
Prof & Specialized Services	5250	794	25,376	31,010	31,786
TOTAL SERVICES AND SUPPLIES		\$742,740	\$832,983	\$876,611	\$888,276
TOTAL EXPENDITURES		\$892,670	\$976,853	\$1,042,847	\$1,058,255

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Gas/Electricity		240,187	246,192	252,347	258,655
Water		41,897	38,301	39,259	40,240
Waste Services		30,573	31,337	32,120	32,923
Cable/Satellite Services		10,191	10,446	10,707	10,975
Sewer (CCC Sanitary)		16,985	17,410	17,845	18,291
Propane Tanks		4,397	4,507	4,620	4,735
Utilities	5208	\$ 344,230	\$ 348,193	\$ 356,898	\$ 365,820
Misc. Equipment/Furniture		15,269	17,506	17,944	18,392
Small Tools/Equip	5210	\$ 15,269	\$ 17,506	\$ 17,944	\$ 18,392
WASP Inventory Tracking		4,959	1,800	1,845	1,891
Miscellaneous Supplies		2,681	12,608	12,923	13,246
Misc Supplies	5212	\$ 7,640	\$ 14,408	\$ 14,768	\$ 15,137
Non-Safety Clothing/Supplies		87	0	2,400	2,460
Non-Safety Clothing/Supplies	5226	\$ 87	\$ -	\$ 2,400	\$ 2,460
Miscellaneous Household Supplies		51,627	41,000	42,025	43,076
Household Supplies	5228	\$ 51,627	\$ 41,000	\$ 42,025	\$ 43,076
HazMat Permit Fees		2,333	8,200	8,405	8,615
CUPA /SPCC		9,268	9,225	9,456	9,692
Generator Permit Fees/BAAQMD		5,514	5,638	5,779	5,923
Central Garage-Gas	5232	\$ 17,115	\$ 23,063	\$ 23,640	\$ 24,231
Outdoor Equipment Protection		0	0	10,000	0
Fuel Tank & Pump Maint/Repair		24,000	15,375	15,759	16,153
HVAC Maintenance/Repairs		37,000	27,675	28,367	29,076
Generator Maintenance/Repairs		45,815	31,519	32,307	33,115
Workout Equipment Prev. Maint.		5,500	3,588	3,678	3,770
Workout Equipment Repairs		6,000	4,100	4,203	4,308
Plymovent Repairs		0	0	0	0
Earthquake Early Warning Maint		0	0	1,200	1,230
Extinguisher Maintenance		2,078	2,563	2,627	2,693
Maint/Repairs-Equip	5236	\$ 120,393	\$ 84,820	\$ 98,141	\$ 90,344
Building Repairs & Maintenance		58,782	112,750	115,569	118,458
Admin Cleaning Contract		22,882	25,625	26,266	26,922
Carpet/Upholstery Cleaning		5,000	5,125	5,253	5,384
Lock/Key Repairs		2,000	2,050	2,101	2,154
Pest Control Service		8,010	9,594	9,834	10,080
Plumbing Repairs		18,500	24,088	24,690	25,307
Sectional Door Maint. & Repairs		17,077	25,625	26,266	26,922
Security Alarm Monitoring/Repair		8,483	9,456	9,692	9,935
Annual Sprinkler Inspection		8,000	3,383	3,468	3,554
Maint/Repairs-Bldgs	5240	\$ 148,734	\$ 217,696	\$ 223,138	\$ 228,717

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Training Site Improvement/Props		0	15,000	15,375	15,759
Admin Maintenance		10,000	15,375	15,759	16,153
New FS32 Property Fencing		0	2,050	2,101	2,154
New FS32 Property Maintenance		1,000	2,050	2,101	2,154
Station 30 Landscape		1,000	5,638	5,779	5,923
Station 35, Blackhawk Rd. Maint.		1,000	3,075	3,152	3,231
Misc. Grounds Maintenance		22,350	11,275	11,557	11,846
Maint/Repairs-Grounds	5242	\$ 35,350	\$ 54,463	\$ 55,825	\$ 57,220
Station 40- Springers		95	4,100	8,406	8,616
LPG Rental		1,081	2,050	2,101	2,154
Water Tank		325	308	316	324
Rents & Leases	5246	\$ 1,501	\$ 6,458	\$ 10,823	\$ 11,094
HazMat Business Plan Services		0	0	5,000	5,125
Landscape Design		0	10,000	10,250	10,506
Professional Consulting Services		0	9,738	9,981	10,231
Legal Notices		21	5,125	5,253	5,384
Shred-It		773	513	526	539
Professional Services	5250	\$ 794	\$ 25,376	\$ 31,010	\$ 31,786
TOTAL SERVICES AND SUPPLIES		\$ 742,740	\$ 832,983	\$ 876,611	\$ 888,276

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 Battalion Chiefs 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 2016-2017

1. Continue replacement of standard 2 ½" fire hydrants with 4 ½" hydrants to optimize flow potential.
2. Evaluate District wide in-building coverage of the East Bay Regional Communications System (EBRCS).
3. Finalize Thermal Imaging Camera (TIC) evaluation process to identify and purchase replacement TIC's.
4. Assist Human Resources with Battalion Chiefs promotional exam in the Fall of 2016.
5. Assist Human Resources in the Firefighter Paramedic recruitment process for a 2016/2017 Firefighter academy(s).
6. Evaluate potential benefits of changing large diameter hose supply from 4" to 5".

STAFFING SUMMARY

Deputy Chief, Operations¹

Battalion Chief, Suppression (3)

Training Captains, Suppression (3)

Captain (39); Engineer (36); Firefighter/Paramedic (48)

Senior Office Assistant²

¹ Deputy Chief, Operations also responsible for Training oversight.

² Senior Office Assistant shared with Facilities Division.

