



SAN RAMON VALLEY FIRE PROTECTION DISTRICT

ADOPTED

**ANNUAL OPERATING BUDGET
FISCAL YEAR 2017/2018**

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

Don Parker, President

Chris Campbell, Vice President

H. Jay Kerr, Director

Matthew J. Stamey, Director

Shawn Stark, 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 28, 2017

Board of Directors

San Ramon Valley Fire Protection District

1500 Bollinger Canyon Road

San Ramon, CA 94583

Members of the Board:

I am pleased to present you with a budget for Fiscal Year 2017-2018 that not only funds ongoing operational costs with ongoing revenue, but is projected to increase the overall reserves of the District. 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, enhance essential emergency 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 in 1912. Throughout our history we have remained committed to our mission of delivering an exceptional level of all-risk fire, rescue and emergency medical services. This necessitates a continued focus on positioning the Fire District operationally, financially, and politically to deal with economic uncertainty and a changing EMS landscape, while creating a predictable and sustainable future. In essence, building and maintaining a resilient and dynamic organization, while remaining fully committed to our mission statement, which reads "In the spirit of our tradition, we strive for excellence, respectfully serving all with pride, honor and compassion." These guiding principles, along with our commitment to following and exceeding industry best practices, form the cornerstone of our relationship with the communities we serve. Our ongoing commitment to sound, transparent financial practices is evident in having recently received our 16th 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 Executive Staff are tasked with being the stewards of the organization's financial resources, working in partnership with labor and other community stakeholders. The proposed budget provides for continued enhancements in core services, while at the same time responsibly paying down long-term liabilities; and it does so while ensuring that ongoing spending is paid for with ongoing revenues, and that we maintain a prudent level of reserve funds as prescribed by the Board. The FY 2017-18 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 vital services to the San Ramon Valley on a 24/7/365 basis. The proposed budget ensures adequate staffing levels in the stations; maintains our commitment to a high level of training and professional development; and smartly invests in new technology to support and enhance the effective and efficient delivery of all-risk emergency services.

As noted, the proposed budget funds ongoing operational costs with ongoing, sustainable revenues. It also fulfills the District's commitment to its' employees with respect to prefunding retirement benefits; maintains the District's significant investment in the capital infrastructure required for safe and effective service delivery; and projects a General Fund surplus of \$821,000. Contributing to the surplus is a projected net savings of approximately \$600,000 related to the reorganization of the Fire & Life Safety Division. And I am particularly pleased to report that our long-range fiscal modeling continues to show the District is well positioned to withstand another economic downturn similar to that experienced during the 2007-2012 recession, without disruption in service delivery to our residents or negatively impacting our employees.

The focus of District staff during the upcoming year will be on ensuring the successful completion/implementation of several high profile projects deemed essential for the continued delivery of first-rate, all-risk emergency services to our residents: new Station 32 is nearing completion with staff expected to move in by July 2017; ensuring the ongoing success of our state-of-the art fire and police consolidated dispatch center; realizing the transition of the Fire & Life Safety Division ('FLSD') to a more customer-centric model that can improve customer experience and outcomes through enhanced service levels, with a continued focus on community safety; continued development of our existing training facility to provide more in-District training capability; working with Alameda County Fire on implementing an effective preventative maintenance program for our fleet of apparatus; and exploring ways to further improve upon the high level of EMS service and positive patient outcomes we currently provide.

The reorganization of the FLSD, partnering with Alameda County Fire for fleet maintenance and the San Ramon Police Department for consolidated dispatch services are just a few examples of our ongoing commitment to seek ways to improve services and reduce long-term operating costs. These projects greatly improve public safety services to our residents and businesses, significantly enhance the safety of first responders and contribute substantially to our fiscal sustainability.

The proposed budget reflects the Board's ongoing commitment to fiscal sustainability. So while we are investing resources in core services, we are also actively managing our long term fiscal obligations. The budget not only fully funds the annual required contribution ("ARC") needed to keep the District on track in terms of funding the promise to employees to provide retiree medical benefits ("OPEB"), but provides for an additional \$200,000 payment to the OPEB trust fund for a more rapid pay down of the unfunded OPEB liability. Funding the 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. The Capital Improvement Program ("CIP") is funded appropriately with the transfer of \$2.9 million from the General Fund. The transfer to the CIP ensures that when capital replacement needs are identified there is available funding to pay for them. In both cases (CIP and OPEB), prefunding enhances our long-term fiscal sustainability by utilizing investment earnings to lower long-term operating costs. The Board has also expressed a desire to accelerate the pay down of the unfunded liability associated with pension benefits and staff has committed to seeking ways of doing that in the new budget year. One option is to utilize a portion of the savings associated with the CCCERA prepayment discount. The FY 2017-18 budget proposes to use 50% of the prepayment savings (\$300,000) for this purpose.

Overall, in comparison to the FY 2016-17 Final Amended Budget, the FY 2017-18 budget proposes an increase in spending of \$2.5 million (3.6%), while revenues are projected to increase by \$3.0 million (4.3%). The increased spending is primarily attributable to increased personnel costs of \$3.0 million and an increased transfer to the CIP of \$79,000, offset by a \$552,000 reduction in other services and supplies. The personnel cost increase encompasses a full year of the salary adjustments implemented in FY 2016-17, along with a recruit academy starting in the Fall of 2017. Offsetting these increases are cost savings associated with a number of anticipated retirements and positions that will go unfilled in FY 2017-18: CFO, Fire Marshall, FLSD Manager and Mechanic. The projected increase in operating revenue is being driven by higher property tax revenue (\$2.8 million), higher service related fees and charges (\$250,000) and an increase in expected investment income (\$98,000).

Property taxes (\$68.0 million) remain the most significant source of operating funds for the District, and account for over 90% of projected revenue for FY 2017-18. The vast majority of property tax revenue (90%) is derived from single-family residential properties. Property values within the District have recovered well beyond their pre-recession peak; but the rate of growth is expected to slow over the near term. Property tax revenue for FY 2017-18 is projected to grow by 3.7% based on actual sales activity of residential property within the District for calendar year 2016, combined with the full 2% inflation adjustment afforded by Proposition 13. Also note that projected revenue does not reflect any reimbursement revenue (or any related personnel costs on the spending side) associated with statewide "strike team" deployments, which will be accounted for at mid-year based on actual experience.