**EMERGENCY OPERATIONS
30-55**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	15,077,596	16,565,629	18,210,736	18,037,603
Permanent Overtime	5120	6,103,671	6,904,598	6,010,750	5,176,316
FICA Contributions	5140	295,225	338,090	350,419	345,023
Retirement Contributions	5150	12,428,387	11,861,561	13,059,484	13,524,528
Employee Group Insurance	5160	2,584,002	2,723,080	3,325,226	3,599,750
TOTAL SALARIES AND BENEFITS		\$36,488,881	\$38,392,959	\$40,956,615	\$40,683,221
Office Supplies	5202	10,435	12,350	12,659	12,975
Small Tools & Equipment	5210	7,614	15,300	12,500	12,813
Miscellaneous Supplies	5212	12,729	18,810	18,500	18,963
Firefighting Supplies	5214	66,413	85,000	75,500	77,388
Food Supplies	5222	9,042	19,000	19,250	19,731
PPE Inspection & Repairs	5223	21,309	33,900	28,500	29,213
Safety Clothing & Supplies	5224	91,776	80,125	80,253	82,259
Class A Uniforms & Supplies	5225	7,203	12,000	12,300	12,608
Class B Uniforms & Supplies	5227	29,619	49,000	47,250	48,431
Maintenance/Repairs Equip	5236	936	5,125	5,253	5,384
Prof & Specialized Services	5250	54,253	152,025	169,937	181,209
Specialized Printing	5272	926	1,600	1,640	1,681
Books & Periodicals	5280	359	1,500	1,538	1,576
Meetings/Travel Expenses	5284	1,743	4,000	5,000	5,125
TOTAL SERVICES AND SUPPLIES		\$314,357	\$489,735	\$490,079	\$509,355
TOTAL EXPENDITURES		\$36,803,238	\$38,882,694	\$41,446,695	\$41,192,576

**EMERGENCY OPERATIONS
30-55**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Office Supplies		10,435	12,350	12,659	12,975
Office Supplies	5202	\$ 10,435	\$ 12,350	\$ 12,659	\$ 12,975
Shop Tools/Station Supplies		7,614	15,300	12,500	12,813
Small Tools/Equip	5210	\$ 7,614	\$ 15,300	\$ 12,500	\$ 12,813
Misc Operational Supplies		12,729	18,810	18,500	18,963
Misc Supplies	5212	\$ 12,729	\$ 18,810	\$ 18,500	\$ 18,963
Firefighting Supplies		66,413	85,000	75,500	77,388
Firefighting Supplies	5214	\$ 66,413	\$ 85,000	\$ 75,500	\$ 77,388
Emergency Meals/Officer Meetings		9,042	19,000	19,250	19,731
Food Supplies	5222	\$ 9,042	\$ 19,000	\$ 19,250	\$ 19,731
PPE Repairs & Maintenance		733	12,375	10,500	10,763
PPE Annual Inspection		20,576	21,525	18,000	18,450
PPE Inspection	5223	\$ 21,309	\$ 33,900	\$ 28,500	\$ 29,213
PPE Replacement		81,988	75,000	75,000	76,875
PPE Research & Development		9,788	5,125	5,253	5,384
Safety Clothing	5224	\$ 91,776	\$ 80,125	\$ 80,253	\$ 82,259
Class A Uniforms		7,203	12,000	12,300	12,608
Class A Uniforms	5225	\$ 7,203	\$ 12,000	\$ 12,300	\$ 12,608
Class B Uniforms		29,619	49,000	47,250	48,431
Class B Uniforms	5227	\$ 29,619	\$ 49,000	\$ 47,250	\$ 48,431
Misc. FF Equipment Repairs/Maint		936	5,125	5,253	5,384
Maint/Repairs-Equip	5236	\$ 936	\$ 5,125	\$ 5,253	\$ 5,384
Command & Control/Officer Development		10,020	35,875	36,772	37,691
Fire Hydrant Flow Coding		117	1,025	0	0
Fire Hydrant Upgrades & Maint.		0	41,000	53,625	53,635
Fire Trail Grading and Maintenance		20,230	25,625	28,500	29,213
Preplan Updates and Maintenance		8,937	3,000	3,075	3,152
Miscellaneous Projects		227	20,900	22,750	31,673
SCBA Annual Maint./Fit Testing		14,722	24,600	25,215	25,845
Professional Services	5250	\$ 54,253	\$ 152,025	\$ 169,937	\$ 181,209

**EMERGENCY OPERATIONS
30-55**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Business Cards		573	513	526	539
Shift Calendars		0	513	526	539
Misc. printing		353	574	588	603
Specialized Printing	5272	\$ 926	\$ 1,600	\$ 1,640	\$ 1,681
Cal Chiefs-IAFC		0	0	0	0
Dues & Memberships	5274	\$ -	\$ -	\$ -	\$ -
Miscellaneous Books/Publications		359	1,500	1,538	1,576
Books & Periodicals	5280	\$ 359	\$ 1,500	\$ 1,538	\$ 1,576
Travel Expenses - Strike Teams		1,743	4,000	5,000	5,125
Meetings/Travel Expenses	5284	\$ 1,743	\$ 4,000	\$ 5,000	\$ 5,125
TOTAL SERVICES AND SUPPLIES		\$ 314,357	\$ 489,735	\$ 490,079	\$ 509,355

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.

GOALS AND OBJECTIVES FOR FY 2016-2017

1. Evaluate condition of reserve vehicles and need.
2. Replace vehicles identified in Capital Improvement Plan.
3. Evaluate electronic programs to enhance current accountability and manage Fleet supplies and labor costs.
4. Evaluate fleet preventive maintenance integration into daily reporting process.
5. Evaluate Dublin/Alameda County Fire Department fleet repair facility service/cost.

6. Convert apparatus headlights to broad spectrum LED for improved safety.
7. Increase servicing capabilities through purchase and implementation of air-leak detection machine.
8. Research and update spec for replacement ambulances.

STAFFING SUMMARY

Mechanic (2)

Senior Office Assistant (Facilities)

**FLEET
30-60**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	177,330	185,533	190,272	190,272
Permanent Overtime	5120	1,475	3,050	3,050	3,050
FICA Contributions	5140	2,572	2,690	2,759	2,759
Retirement Contributions	5150	73,174	57,985	60,377	63,086
Employee Group Insurance	5160	19,023	23,624	26,569	29,226
TOTAL SALARIES AND BENEFITS		\$273,574	\$272,882	\$283,027	\$288,393
Office Supplies	5202	96	205	210	215
Small Tools & Equipment	5210	7,220	10,250	15,006	10,769
Miscellaneous Supplies	5212	69,090	82,739	84,807	86,928
Computer Equip/Software	5218	0	15,000	15,375	15,759
Non-Safety Clothing	5226	399	1,230	1,261	1,292
Central Garage Repairs	5230	161,501	102,500	105,063	107,689
Central Garage Maintenance	5231	12,113	18,450	21,911	19,384
Central Garage Gas & Oil	5232	149,758	180,000	184,500	189,113
Central Garage Tires	5234	39,569	46,125	47,278	48,460
Central Garage Inspections	5235	6,077	9,738	9,982	10,231
Maintenance/Repairs Equip	5236	676	1,538	1,576	1,616
Dues & Memberships	5274	1,120	2,050	2,101	2,154
Books & Periodicals	5280	0	256	262	269
TOTAL SERVICES AND SUPPLIES		\$447,619	\$470,081	\$489,333	\$493,879
TOTAL EXPENDITURES		\$721,193	\$742,963	\$772,360	\$782,272

**FLEET
30-60**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Office Supplies		96	205	210	215
Office Supplies	5202	\$ 96	\$ 205	\$ 210	\$ 215
Leak Detector Machine		0	0	4,500	0
Misc. Small Tools/Equipment		7,220	10,250	10,506	10,769
Small Tools/Equip	5210	\$ 7,220	\$ 10,250	\$ 15,006	\$ 10,769
Miscellaneous Supplies		69,090	82,739	84,807	86,928
Misc Supplies	5212	\$ 69,090	\$ 82,739	\$ 84,807	\$ 86,928
Fleet Maintenance Software		0	15,000	15,375	15,759
Computer Equip/Supplies	5218	\$ -	\$ 15,000	\$ 15,375	\$ 15,759
Non-Safety Clothing		399	1,230	1,261	1,292
Non-Safety Clothing	5226	\$ 399	\$ 1,230	\$ 1,261	\$ 1,292
Vehicle Repairs		161,501	102,500	105,063	107,689
Repairs	5230	\$ 161,501	\$ 102,500	\$ 105,063	\$ 107,689
Rehab Vehicle for 3700		0	0	3,000	0
Staff Vehicles		3,000	6,150	6,304	6,461
Ambulances		3,600	6,150	6,304	6,461
Hurst Tool Service		2,719	2,050	2,101	2,154
Ladder Service		2,794	4,100	4,203	4,308
Central Garage-Maint.	5231	\$ 12,113	\$ 18,450	\$ 21,911	\$ 19,384
Diesel/Unleaded Fuel/Oil		149,758	180,000	184,500	189,113
Gas, Diesel, Oil	5232	\$ 149,758	\$ 180,000	\$ 184,500	\$ 189,113
Misc. Tires Repair/Replacement		39,569	46,125	47,278	48,460
Central Garage-Tires	5234	\$ 39,569	\$ 46,125	\$ 47,278	\$ 48,460
Ground Ladder Testing		606	4,100	4,203	4,308
Mandated Annual Pump Testing		179	1,025	1,051	1,077
Mandated Annual Ladder Cert.		4,870	3,588	3,678	3,770
Smog Testing-Staff Vehicles		422	1,025	1,051	1,077
Mandated Inspection	5235	\$ 6,077	\$ 9,738	\$ 9,982	\$ 10,231
Misc. Small Equip. Repairs/Maint.		676	1,538	1,576	1,616
Maint/Repairs-Equip	5236	\$ 676	\$ 1,538	\$ 1,576	\$ 1,616
CFCA Fire Mechanics		1,120	2,050	2,101	2,154
Dues & Memberships	5274	\$ 1,120	\$ 2,050	\$ 2,101	\$ 2,154
Miscellaneous Books/References		0	256	262	269
Books & Periodicals	5280	\$ -	\$ 256	\$ 262	\$ 269
TOTAL SERVICES AND SUPPLIES		\$ 447,619	\$ 470,081	\$ 489,333	\$ 493,879

TRAINING

PURPOSE

District training is administered by the Deputy Chief of Operations, with a command staff consisting of three Suppression Training Captains. The Training Captains are 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 2016-2017

1. Evaluate the current academy training delivery model used by the District while planning and preparing for a 2016/2017 recruit academy(s).
2. Incorporate new State Fire Training curriculum and track updates into Training Division planning and delivery.
3. Facilitate the Probationary Firefighter process of recruit class 2016-1.
4. Deliver Command and Control training for all suppression personnel consistent with training developed by Command Staff and taught to Company Officers.
5. Facilitate Emergency Vehicle Operations Course (EVOC) to provide knowledge and skills necessary to safely operate vehicles in emergency and non-emergency situations.
6. Prepare and deliver Fireline Safety Refresher Training in order to maintain currency for all personnel assigned to positions with fireline duties.

STAFFING SUMMARY

Deputy Chief, Operations¹

Training Captain, Suppression (3)

Senior Office Assistant (1)

¹ Deputy Chief, Operations and Training Captains budgeted under Emergency Operations (30-55).

TRAINING
30-65

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	101,334	75,565	77,481	77,481
Permanent Overtime	5120	3,151	5,000	5,000	5,000
FICA Contributions	5140	1,527	1,966	1,993	1,993
Retirement Contributions	5150	60,197	23,617	24,586	25,689
Employee Group Insurance	5160	31,120	20,216	22,871	25,158
TOTAL SALARIES AND BENEFITS		\$197,329	\$126,364	\$131,932	\$135,322
Office Supplies	5202	342	950	974	998
Small Tools & Equipment	5210	3,725	12,301	12,750	13,069
Miscellaneous Supplies	5212	4,540	17,428	22,676	23,243
Food Supplies	5222	864	2,051	3,000	3,075
Safety Clothing & Supplies	5224	0	7,000	0	7,500
Non-Safety Clothing	5226	68	820	841	862
Class B Uniforms/Supplies	5227	0	7,250	0	0
Rents/Leases Equip & Prop	5246	10,556	16,575	15,000	15,375
Prof & Specialized Services	5250	37,333	208,675	341,628	173,744
Specialized Printing	5272	455	820	841	862
Dues & Memberships	5274	50	1,539	1,420	1,455
Educ Assistance Program	5277	12,502	18,500	16,000	16,400
Books & Periodicals	5280	2,635	4,125	3,250	3,331
TOTAL SERVICES AND SUPPLIES		\$73,070	\$298,034	\$418,379	\$259,913
TOTAL EXPENDITURES		\$270,399	\$424,398	\$550,310	\$395,235