As noted earlier, the District's CIP is a "plan" for the systematic accumulation of funds to maintain the District's investment in its critical capital infrastructure (i.e., stations, apparatus, equipment and technology). The CIP reflects spending of \$4.4 million for FY 2017-18, down \$400,000 from the \$4.8 million for FY 2016-17 (which included \$3.2 million for Station 32). Projected CIP expenditures reflect both current year scheduled expenditures plus carryforward items from earlier years. Actual expenditures for the year, however, will continue to be 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 \$2.9 million is proposed for FY 2017-18, which is comprised of \$2.5 million ongoing from the General Fund (escalated at 3.5% going forward), along with \$428,000 of the annual City of San Ramon payment for dispatch services. The latter amount is the first of four payments to reimburse the CIP for the City's share of the cost of improvements and new technology associated with the upgraded consolidated dispatch center.

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 and ensure our long-term fiscal sustainability. While unfunded liabilities for retirement of \$66.5 million and retiree healthcare of \$48.5 million are significant obligations of the District, we have a plan, and are on track to eliminate these liabilities in a systematic and responsible manner. Our pledge to those we serve remains unchanged - a quick and effective response to your needs in an emergency! Response times and service levels are monitored and analyzed monthly to ensure the delivery of excellent customer service and positive patient outcomes. We are committed to making our communities safer every day. One of our guiding principles is that our communities are the reason for our existence. As our community changes, so will your Fire District. 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 and to sound, ethical, and transparent business practices.