TRAINING
30-65

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Miscellaneous Office Supplies		342	950	974	998
Office Supplies	5202	\$ 342	\$ 950	\$ 974	\$ 998
Software/Video Editing		1,312	820	835	856
Tool Cache for Training Site		0	1,435	1,485	1,522
Digital/Video Camera/Supplies		0	513	525	538
Classroom Upgrades		0	3,125	3,250	3,331
Training Module Equip/Supplies		583	2,050	2,245	2,301
Misc. Small Tools/Equipment		1,830	4,358	4,410	4,520
Small Tools/Equip	5210	\$ 3,725	\$ 12,301	\$ 12,750	\$ 13,069
Vehicle Extrication Cars/Supplies		2,100	4,000	12,000	12,300
Training Prop Supplies		856	4,000	4,100	4,203
Simulation Software		0	3,500	500	513
Driver Training Class Expenses		30	1,538	1,576	1,616
Dump Fees Training Modules/Props		0	1,000	1,025	1,051
Miscellaneous Supplies		1,554	3,390	3,475	3,562
Misc Supplies	5212	\$ 4,540	\$ 17,428	\$ 22,676	\$ 23,243
Training Summit		116	0	0	0
Trg Events/Instructors/Academy		748	0	0	0
Miscellaneous Food Supplies		0	2,051	3,000	3,075
Food Supplies	5222	\$ 864	\$ 2,051	\$ 3,000	\$ 3,075
Division Chief/Captains		0	7,000	0	7,500
Safety Clothing	5224	\$ -	\$ 7,000	\$ -	\$ 7,500
Uniforms-Support Staff		68	820	841	862
Non-Safety Clothing	5226	\$ 68	\$ 820	\$ 841	\$ 862
Class B Uniforms/Supplies		0	7,250	0	0
Class B Uniforms/Supplies	5227	\$ -	\$ 7,250	\$ -	\$ -
Training Facilities Rental		4,600	10,000	8,998	9,223
Sharp Color Copier		3,365	3,075	3,152	3,231
Miscellaneous Rents/Leases		2,591	3,500	2,850	2,921
Rents & Leases	5246	\$ 10,556	\$ 16,575	\$ 15,000	\$ 15,375

TRAINING
30-65

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Target Safety Web-Based Training		14,895	19,475	18,875	19,347
CPR Supplies		97	3,075	2,500	2,563
FSTEP/CSFM		2,500	5,000	3,000	3,075
EVOC		2,000	7,500	52,000	5,000
Other Outside Instructors		3,000	5,125	5,253	5,384
Misc Training/HazMat School		150	3,500	10,000	10,250
Firefighter Academy		14,691	165,000	250,000	128,125
Professional Services	5250	\$ 37,333	\$ 208,675	\$ 341,628	\$ 173,744
Training Materials		455	820	841	862
Specialized Printing	5272	\$ 455	\$ 820	\$ 841	\$ 862
CCC Fire Training & Safety Officers		0	308	316	324
IAFC		0	154	0	0
Fire Dept. SO Association		0	308	316	324
CFCA-NorCal Training Officer Assoc		0	308	316	324
AFSS Cal Chief Admin Northern Div		50	461	473	484
Dues & Memberships	5274	\$ 50	\$ 1,539	\$ 1,420	\$ 1,455
Educational Assistance		12,502	18,500	16,000	16,400
Educational Assistance	5277	\$ 12,502	\$ 18,500	\$ 16,000	\$ 16,400
Training Library Reference Material		1,325	4,125	3,250	3,331
Books/Materials-Recruits/Res/Vol		1,310	0	0	0
Books & Periodicals	5280	\$ 2,635	\$ 4,125	\$ 3,250	\$ 3,331
TOTAL SERVICES AND SUPPLIES		\$ 73,070	\$ 298,034	\$ 418,379	\$ 259,913

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 2016-2017

1. Replace equipment identified in Capital Improvement Plan.
2. Establish and implement Advanced First Aid Responder EMS standard, scope and training for 37/40 Volunteers.
3. Fill EMS SOA interim position with permanent staff member.
4. Provide independent Patient Care Report review and recommendation services to ensure objective CQI analysis / Update and formalize District CQI plan.
5. Evaluate effectiveness of EMS contractor services.
6. Deliver EMS Academy to 2016-II FF/PM Recruit Academy.
7. Update Paramedic Intern Program.

STAFFING SUMMARY

Deputy Chief, EMS/Logistics¹

EMS Battalion Chief

EMS Captain (2)

Senior Office Assistant

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

**EMERGENCY MEDICAL
30-70**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
LEMSA	4250	0	159,000	244,400	250,510
TOTAL REVENUES		\$0	\$159,000	\$244,400	\$250,510
Permanent Salaries	5110	248,182	510,592	540,100	540,100
Permanent Overtime	5120	0	6,000	12,000	12,000
FICA Contributions	5140	3,612	7,404	7,874	7,874
Retirement Contributions	5150	228,197	367,451	399,592	420,052
Employee Group Insurance	5160	29,338	58,990	61,797	67,977
TOTAL SALARIES AND BENEFITS		\$509,329	\$950,436	\$1,021,363	\$1,048,002
Office Supplies	5202	389	1,000	1,025	1,051
Small Tools & Equipment	5210	31,295	38,000	39,400	39,924
Miscellaneous Supplies	5212	148	1,000	1,025	1,051
Medical Supplies	5213	122,211	133,090	136,417	139,828
Pharmaceutical Supplies	5216	25,174	33,000	33,825	34,671
Food Supplies	5222	0	200	205	210
Safety Clothing & Supplies	5224	376	1,350	1,384	1,418
Class A Uniforms & Supplies	5225	586	500	513	525
Non-Safety Clothing	5226	585	1,500	1,538	1,576
Maintenance/Repairs Equip	5236	13,990	35,000	35,875	36,772
Prof & Specialized Services	5250	11,066	219,800	361,720	370,763
Specialized Printing	5272	1,673	1,500	3,000	3,075
Dues & Memberships	5274	315	1,050	1,076	1,103
Educational Courses	5276	24,096	34,650	35,516	36,404
Books & Periodicals	5280	1,460	1,460	1,497	1,534
TOTAL SERVICES AND SUPPLIES		\$233,364	\$503,100	\$654,015	\$669,904
TOTAL EXPENDITURES		\$742,693	\$1,453,536	\$1,675,378	\$1,717,906

**EMERGENCY MEDICAL
30-70**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Office Supplies		389	1,000	1,025	1,051
Office Supplies	5202	\$ 389	\$ 1,000	\$ 1,025	\$ 1,051
Inventory supply locker & software		75	13,000	13,325	13,658
Non-Disposable Medical Supplies		30,220	24,000	24,600	25,215
Miscellaneous Small Tools/Equip		1,000	1,000	1,475	1,051
Small Tools/Equip	5210	\$ 31,295	\$ 38,000	\$ 39,400	\$ 39,924
Training Equipment		148	1,000	1,025	1,051
Misc Supplies	5212	\$ 148	\$ 1,000	\$ 1,025	\$ 1,051
Tactical EMS Supplies		0	1,000	1,025	1,051
Medical Grade Oxygen Delivery		9,011	9,500	9,738	9,981
Disposable Medical Supplies		113,200	122,590	125,655	128,796
Medical Supplies	5213	\$ 122,211	\$ 133,090	\$ 136,417	\$ 139,828
Pharmaceutical Supplies		25,174	33,000	33,825	34,671
Pharmaceutical Supp	5216	\$ 25,174	\$ 33,000	\$ 33,825	\$ 34,671
Food Supplies		0	200	205	210
Food Supplies	5222	\$ -	\$ 200	\$ 205	\$ 210
Safety Clothing & Supplies		376	1,350	1,384	1,418
Safety Clothing	5224	\$ 376	\$ 1,350	\$ 1,384	\$ 1,418
Class A Uniforms & Supplies		586	500	513	525
Class A Uniforms & Supplies	5225	\$ 586	\$ 500	\$ 513	\$ 525
Tactical EMS Clothing		0	1,000	1,025	1,051
Non-Safety Clothing		585	500	513	525
Non-Safety Clothing	5226	\$ 585	\$ 1,500	\$ 1,538	\$ 1,576
Prev. Maint-Biomedical Equipment		1,266	15,000	15,375	15,759
Biomedical Equipment Repairs		10,194	15,000	15,375	15,759
Other Equipment Maint/Repairs		2,530	5,000	5,125	5,253
Maint/Repairs-Equip	5236	\$ 13,990	\$ 35,000	\$ 35,875	\$ 36,772
Medical Director Services		0	140,000	143,500	147,088
EMS Consultant Services		0	50,000	51,250	52,531
Zoll ePCR Hosting Service - DNI		0	19,000	100,900	103,423
PCR Independent Review Svcs		0	0	55,000	56,375
Bio-Hazard Collection from Stations		7,017	6,600	6,765	6,934
EMT Recert. Fee to CCCEMS		3,529	1,000	1,025	1,051
AHA CPR HCP Certs-Target Solution		520	3,200	3,280	3,362
Professional Services	5250	\$ 11,066	\$ 219,800	\$ 361,720	\$ 370,763
EMS Field Guides		0	0	1,500	1,538
Forms and PCRs		1,673	1,500	1,500	1,538
Specialized Printing	5272	\$ 1,673	\$ 1,500	\$ 3,000	\$ 3,075

**EMERGENCY MEDICAL
30-70**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Nat'l Assoc. of EMS Educators		90	350	359	368
Cal Chiefs EMS Section		225	700	718	735
Dues & Memberships	5274	\$ 315	\$ 1,050	\$ 1,076	\$ 1,103
Tactical EMS Training		0	8,000	8,200	8,405
Paramedic CE Reimbursement		24,096	26,650	27,316	27,999
Educational Courses	5276	\$ 24,096	\$ 34,650	\$ 35,516	\$ 36,404
The Source		0	65	67	68
JEMS Magazines-All Stations		0	450	461	473
Journal Watch of ER Medicine		0	30	31	32
ACLS/PALS Textbooks		1,183	200	205	210
EMS Insider Periodicals		0	255	261	268
Prehospital Care Journal		277	215	220	226
Miscellaneous		0	245	251	257
Books & Periodicals	5280	\$ 1,460	\$ 1,460	\$ 1,497	\$ 1,534
TOTAL SERVICES AND SUPPLIES		\$ 233,364	\$ 503,100	\$ 654,015	\$ 669,904

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 2016-2017

1. Train new Rescue Team members and assist with Position Task Book completion.
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 rescue rope, canister filters, lift bags, and personal protective equipment.
3. Train for and participate in the 2016 Urban Shield full-scale regional preparedness exercise.
4. Develop Rescue Team Instructors to ensure Team members are sufficiently trained and competent with procedures that meet State standards and Industry best practices.
5. Assign Rescue Division members to positions on the newly developed Organizational Chart.
6. Develop and deliver Auto Extrication training that meets industry standards and best practices to maintain currency and skills competencies of suppression personnel.

STAFFING SUMMARY

Deputy Chief, Operations¹

Team Members (40)

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

**RESCUE
30-75**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	102,218	100,471	116,160	116,160
Permanent Overtime	5120	50,584	50,000	50,000	50,000
Retirement Contributions	5150	89,600	94,443	109,190	109,190
TOTAL SALARIES AND BENEFITS		\$242,402	\$244,914	\$275,350	\$275,350
Small Tools & Equipment	5210	4,542	4,500	4,613	4,728
Miscellaneous Supplies	5212	3,465	3,000	3,075	3,152
Safety Clothing & Supplies	5224	1,340	6,500	6,663	6,829
Non-Safety Clothing	5226	0	3,250	3,331	3,415
Maintenance/Repairs Equip	5236	0	500	513	525
Rents/Leases Equip & Prop	5246	1,082	1,000	1,025	1,051
Prof & Specialized Services	5250	379	3,500	3,588	3,677
Books & Periodicals	5280	394	500	513	525
TOTAL SERVICES AND SUPPLIES		\$11,202	\$22,750	\$23,319	\$23,902
TOTAL EXPENDITURES		\$253,604	\$267,664	\$298,669	\$299,252

**RESCUE
30-75**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
OES Equipment Update		4,542	4,500	4,613	4,728
Small Tools/Equip	5210	\$ 4,542	\$ 4,500	\$ 4,613	\$ 4,728
Miscellaneous Supplies		3,465	3,000	3,075	3,152
Misc Supplies	5212	\$ 3,465	\$ 3,000	\$ 3,075	\$ 3,152
PPE Replacement and Repairs		1,340	6,500	6,663	6,829
Safety Clothing	5224	\$ 1,340	\$ 6,500	\$ 6,663	\$ 6,829
USAR Gear Bags		0	2,250	2,306	2,364
Uniforms Replacement-Task Force 4		0	1,000	1,025	1,051
Non-Safety Clothing	5226	\$ -	\$ 3,250	\$ 3,331	\$ 3,415
Maintenance/Repairs Equipment		0	500	513	525
Maint/Repairs-Equip	5236	\$ -	\$ 500	\$ 513	\$ 525
Property/Equipment Rental		1,082	1,000	1,025	1,051
Rents & Leases-Equip	5246	\$ 1,082	\$ 1,000	\$ 1,025	\$ 1,051
Instructor Development		0	3,500	3,588	3,677
Annual Equipment Recertification		379	0	0	0
Professional Services	5250	\$ 379	\$ 3,500	\$ 3,588	\$ 3,677
Miscellaneous Books & Periodicals		394	500	513	525
Books & Periodicals	5280	\$ 394	\$ 500	\$ 513	\$ 525
TOTAL SERVICES AND SUPPLIES		\$ 11,202	\$ 22,750	\$ 23,319	\$ 23,902

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 2016-2017

1. Prepare for recertification with the Office of Emergency Services Type II Hazardous Materials Team.
2. Train for and participate in the 2016 Urban Shield full-scale regional preparedness exercise.