I remain grateful for the opportunity to serve as your Fire Chief.
Sincerely,



Paige Meyer
Fire Chief

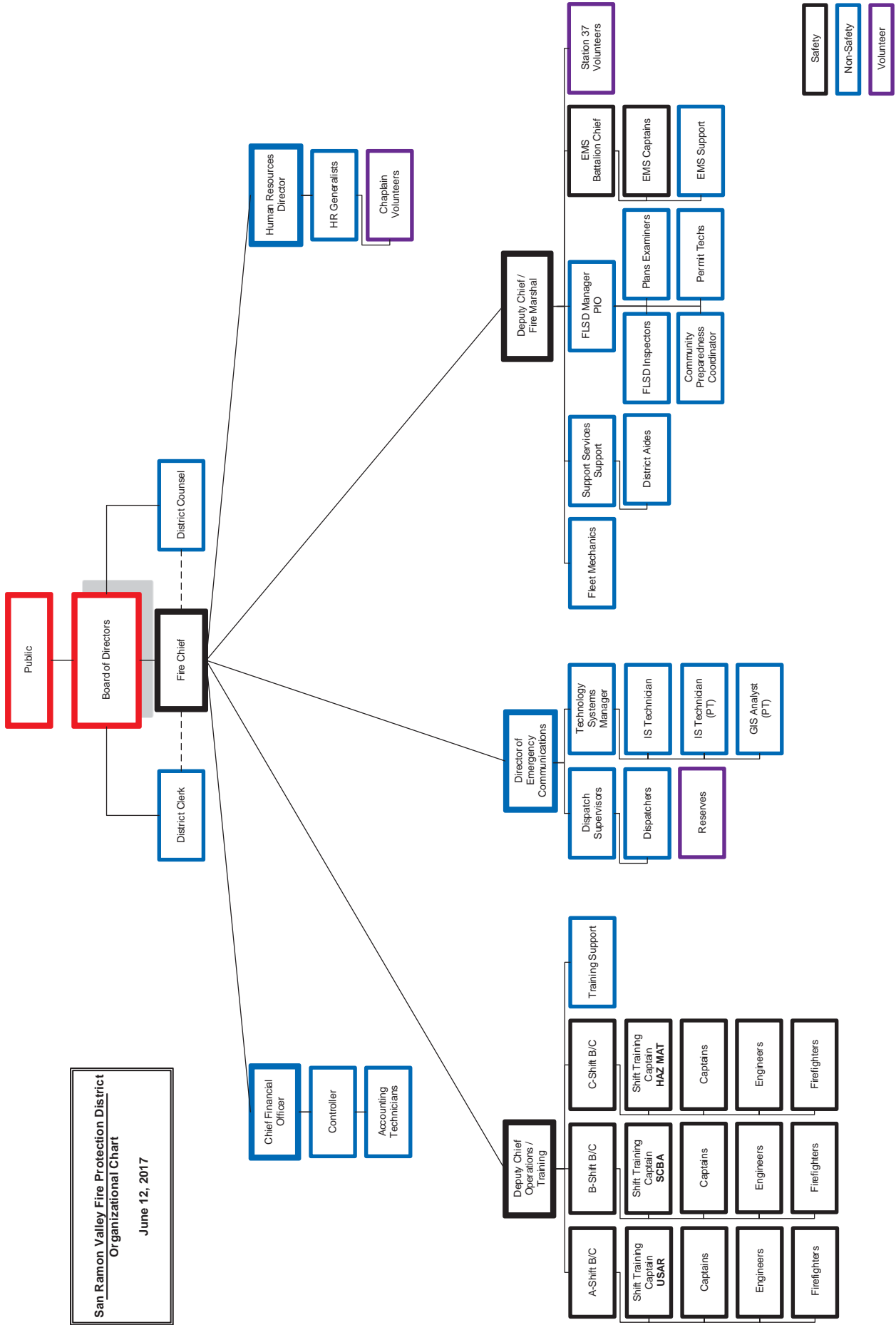


STAFFING SUMMARY

DIVISION	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Adopted 2017-18	Projected 2018-19
Board of Directors								
Director	5	5	5	5	5	5	5	5
Total	5	5	5	5	5	5	5	5
Fire Chief								
Fire Chief	1	1	1	1	1	1	1	1
District Clerk	1	1	1	1	1	1	1	1
Total	2	2	2	2	2	2	2	2
Human Resources								
Director	1	1	0.5	0	1	1	1	1
Manager	0	0	0	1	0	0	0	0
Generalist	1	1	1	1	1	1	2	2
Office Assistant	1	1	1	1	0	0	0	0
Senior Office Assistant	0	0	0	0	1	1	0	0
Total	3	3	2.5	3	3	3	3	3
Finance								
Director	0	0	0.5	0	0	0	0	0
Chief Financial Officer	0	0	0	1	1	1	1	1
Controller	0	0	0	1	1	1	1	1
Supervisor	1	1	1	0	0	0	0	0
Accounting Technician	2	2	2	2	2	2	2	2
Total	3	3	3.5	4	4	4	4	4
Training								
Division Chief	1	1	1	0	0	0	0	0
Training Captain	2	2	2	3	3	3	3	3
Senior Office Assistant	1	1	1	1	1	1	1	1
Total	4	4	4	4	4	4	4	4
Technology								
GIS Analyst	1	1	1	0	0	0	0	0
GIS Analyst Part Time	0	0	0	1	1	1	1	1
Technology Systems Mgr	1	1	1	1	1	1	1	1
Information Systems Tech	1	2	1	1	1	1	1	1
IS Tech Part Time	1	0	0	0	0	0	0	0
Computer Asst Part Time	0	0	0	0	0	0	0	0
Radio/Elec Tech Part Time	1	1	1	1	1	1	1	1
Total	5	5	4	4	4	4	4	4
Communications Center								
Director	0	0	0	0	1	1	1	1
Comm Center Manager	1	1	1	1	0	0	0	0
Dispatcher Supervisor	1	1	1	1	3	3	3	3
Dispatcher	8	8	8	8	9	9	9	9
Total	10	10	10	10	13	13	13	13

STAFFING SUMMARY

DIVISION	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Adopted 2017-18	Projected 2018-19
Facilities								
Assistant Chief	1	1	0	0	0	0	0	0
District Aids Part Time	2	2	2	2	2	2	2	2
Senior Office Assistant	1	1	1	1	1	1	1	1
Total	4	4	3	3	3	3	3	3
Fire & Life Safety								
Division Chief/Fire Marshal	1	1	1	1	1	1	0	0
Deputy Fire Marshal	2	2	1	1	1	0	0	0
Fire & Life Safety Mgr	0	0	0	0	0	2	1	1
Inspector/Investigator	2	2	2	2	2	4	5	5
Code Compliance Officer	3	3	3	3	3	2	0	0
Plans Examiner	1	1	1	1	1	1	2	2
Permit Tech	0	0	0	0	0	1	2	2
Prevention Specialist	2	2	2	2	2	1	0	0
Office Assistant	2	2	1	1	1	0	0	0
Office Assistant Temporary	0	0	1	1	1	1	0	0
CERT Prog Coord Part Time	1	1	1	1	1	1	1	1
Total	14	14	13	13	13	14	11	11
Emergency Operations								
Assistant Chief	1	1	1	0	0	0	0	0
Deputy Chief	0	0	0	2	2	2	2	2
Battalion Chief	4	4	4	3	3	3	3	3
Captain	39	39	39	39	39	39	36	36
Engineer	39	39	39	39	39	36	36	36
Firefighter/Paramedic	54	54	47	40	46	48	48	48
Station 37 Coordinator	1	1	1	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1	1	1	1
Total	139	139	132	125	131	130	127	127
Fleet								
Mechanic	2	2	2	2	2	2	2	2
Total	2	2	2	2	2	2	2	2
Emergency Medical								
EMS Battalion Chief	0	0	0	0	1	1	1	1
EMS Captain	0	0	0	1	1	2	2	2
EMS Coordinator	1	1	1	1	1	0	0	0
EMS Specialist	1	1	1	0	0	0	0	0
Total	2	2	2	2	3	3	3	3
GRAND TOTAL	193	193	183	177	187	187	181	181



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	68,028,927					68,028,927
Intergovernmental	1,648,933					1,648,933
Charges for services	4,149,929					4,149,929
Use of money & prop	310,807	0				310,807
Rent	62,808					62,808
Other	-		35,500	0		35,500
Debt issuance		0	0			0
TOTAL	74,201,404	0	35,500	0	0	74,236,904
PROJECTED EXPENDITURES						
Salaries & benefits	59,579,870					59,579,870
Services & supplies	5,966,436			0		5,966,436
Property Tax Share Agreement	52,056					52,056
Debt service		1,794,823				1,794,823
Capital projects			4,392,206			4,392,206
Equipment purchases						0
OPEB contribution	3,095,383					3,095,383
TOTAL	68,693,745	1,794,823	4,392,206	0	0	74,880,773
ANNUAL SURPLUS (DEFICIT)						
	5,507,659	(1,794,823)	(4,356,706)	0	0	(643,870)
Transfers in (out)	(5,332,736)	1,794,823	2,891,639	0	646,274	0
Net change	174,922	0	(1,465,067)	0	646,274	(643,870)
PROJECTED FUND BALANCE JULY 1, 2017						
	39,549,760	39	4,544,619	0	16,451,439	60,545,857
PROJECTED FUND BALANCE JUNE 30, 2018						
	\$39,724,682	\$39	\$3,079,553	\$0	\$17,097,713	\$59,901,987
Restricted						
Debt Service		39				39
Capital Projects			238,000			238,000
IT Surcharge Cap Projects			35,500			35,500
Committed						
Worker's Comp Claims					3,000,000	3,000,000
"Dry Period" Funding ⁽¹⁾	37,100,702					37,100,702
Budget Stabilization ⁽²⁾					14,097,713	14,097,713
Capital Projects			2,806,053			2,806,053
Unassigned	2,623,980					2,623,980
TOTAL	\$39,724,682	\$39	\$3,079,553	\$0	\$17,097,713	\$59,901,987