3. Develop current Hazardous Materials Team Instructors to ensure Team members are sufficiently trained and competent with procedures that meet State standards and Industry best practices.
4. Identify two new Hazardous Material Team members and send through Technician Level training.
5. Deliver First Responder Operational (FRO) refresher training to suppression personnel.
6. Deliver Hazardous Materials Incident Command refresher to Command Staff personnel.
7. Assist new Hazardous Materials Team members with Position Task Book completion.

STAFFING SUMMARY

Deputy Chief, Operations¹

Team Members (30)

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

**HAZARDOUS MATERIALS
30-80**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Permanent Salaries	5110	64,692	69,012	88,572	88,572
Permanent Overtime	5120	30,848	50,000	50,000	50,000
Retirement Contributions	5150	56,707	64,871	83,258	83,258
TOTAL SALARIES AND BENEFITS		\$152,247	\$183,883	\$221,830	\$221,830
Small Tools & Equipment	5210	4,658	6,500	6,663	6,829
Miscellaneous Supplies	5212	3,053	4,000	5,150	5,279
Safety Clothing & Supplies	5224	4,862	3,500	3,588	3,677
Maintenance/Repairs Equip	5236	2,516	3,000	3,576	3,665
Maintenance/Repairs Radio	5238	0	2,000	500	513
Rents/Leases Equip & Prop	5246	0	500	513	525
Prof & Specialized Services	5250	2,417	3,500	3,588	3,677
Books & Periodicals	5280	0	500	513	525
TOTAL SERVICES AND SUPPLIES		\$17,506	\$23,500	\$24,088	\$24,690
TOTAL EXPENDITURES		\$169,753	\$207,383	\$245,918	\$246,520

**HAZARDOUS MATERIALS
30-80**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
OES Equipment (Required)		2,350	2,500	2,563	2,627
Misc. Small Tools/Equipment		2,308	4,000	4,100	4,203
Small Tools/Equip	5210	\$ 4,658	\$ 6,500	\$ 6,663	\$ 6,829
Draeger Tubes Replacement		1,000	1,000	2,075	2,127
Biological Supplies		1,000	1,000	1,025	1,051
Absorbents/Neutralizing Agents		0	1,000	1,025	1,051
Misc. Tactical Supplies		1,053	1,000	1,025	1,051
Misc Supplies	5212	\$ 3,053	\$ 4,000	\$ 5,150	\$ 5,279
Chemical Protective Boots		775	800	820	841
Level B Suits Replacement		3,325	1,200	1,230	1,261
Misc. Chemical Protective Clothing		762	1,500	1,538	1,576
Safety Clothing	5224	\$ 4,862	\$ 3,500	\$ 3,588	\$ 3,677
Monitor/Detector Maintenance		1,509	2,500	3,063	3,140
Misc. Equipment Maint/Repairs		1,007	500	513	525
Maint/Repairs-Equip	5236	\$ 2,516	\$ 3,000	\$ 3,576	\$ 3,665
Software Updates					
Misc. Radio/Computer Maint/Repair		0	2,000	500	513
Maint/Repairs-Radio	5238	\$ -	\$ 2,000	\$ 500	\$ 513
Off Site Facility/Equip. Rental Fees		0	500	513	525
Rents & Leases	5246	\$ -	\$ 500	\$ 513	\$ 525
Instructor Development		0	3,500	3,588	3,677
Outside Instructors		2,417	0	0	0
Professional Services	5250	\$ 2,417	\$ 3,500	\$ 3,588	\$ 3,677
Misc. Books/Periodicals		0	500	513	525
Books & Periodicals	5280	\$ -	\$ 500	\$ 513	\$ 525
TOTAL SERVICES AND SUPPLIES		\$ 17,506	\$ 23,500	\$ 24,088	\$ 24,690

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).

GOALS AND OBJECTIVES FOR FY 2016-2017

1. Evaluate supplemental FS37/40 support resources from Reserve Firefighter program.
2. Implement Title 22 EMS Standards requirements within District and CCC EMS Medical Director's approval.
3. In conjunction with Training develop Position Task Books for Volunteer positions.
4. Evaluate fleet and facility needs in support of Reserve Firefighter program development.
5. Initiate trial study for First Responder implementation of AutoPulse device.
6. Improve safety and command capabilities through the replacement of 300 vehicle with refurbished or other.
7. Review roles and responsibilities of Volunteer Coordinator.
8. Evaluate replacement of E440.

STAFFING SUMMARY

Deputy Chief¹ EMS/Logistics

Station 37 Coordinator

FS37 Volunteers (14)

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

**VOLUNTEER FIRE
30-85**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Temporary Salaries	5115	18,573	18,266	19,647	19,647
FICA Contributions	5140	1,363	1,397	1,503	1,503
Retirement Contributions	5150	3,150	10,000	10,000	10,000
Employee Group Insurance	5160	4,843	5,000	5,000	5,000
TOTAL SALARIES AND BENEFITS		\$27,929	\$34,663	\$36,150	\$36,150
Office Supplies	5202	0	103	106	108
Small Tools & Equipment	5210	0	4,308	4,341	4,374
Miscellaneous Supplies	5212	0	2,103	2,156	2,209
Food Supplies	5222	20	205	210	215
Safety Clothing & Supplies	5224	623	7,050	10,571	10,836
Non-Safety Clothing	5226	1,025	7,050	8,226	8,432
Maintenance/Repairs Equip	5236	16	103	106	108
Prof & Specialized Services	5250	0	2,513	36,176	3,665
Specialized Printing	5272	0	513	526	539
Dues & Memberships	5274	0	75	77	79
Books & Periodicals	5280	473	615	630	646
TOTAL SERVICES AND SUPPLIES		\$2,157	\$24,638	\$63,124	\$31,212
TOTAL EXPENDITURES		\$30,086	\$59,301	\$99,274	\$67,362

**VOLUNTEER FIRE
30-85**

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Office Supplies		0	103	106	108
Office Supplies	5202	\$ -	\$ 103	\$ 106	\$ 108
FF Reserves Equipment		0	1,000	1,025	1,051
ARA Pro Replacement		0	3,000	3,000	3,000
Small Tools & Equipment		0	308	316	324
Small Tools/Equip	5210	\$ -	\$ 4,308	\$ 4,341	\$ 4,374
FF Reserves Supplies		0	2,000	2,050	2,101
Miscellaneous Supplies		0	103	106	108
Misc Supplies	5212	\$ -	\$ 2,103	\$ 2,156	\$ 2,209
Food Supplies		20	205	210	215
Food Supplies	5222	\$ 20	\$ 205	\$ 210	\$ 215
FF Reserves Safety Clothing		0	5,000	8,470	8,682
Safety Clothing		623	2,050	2,101	2,154
Safety Clothing	5224	\$ 623	\$ 7,050	\$ 10,571	\$ 10,836
FF Reserves Uniforms		0	5,000	5,125	5,253
New Volunteers		0	0	1,000	1,025
Uniforms Replacement		1,025	2,050	2,101	2,154
Non-Safety Clothing	5226	\$ 1,025	\$ 7,050	\$ 8,226	\$ 8,432
Maint/Repairs-Equipment		16	103	106	108
Maint/Repairs-Equip	5236	\$ 16	\$ 103	\$ 106	\$ 108
Reserve Background & Poly		0	0	32,100	0
Reserve Advertising		0	0	500	0
FF Reserve Tower		0	2,000	2,050	2,101
DMV Med/Tower		0	513	1,526	1,564
Professional Services	5250	\$ -	\$ 2,513	\$ 36,176	\$ 3,665
Specialized Printing		0	513	526	539
Specialized Printing	5272	\$ -	\$ 513	\$ 526	\$ 539
ASHI Memberships		0	75	77	79
Dues & Memberships	5274	\$ -	\$ 75	\$ 77	\$ 79
Firehouse Magazine		473	615	630	646
Books & Periodicals	5280	\$ 473	\$ 615	\$ 630	\$ 646
TOTAL SERVICES AND SUPPLIES		\$ 2,157	\$ 24,638	\$ 63,124	\$ 31,212

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

Revenues

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Reports/Photocopies	4350	15	0	0	0
Donations/Contributions	4610	10	30	0	0
	TOTAL	\$25	\$30	\$0	\$0

Expenditures

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Other Special District Exp	5286	1,000	1,000	0	0
	TOTAL	\$1,000	\$1,000	\$0	\$0

SAN RAMON VALLEY FIRE PROTECTION DISTRICT
12-Year Capital Improvement Plan

FORECASTED FISCAL YEAR REPLACEMENT

	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Beginning Capital Balance	\$ 7,545,760	\$ 5,313,759	\$ 2,173,239	\$ 2,498,763	\$ 3,890,929	\$ 5,085,775	\$ 5,854,139	\$ 6,997,189	\$ 6,513,322	\$ 5,985,455	\$ 5,441,245	\$ 3,287,189
Capital Contributions	\$ 2,733,654	\$ 2,380,500	\$ 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
Projected Comm Ctr Savings	\$ -	\$ 132,102	\$ 427,822	\$ 438,961	\$ 451,038	\$ 716,777	\$ 685,460	\$ 653,523	\$ 669,290	\$ 678,768	\$ 688,435	\$ 702,204
CRR Tech Fee	\$ 37,901	\$ 31,212	\$ 31,212	\$ 31,212	\$ 31,212	\$ 31,212	\$ 31,212	\$ 31,212	\$ 31,212	\$ 31,212	\$ 31,212	\$ 31,212
Grant Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funds Available	\$ 10,317,315	\$ 7,857,573	\$ 5,096,091	\$ 5,518,987	\$ 7,012,482	\$ 8,565,442	\$ 9,398,098	\$ 10,608,166	\$ 10,242,485	\$ 9,830,099	\$ 9,405,270	\$ 7,378,535
Facilities	\$ 2,759,022	\$ 3,529,808	\$ 1,310,642	\$ 592,128	\$ 320,717	\$ 287,436	\$ 277,566	\$ 304,130	\$ 245,597	\$ 530,541	\$ 787,016	\$ 468,385
Fleet	\$ 175,000	\$ 892,814	\$ 111,336	\$ 181,268	\$ 777,592	\$ 1,739,487	\$ 1,653,335	\$ 642,770	\$ 1,023,214	\$ 2,483,920	\$ 3,680,437	\$ 2,176,019
Technology	\$ 97,715	\$ 395,380	\$ 387,441	\$ 484,939	\$ 656,007	\$ 103,215	\$ 205,473	\$ 2,357,978	\$ 345,360	\$ 373,172	\$ 362,388	\$ 398,729
Communications Center	\$ 1,737,467	\$ 29,187	\$ 45,893	\$ 151,008	\$ 35,803	\$ 340,681	\$ 158,533	\$ 96,124	\$ 69,718	\$ 48,655	\$ 330,982	\$ 37,886
CRR Tech Improvements	\$ 6,055	\$ 50,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ 228,297	\$ 787,145	\$ 712,016	\$ 218,716	\$ 136,588	\$ 240,485	\$ 106,002	\$ 693,842	\$ 2,573,141	\$ 952,565	\$ 957,258	\$ 155,353
Total Capital Expenses	\$ 5,003,556	\$ 5,684,334	\$ 2,597,328	\$ 1,628,059	\$ 1,926,707	\$ 2,711,303	\$ 2,400,909	\$ 4,094,844	\$ 4,257,031	\$ 4,388,853	\$ 6,118,081	\$ 3,236,372
Difference	\$ (2,232,001)	\$ (3,140,520)	\$ 325,524	\$ 1,392,165	\$ 1,194,846	\$ 768,364	\$ 1,143,050	\$ (483,867)	\$ (527,867)	\$ (544,209)	\$ (2,154,057)	\$ 854,974
Ending Capital Balance	\$ 5,313,759	\$ 2,173,239	\$ 2,498,763	\$ 3,890,929	\$ 5,085,775	\$ 5,854,139	\$ 6,997,189	\$ 6,513,322	\$ 5,985,455	\$ 5,441,245	\$ 3,287,189	\$ 4,142,163

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	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Info Technology Surcharge	4316	97,861	37,901	31,212	32,148
Investment Earnings	4410	5,983	15,000	0	0
Sale of Property	4620	739,950	0	0	0
Debt Issuance	4910	5,000,000	0	0	0
TOTAL		5,843,794	52,901	31,212	32,148

Expenditures

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
CRR Tech Improvements	5253	0	6,055	50,000	30,000
Land/Design/Construct	6110	439	0	0	0
Facilities	6120	251,662	2,759,022	3,529,808	1,310,642
Technology	6230	302,557	1,835,182	424,567	433,334
Equipment	6240	51,179	228,297	787,145	712,016
Fleet	6250	27,376	175,000	892,814	111,336
TOTAL		633,213	5,003,556	5,684,334	2,597,328