(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 2018-2019

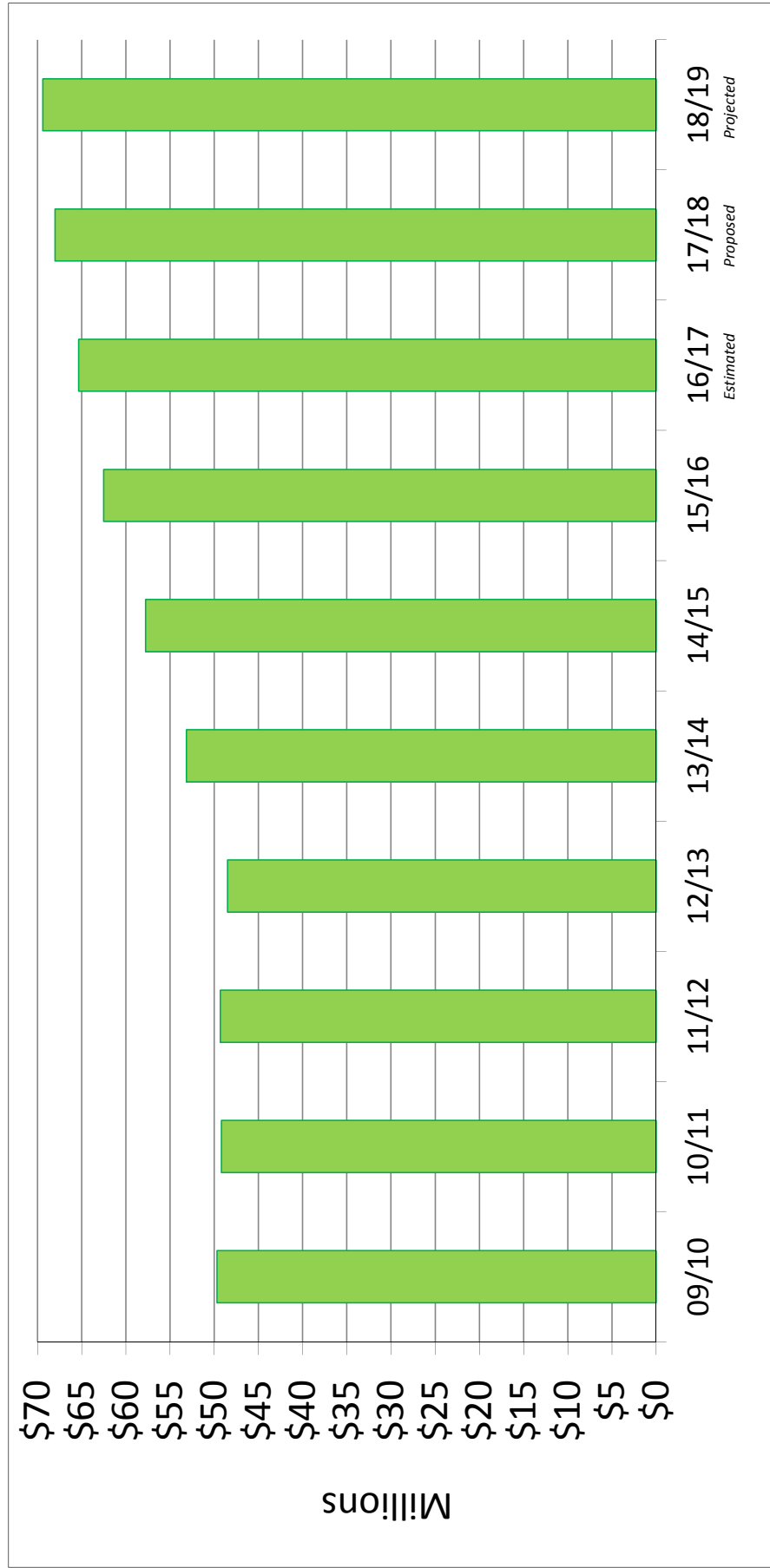
	GENERAL FUND	DEBT SERVICE	CAPITAL PROJECTS	SRV FIRE COMMUNITY	BUDGET STABILIZATION FUND	TOTAL
PROJECTED REVENUES						
Taxes	69,389,505					69,389,505
Intergovernmental	1,705,196					1,705,196
Charges for services	4,222,828					4,222,828
Use of money & prop	315,364	0				315,364
Rent	62,808					62,808
Other	-		36,565	0		36,565
Debt issuance		0	0			0
TOTAL	75,695,702	0	36,565	0	0	75,732,267
PROJECTED EXPENDITURES						
Salaries & benefits	60,577,835					60,577,835
Services & supplies	5,740,076			0		5,740,076
Property Tax Share Agreement	53,097					53,097
Debt service		1,268,098				1,268,098
Capital projects			1,506,966			1,506,966
Equipment purchases						0
OPEB contribution	3,195,983					3,195,983
TOTAL	69,566,991	1,268,098	1,506,966	0	0	72,342,056
ANNUAL SURPLUS (DEFICIT)						
	6,128,710	(1,268,098)	(1,470,401)	0	0	3,390,211
Transfers in (out)	(4,326,415)	1,268,098	2,989,012	0	69,304	(0)
Net change	1,802,296	0	1,518,611	0	69,304	3,390,211
PROJECTED FUND BALANCE JULY 1, 2017						
	39,724,682	39	3,079,553	0	17,097,713	59,901,987
PROJECTED FUND BALANCE JUNE 30, 2018						
	\$41,526,978	\$39	\$4,598,164	\$0	\$17,167,018	\$63,292,198
Restricted						
Debt Service		39				39
Capital Projects			238,000			238,000
IT Surcharge Cap Projects			36,565			36,565
Committed						
Worker's Comp Claims					3,000,000	3,000,000
"Dry Period" Funding ⁽¹⁾	37,847,851					37,847,851
Budget Stabilization ⁽²⁾					14,167,018	14,167,018
Capital Projects			4,323,599			4,323,599
Unassigned	3,679,127					3,679,127
TOTAL	\$41,526,978	\$39	\$4,598,164	\$0	\$17,167,018	\$63,292,198

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

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

TEN YEARS OF PROPERTY TAX REVENUE

	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19
Actual	49,680,045	49,184,817	49,329,131	48,507,267	53,139,723	57,771,509	62,506,117	65,342,195	68,028,927	69,389,505
% Increase	-3.23%	-1.00%	0.29%	-1.67%	9.55%	8.72%	8.20%	4.54%	4.11%	2.00%



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

	Actual	Projected									
	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	
Beginning fund balance	\$49,726,010	\$54,582,604	\$56,001,199	\$56,822,395	\$58,693,995	\$60,239,594	\$60,911,509	\$61,942,440	\$63,618,469	\$66,375,330	
Revenue:											
Property tax	8.20% 62,506,117	4.54% 65,342,195	4.11% 68,028,927	2.00% 69,389,505	2.00% 70,777,296	2.00% 72,192,842	2.00% 73,636,698	2.00% 75,109,432	2.00% 76,611,621	2.00% 78,143,853	
Ambulance charges	3,344,200	3,282,824	3,391,157	3,442,024	3,493,654	3,546,059	3,599,250	3,653,239	3,708,038	3,763,659	
Other service chgs	833,706	696,883	758,772	780,804	803,486	826,837	850,877	875,627	901,107	927,339	
Cell tower rent	45,958	63,970	62,808	62,808	66,462	67,459	68,471	69,498	70,540	71,598	
Disposal of property	9,950	13,129	-	-	-	-	-	-	-	-	
Interest income	331,951	302,933	310,807	315,364	325,752	334,330	338,059	343,781	353,083	368,383	
State/Fed/Local/Meas H	857,038	529,487	348,933	355,196	361,615	368,195	374,939	381,852	388,938	396,201	
Consolidated Dispatch *	-	1,250,000	1,300,000	1,350,000	1,400,000	1,914,461	1,934,537	1,950,439	1,954,515	1,958,694	
Other/misc	94,701	6,971	-	-	-	-	-	-	-	-	
	\$68,023,619	\$71,488,392	\$74,201,404	\$75,695,702	\$77,228,264	\$79,250,182	\$80,802,832	\$82,383,868	\$83,987,841	\$85,629,727	
Expenses:											
Salaries	21,250,203	23,657,692	26,267,186	26,902,271	27,753,641	28,419,890	28,448,228	28,448,228	28,448,228	28,448,228	
Overtime	7,943,222	8,046,361	7,020,403	6,797,820	7,054,027	7,255,421	7,255,421	7,255,421	7,255,421	7,255,421	
Pension	16,294,171	17,545,351	19,044,002	19,465,757	20,076,210	20,817,728	21,209,505	21,213,366	21,213,366	21,213,366	
Pension cost share	(1,599,921)	(1,745,096)	(1,698,753)	(1,782,096)	(1,833,967)	(1,878,610)	(1,929,782)	(1,929,782)	(1,929,782)	(1,929,782)	
Insurance	5,072,884	5,403,364	5,812,123	5,730,284	6,009,216	6,278,692	6,527,014	6,763,041	6,763,041	6,763,041	
OPEB	5,450,221	6,072,070	6,230,292	6,659,783	7,071,589	7,555,444	8,033,766	8,456,740	8,793,056	9,158,231	
Services & supplies	4,440,031	6,430,517	5,966,436	5,740,076	5,476,098	5,699,955	5,731,404	5,938,958	6,006,424	6,224,829	
Property Tax Share Agmt	84,695	50,000	52,056	53,097	54,159	55,242	56,347	57,474	58,623	59,796	
Capital contribution	2,433,654	2,812,602	2,891,639	2,989,012	3,090,341	3,448,455	3,512,747	3,579,765	3,697,951	3,813,432	
Debt payments	1,797,866	1,796,937	1,794,823	1,268,098	931,350	926,050	927,250	924,625	924,650	922,850	
	\$63,167,026	\$70,069,797	\$73,380,207	\$73,824,102	\$75,682,665	\$78,578,267	\$79,771,901	\$80,707,838	\$81,230,981	\$81,929,414	
Revenue over (under) exp	4,856,594	1,418,595	821,197	1,871,600	1,545,599	671,914	1,030,931	1,676,029	2,756,861	3,700,314	
Ending fund balance	\$54,582,604	\$56,001,199	\$56,822,395	\$58,693,995	\$60,239,594	\$60,911,509	\$61,942,440	\$63,618,469	\$66,375,330	\$70,075,643	
"Dry Period" Funding	34,011,810	35,744,196	37,100,702	37,847,851	38,614,132	39,625,091	40,401,416	41,191,934	41,993,921	42,814,864	
Budget Stabilization Fund	15,146,674	16,451,439	17,097,713	17,167,018	17,518,465	18,025,962	18,251,831	18,425,615	18,506,606	18,623,196	
Amt over (under) Board Policy	5,424,120	3,805,563	2,623,980	3,679,127	4,106,997	3,260,455	3,289,193	4,000,921	5,874,803	8,637,583	

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

Key Assumptions/Board Policy

Revenue growth: Property tax growth (as indicated); Ambulance charges 3.3% 17/18, 1.5% thereafter; Other charges/ Cell Tower rent 1.5% per year.

Salaries: Step increases. Dispatch: 5% Performance Effective 12/1/16. Fire & Life Safety: 2.5% for Code Compliance Officers and Fire Prevention Specialist Effective 1/1/17. Add Step 6 and 3% across-the-board (except Fire Chief) effective 4/1/17. 3% across-the-board (except Fire Chief) effective 4/1/18, 4/1/19, 4/1/20. HazMat and Rescue incentive increase from 2.5% to 5% of top step Fire Engineer (capped at 7.5% total if on both teams).

Pension costs: Reflects staffing levels and salary changes; Rate changes provided by CCCERA: 16/17 (-4.5%), 17/18 (-0.66%), 18/19 (0% flat), 19/20 (0% flat), 20/21 (+1.14%), 21/22 (+1.87%), 22/23 (+0.85%) and no rate changes thereafter; also includes CCCERA prepayment savings of 3.14% 15/16 - 16/17, 1.57% in 17/18 and thereafter.

Pension Cost Share: Non-Safety cost share decreased from 8% to 6% effective 4/1/2017 commensurate with benefit received; Safety cost share remains 8% (instead of increasing to 12% 7/1/2017).

Insurance: Medical premium increases consistent with 7/1/2015 OPEB Actuarial Valuation; also includes workers' compensation and FICA/Medicare.

OPEB: Based on 7/1/2015 OPEB Actuarial Valuation: amount includes both retiree premiums and OPEB Trust prefunding contributions; full funding of ARC beginning in 15/16; +\$200K 16/17 and thereafter; 3.25% growth 18/19 and thereafter. Effective 4/1/2017, retiree cost-share for dental/life/vision/EAP decreased from 75% to 50%.

Capital: 16/17 General Fund contribution \$2.5M growing at 3.5% thereafter. Reflects repayment of start up costs for Consolidated Dispatch in FY16/17-19/20. Beginning FY20/21, 50% of City of San Ramon cost-share to CIP.