CAPITAL PROJECTS FUND

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Generator/Transfer Switch - Admin	6120	0	0	73,672	0
Generator/Transfer Switch -Station 33	6120	0	0	60,335	0
Generator/Transfer Switch -Station 35	6120	0	0	60,337	0
Generator/Transfer Switch -Station 38	6120	0	0	60,337	0
Generator/Transfer Switch -Station 39	6120	0	0	54,658	0
Generator/Transfer Switch -All Other Statio	6120	0	0	13,641	0
Roof Maintenance - All Buildings	6120	0	10,310	11,113	11,502
Roof Repairs	6120	0	13,497	103,245	12,196
Roof Replacement - Station 35	6120	0	74,182	0	0
Exterior Painting - Station 39	6120	0	0	25,281	0
Exterior Painting - All Other Stations	6120	0	0	0	25,327
PCC/Asphalt Repairs	6120	0	0	0	160,766
Asphalt Remove & Replace - Station 34	6120	0	0	0	158,857
Fuel Management System	6120	68,367	0	0	0
Fitness Equipment	6120	0	41,718	27,718	28,688
General Repairs/Maintenance	6120	95,490	110,872	110,872	114,752
Fire Station 32 Replacement	6120	87,805	2,508,443	2,540,000	700,000
Remodel Dispatcher Dormitory	6120	0	0	30,000	0
Install Shop Heater FS30	6120	0	0	11,000	0
Increase Security at Comm Ctr	6120	0	0	35,000	0
Vehicle Washing Area FS31	6120	0	0	15,000	0
Remodel FS31 Kitchen	6120	0	0	40,000	0
Landscape Improvements	6120	0	0	77,000	82,484
Plymovent	6120	0	0	15,000	16,068
Earthquake Early Warning	6120	0	0	165,600	0
TOTAL FACILITIES		\$251,662	\$2,759,022	\$3,529,808	\$1,310,642
Electronic Plan Review	5253	0	6,055	0	0
Database Improvements	5253	0	0	50,000	30,000
TOTAL CRR TECH IMPROVEMENTS		\$0	\$6,055	\$50,000	\$30,000
Radios	6230	0	0	30,602	139,122
Computers	6230	28,463	37,118	255,564	22,950
Communications Center	6230	17,951	0	0	0
Audio/Visual	6230	0	0	0	12,051
Printers	6230	0	0	0	17,213
Network	6230	72,000	0	89,214	74,838
Telephones	6230	6,701	0	0	48,205
Data Centers	6230	106,267	27,710	0	32,898
Software	6230	71,175	32,887	20,000	40,163
Consolidated Dispatch	6230	0	1,737,467	29,187	45,893
TOTAL TECHNOLOGY		\$302,557	\$1,835,182	\$424,567	\$433,334

CAPITAL PROJECTS FUND

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Turnout Replacement	6240	36,171	70,775	73,175	75,737
Hydraulic Rescue Tool	6240	0	24,754	51,209	127,897
Thermal Imaging Cameras	6240	0	0	36,957	38,251
SCBA	6240	0	0	0	0
Autopulse	6240	0	132,767	99,785	0
Gurney	6240	15,008	0	0	0
Defibrillators	6240	0	0	465,662	441,796
AED	6240	0	0	13,662	14,140
EMS Batteries	6240	0	0	46,696	14,195
TOTAL EQUIPMENT		\$51,179	\$228,297	\$787,145	\$712,016
Ambulances	6250	0	0	711,478	0
Engines	6250	0	0	0	0
Trucks	6250	0	0	0	0
Wildland	6250	0	0	0	0
Watertenders	6250	0	0	0	0
Specialty Units	6250	0	0	29,336	29,336
Staff Vehicles	6250	0	0	82,000	82,000
Vehicle Upfitting/Improvements	6250	27,376	175,000	70,000	0
TOTAL FLEET		\$27,376	\$175,000	\$892,814	\$111,336
TOTAL CAPITAL PROJECTS FUND		\$632,774	\$5,003,556	\$5,684,334	\$2,597,328

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

Revenues

DESCRIPTION	GL CODE	ACTUALS FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Investment Earnings	4410	116	0	0	0
Misc Revenue	4640	0	4,500	0	0
Debt Issuance	4910	0	0	0	0
TOTAL		\$116	\$4,500	\$0	\$0

Expenditures

DESCRIPTION	GL CODE	PRELIMINARY ACTUAL FY 14-15	ESTIMATED ACTUAL FY 15-16	APPROVED BUDGET FY 16-17	PROJECTED BUDGET FY 17-18
Prof & Specialized Services	5250	209,501	0	0	0
Vehicle Lease #4	5310	534,012	525,885	525,885	525,885
Debt Service 2003 COP	5310	0	0	0	0
Debt Service 2006 COP	5310	596,290	0	0	0
Debt Service 2013 COP	5310	667,102	672,004	669,002	669,888
Debt Service 2015 COP	5310	0	599,977	602,050	599,050
TOTAL		\$2,006,905	\$1,797,866	\$1,796,937	\$1,794,823

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

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

CURRENT YEAR SUMMARY				
Principal Outstanding as of July 1, 2016				\$1,032,281
Reduction in Principal Balance				512,272
Interest Due				13,612
Total Payment Due				525,885
Principal Outstanding as of June 30, 2017				\$520,009
FISCAL YEAR	INTEREST RATE	PRINCIPAL	INTEREST	TOTAL PAYMENT
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	1.50%	499,839	26,045	525,885
2016-2017	1.50%	512,272	13,612	525,885
2017-2018	1.50%	520,009	5,876	525,885
TOTALS		\$3,400,000	\$313,699	\$3,713,700

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

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, 2016				\$7,775,000
Reduction in Principal Balance				7,775,000
Interest Due				186,646
Total Payment Due				7,961,646
Principal Outstanding as of June 30, 2017				\$0
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	386,290	596,290
2015-2016	4.00%	220,000	377,691	597,691 *
2016-2017	4.00%	7,775,000	186,646	7,961,646 *
TOTALS		\$9,485,000	\$4,225,056	\$13,710,056

*Note: Paid by Escrow held by Trustee with proceeds from 2015 Refinancing.

**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, 2016				\$1,966,000
Reduction in Principal Balance				646,000
Interest Due				23,002
Total Payment Due				669,002
Principal Outstanding as of June 30, 2017				\$1,320,000
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, 2016				\$11,860,000
Reduction in Principal Balance				150,000
Interest Due				452,050
Total Payment Due				602,050
Principal Outstanding as of June 30, 2017				\$11,710,000
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

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 (92%), ambulance service fees and interest income. Total income for the year ending June 30, 2015 was \$62,527,095. The District employs approximately 187 personnel.