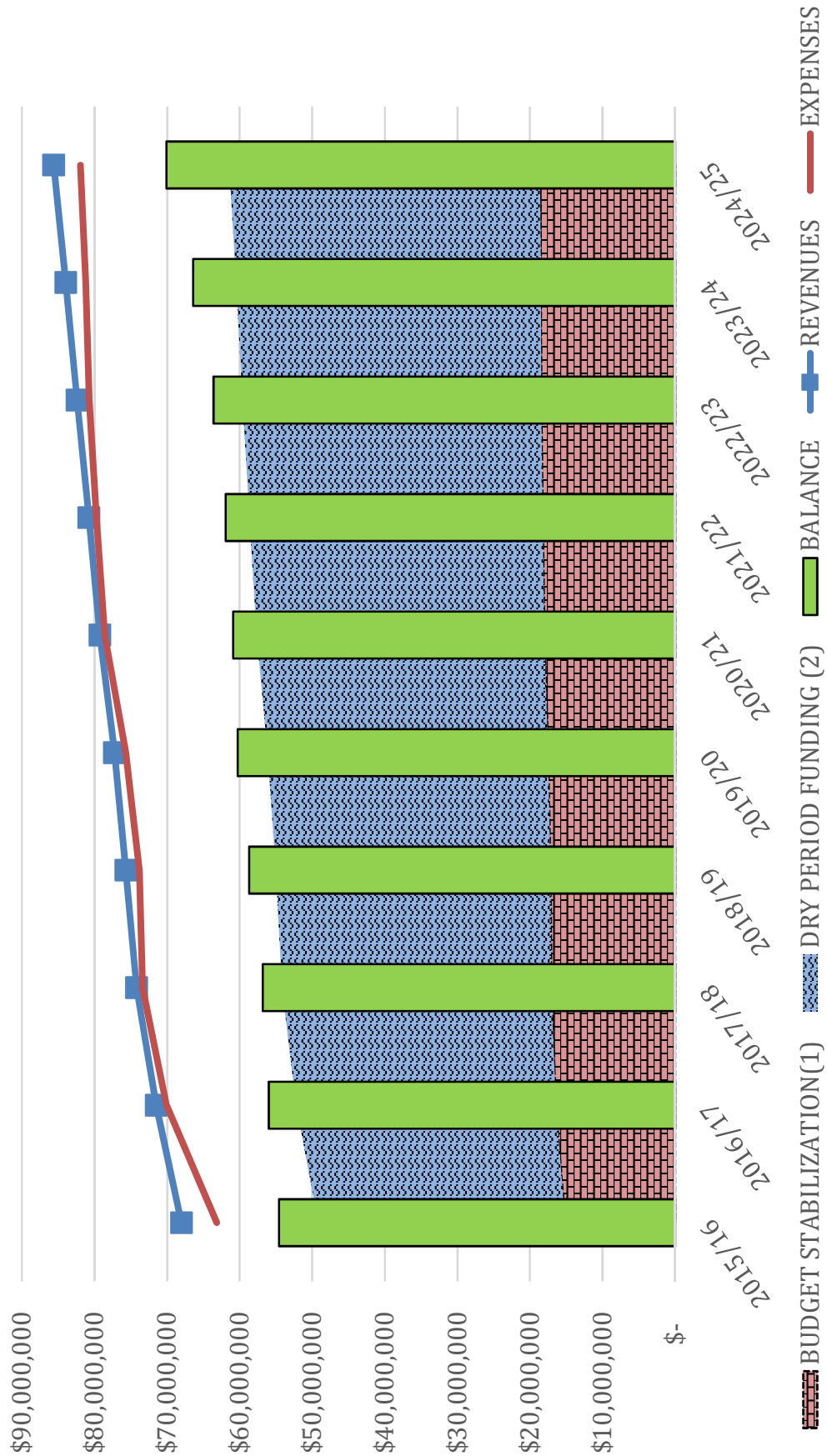
Debt Payments: Reflects 2013 refunding of 1989 debt issue maturing in 18/19; 2015 advanced refunding of 2006 COPs with \$5M in new money for Station 32 maturing in 35/36.

"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.

General Fund 10-Year Cash Flow



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

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

REVENUES GENERAL FUND

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Prop Taxes Current Secured	4110	57,616,767	61,113,564	63,416,399	65,223,713
Prop Taxes Supplemental	4120	1,439,374	459,200	528,418	0
Prop Taxes Utilities/Unitary	4130	1,050,678	1,069,077	1,090,458	1,112,268
Prop Taxes Current Unsecured	4140	1,844,275	1,868,340	1,905,707	1,943,821
Homeowner Prop Tax Relief	4145	482,390	518,057	528,418	538,986
Redevelopment Agencies	4150	916,948	1,058,718	1,079,892	1,101,490
County Tax Administration	4160	(514,207)	(510,162)	(520,366)	(530,773)
Prop Taxes Prior Secured	4170	(187,115)	(142,357)	0	0
Prop Taxes Prior Supp	4180	(77,821)	(89,990)	0	0
Prop Taxes Prior Unsecured	4190	(65,172)	(2,252)	0	0
TOTAL TAXES		\$62,506,117	\$65,342,195	\$68,028,927	\$69,389,505
Measure H	4220	33,000	33,000	33,000	33,000
SB-90 Mandated Costs	4230	22,668	0	0	0
Misc State Aid/Grants	4240	505,507	175,793	0	0
Federal Grant	4245	0	0	0	0
LEMSA	4250	143,288	244,400	250,510	256,773
GEMT	4251	152,575	76,294	65,423	65,423
Consolidated Dispatch	4252	0	1,250,000	1,300,000	1,350,000
TOTAL INTERGOVERNMENTAL		\$857,038	\$1,779,487	\$1,648,933	\$1,705,196
Inspection Fees	4310	124,744	75,000	110,000	113,300
Plan Review Fees	4315	657,804	574,377	600,000	618,000
Weed Abatement Charges	4320	2,493	1,938	3,045	3,091
Administrative Citations	4325	38,328	35,000	35,000	35,525
Ambulance Services	4330	3,344,200	3,282,824	3,391,157	3,442,024
CPR Classes	4340	360	568	577	586
Reports/Photocopies	4350	9,976	10,000	10,150	10,302
TOTAL CHARGES FOR SERVICES		\$4,177,905	\$3,979,707	\$4,149,929	\$4,222,828
Investment Earnings	4410	331,951	302,933	310,807	315,364
TOTAL USE OF MONEY & PROP		\$331,951	\$302,933	\$310,807	\$315,364
Rent on Real Estate	4510	45,958	63,970	62,808	62,808
TOTAL RENT		\$45,958	\$63,970	\$62,808	\$62,808
Sale of Property	4620	9,950	13,129	0	0
Miscellaneous Revenue	4640	94,701	6,971	0	0
TOTAL OTHER REVENUE		\$104,651	\$20,100	\$0	\$0
TOTAL REVENUES		\$68,023,619	\$71,488,392	\$74,201,404	\$75,695,702

EXPENDITURES GENERAL FUND

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	20,945,087	23,454,596	26,012,674	26,644,398
Temporary Salaries	5115	296,679	195,709	246,824	249,939
Permanent Overtime	5120/21	7,943,222	8,046,361	7,020,403	6,797,820
FICA Contributions	5140	420,610	471,062	491,025	497,196
Retirement Contributions	5150	14,694,250	15,800,255	17,345,250	17,683,661
401a Contributions ER Paid	5151	8,438	7,388	7,688	7,933
Employee Group Insurance	5160	3,533,985	3,912,302	4,301,097	4,213,088
Retiree Health Insurance	5170	2,053,562	2,716,178	3,134,909	3,463,800
OPEB Contribution	5175	3,396,659	3,355,892	3,095,383	3,195,983
Unemployment Insurance	5180	0	20,000	20,000	20,000
Workers Comp Claims	5190	1,118,289	1,000,000	1,000,000	1,000,000
TOTAL SALARIES AND BENEFITS		54,410,780	\$58,979,742	\$62,675,253	\$63,773,818
% Change		14%	8%	6%	2%
Office Supplies	5202	27,027	32,531	33,240	34,058
Postage/Freight	5204	14,021	16,036	26,732	27,400
Telecommunications	5206	168,728	193,689	234,755	245,871
Utilities	5208	352,055	356,898	365,820	374,966
Small Tools/Equip/Furn	5210	69,710	129,861	155,978	159,478
Miscellaneous Supplies	5212	100,561	90,227	141,081	133,539
Medical Supplies	5213	143,955	136,417	139,828	143,323
Firefighting Supplies	5214	37,479	57,640	62,753	63,921
Pharmaceutical Supplies	5216	35,498	33,825	34,671	35,537
Computer Supplies	5218	7,691	12,200	15,255	15,311
Radio Equipment & Supplies	5219	15,281	20,500	20,500	20,500
Food Supplies	5222	27,628	30,718	34,494	35,257
PPE Inspections & Repairs	5223	18,745	28,500	26,213	26,868
Safety Clothing & Supplies	5224	80,677	133,787	214,668	178,174
Class A Uniforms & Supplies	5225	3,496	12,813	13,133	13,462
Non-Safety Clothing	5226	5,799	46,863	41,833	42,879
Class B Uniforms & Supplies	5227	56,655	88,089	95,750	97,594
Household Supplies	5228	43,371	42,025	43,076	44,153
Central Garage Repairs	5230	174,177	470,415	175,000	179,375
Central Garage Maintenance	5231	6,534	37,304	38,237	39,193

EXPENDITURES GENERAL FUND

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Central Garage Gas & Oil	5232	137,063	144,140	174,231	178,586
Central Garage Tires	5234	40,666	51,000	52,275	53,582
Central Garage Inspections	5235	9,822	11,279	11,561	11,850
Maintenance/Repairs Equip	5236	165,074	227,880	282,850	272,183
Maintenance/Repairs Radio	5238	231,240	298,025	314,811	318,402
Maintenance/Repairs Bldgs	5240	157,281	223,138	228,717	234,435
Maintenance/Repairs Grnds	5242	44,167	50,450	40,653	41,582
Rents/Leases Equip & Prop	5246	64,106	73,511	79,983	82,883
Prof & Specialized Services	5250	919,762	1,496,798	1,526,842	1,301,584
Recruiting Costs	5251	102,890	99,042	116,031	81,831
Legal Services	5252	254,331	828,600	292,000	196,250
Medical Services	5254	74,647	90,103	89,150	91,379
Communications Services	5258	79,800	79,800	79,800	79,800
Election Services	5262	0	300	0	110,000
Insurance Services	5264	559,787	527,046	485,998	493,981
Publication of Legal Notices	5270	1,475	6,753	6,384	6,544
Specialized Printing	5272	14,941	22,664	28,277	24,309
Dues & Memberships	5274	68,045	77,406	80,149	81,627
Educational Courses	5276	38,886	64,492	66,428	67,766
Educ Assistance Program	5277	12,932	16,000	16,400	16,810
Public Education Supplies	5278	10,799	12,300	12,608	12,923
Books & Periodicals	5280	10,112	18,853	21,354	22,694
Recognition Supplies	5282	1,906	3,000	4,050	4,151
Meetings & Travel Expenses	5284	33,347	37,600	42,868	44,064
Firefighter Academy (30-65)	061	17,864	0	0	0
TOTAL SERVICES AND SUPPLIES		4,440,031	\$6,430,517	\$5,966,436	\$5,740,076
% Change		12%	45%	-7%	-4%
Property Tax Share Agreement	5290	84,695	\$50,000	\$52,056	\$53,097
TOTAL EXPENDITURES		58,935,506	\$65,460,259	\$68,693,745	\$69,566,991
% Change		14%	11%	5%	1%

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 2017-2018

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. Monitor 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. Enhance the District's level of disaster preparedness.
5. Ensure the District's policies relating to public access to information, meeting times, agenda process, and website promote open governance and transparency.
6. Evaluate the viability of existing property tax sharing agreements with other government agencies.

MEMBERS OF THE BOARD

Director (5)

**BOARD OF DIRECTORS
10-10**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	9,253	11,220	13,440	13,440
FICA Contributions	5140	789	1,028	1,028	1,028
Employee Group Insurance	5160	0	0	0	0
TOTAL SALARIES AND BENEFITS		\$10,043	\$12,248	\$14,468	\$14,468
Non-Safety Clothing	5226	91	76	0	0
Prof & Specialized Services	5250	0	0	10,000	10,000
Legal Services	5252	207,716	653,600	142,000	145,000
Election Services	5262	0	300	0	110,000
Dues & Memberships	5274	36,538	39,815	40,811	41,807
Educational Courses	5276	755	1,080	2,000	2,050
Books & Periodicals	5280	77	250	250	256
Recognition Supplies	5282	1,906	1,000	2,000	2,050
Meetings & Travel Expenses	5284	5,750	6,900	6,900	7,073
TOTAL SERVICES AND SUPPLIES		\$252,834	\$703,021	\$203,961	\$318,235
TOTAL EXPENDITURES		\$262,877	\$715,269	\$218,429	\$332,703

**BOARD OF DIRECTORS
10-10**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Clothing		91	76	0	0
Non-Safety Clothing	5226	\$91	\$76	\$0	\$0
Website, Consulting Svcs, Grants		0	0	10,000	10,000
Professional Services	5250	\$ -	\$ -	\$ 10,000	\$ 10,000
Legal Fees - District Counsel		207,716	138,375	142,000	145,000
Legal Fees		0	515,225	0	0
Legal Services	5252	\$ 207,716	\$ 653,600	\$ 142,000	\$ 145,000
Election Services		0	300	0	110,000
Election Services	5262	\$ -	\$ 300	\$ -	\$ 110,000
Alamo Chamber of Commerce		0	75	77	79
CCC Fire Commissioner's Assoc		100	103	105	108
Danville Chamber of Commerce		300	308	315	323
San Ramon Chamber of Commerce		325	333	341	350
EERI		165	169	173	178
California Special Districts Assoc		6,089	6,485	6,647	6,789
Museum of San Ramon Valley		35	36	37	38
LAFCO		29,524	32,307	33,115	33,943
Dues & Memberships	5274	\$ 36,538	\$ 39,815	\$ 40,811	\$ 41,807
Government Affairs Day		500	500	500	513
Miscellaneous Conferences		255	580	1,500	1,538
Educational Courses	5276	\$ 755	\$ 1,080	\$ 2,000	\$ 2,050
Manuals, Publications		77	250	250	256
Books & Periodicals	5280	\$ 77	\$ 250	\$ 250	\$ 256
Retirement/Promotion Recognitions		906	200	1,000	1,025
Miscellaneous Recognition		1,000	800	1,000	1,025
Recognition Supplies	5282	\$ 1,906	\$ 1,000	\$ 2,000	\$ 2,050
Board Meeting Refreshments		400	400	400	410
Special Districts (CSDA) Workshops		2,000	2,000	2,000	2,050
Fire Commissioners Quarterly Mtg		500	500	500	513
Miscellaneous Conferences		2,850	4,000	4,000	4,100
Meetings/Travel Exp	5284	\$ 5,750	\$ 6,900	\$ 6,900	\$ 7,073
TOTAL SERVICES AND SUPPLIES		\$ 252,834	\$ 703,021	\$ 203,961	\$ 318,235

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 2017-18

1. Recognize and assist the Board of Directors in implementing their strategic direction and goals for the year.
2. Ensure the consolidated Fire/Police Communications Center continues to meet the public safety needs of the community.
3. Continue efforts with the Fire & Life Safety Division on team building, identifying opportunities for operational efficiencies, improving customer service and enhancing the level of safety services delivered to the community.
4. Identify and implement a strategy to meet the ongoing fleet and facilities needs of the District.
5. Position the District to respond to an anticipated Contra Costa County RFP for ambulance transport services within District boundaries.
6. Secure additional land for continued development of in-District training facilities.
7. Ensure the District is adequately staffed to meet the growing safety needs of the community..

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 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	350,406	360,097	387,788	399,426
Temporary Salaries	5115	895	17,359	46,291	0
FICA Contributions	5140	5,068	5,377	5,623	5,792
Retirement Contributions	5150	233,304	228,253	241,354	248,596
401a Contributions ER Paid	5151	8,438	7,388	7,688	7,933
Employee Group Insurance	5160	48,937	51,066	52,207	55,727
TOTAL SALARIES AND BENEFITS		\$647,047	\$669,540	\$740,951	\$717,473
Office Supplies	5202	269	1,025	1,051	1,077
Small Tools & Equipment	5210	6,140	4,000	5,151	5,280
Miscellaneous Supplies	5212	734	1,000	2,038	2,089
Food Supplies	5222	1,592	1,025	1,051	1,077
Non-Safety Clothing	5226	86	2,538	2,576	2,641
Prof & Specialized Services	5250	0	0	6,500	7,000
Specialized Printing	5272	1,513	500	1,000	1,000
Dues & Memberships	5274	5,596	6,258	6,414	6,574
Educ Courses District Wide	5276	8,788	10,250	10,506	10,769
Books & Periodicals	5280	0	250	250	256
Travel Exp District Wide	5284	22,224	20,000	25,000	25,750
TOTAL SERVICES AND SUPPLIES		\$46,942	\$46,846	\$61,537	\$63,513
TOTAL EXPENDITURES		\$693,989	\$716,385	\$802,488	\$780,986

**FIRE CHIEF
10-15**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Office Supplies		269	1,025	1,051	1,077
Office Supplies	5202	\$ 269	\$ 1,025	\$ 1,051	\$ 1,077
Badges, Name Tag, Collar Brass, Pins		5,140	3,500	4,100	4,203
Misc. Tools and Equipment		1,000	500	1,051	1,077
Small Tools/Equip	5210	\$ 6,140	\$ 4,000	\$ 5,151	\$ 5,280
Misc. Supplies District Honor Guard		0	500	500	513
Misc. Supplies		734	500	1,538	1,576
Misc Supplies	5212	\$ 734	\$ 1,000	\$ 2,038	\$ 2,089
Misc. Food Supplies/Meals		1,592	1,025	1,051	1,077
Food Supplies	5222	\$ 1,592	\$ 1,025	\$ 1,051	\$ 1,077
Uniforms - District Honor Guard		0	1,000	1,000	1,025
Uniforms - District Clerk		86	769	788	808
Uniforms - Fire Chief		0	769	788	808
Non-Safety Clothing	5226	\$ 86	\$ 2,538	\$ 2,576	\$ 2,641
Trainer - District Honor Guard		0	0	500	513
Newsletter Writing/Design		0	0	1,051	1,077
Consultant/Professional Services		0	0	4,949	5,410
Professional Services	5250	\$ -	\$ -	\$ 6,500	\$ 7,000
Document Services		925	250	750	750
Business Cards		588	250	250	250
Specialized Printing	5272	\$ 1,513	\$ 500	\$ 1,000	\$ 1,000
Exchange Club San Ramon Valley		0	164	168	172
Fire Districts Assoc of California		440	461	473	485
Contra Costa Co. Special Dist Assoc		200	103	105	108
Contra Costa Co. Fire Commissioners Assoc		100	0	0	0
National Fire Protection Assoc		445	456	468	479
San Ramon Chamber of Commerce		325	0	0	0
Danville State of the Town		70	0	0	0
CCC Fire Chiefs Association		500	410	420	431
CA Fire Chiefs Association		300	0	0	0
International Assoc. of Fire Chiefs		304	2,563	2,627	2,692
International Assoc. of Fire Fighters		762	0	0	0
Annual Accreditation Fee		1,600	1,589	1,628	1,669
Contra Costa CAER		550	513	525	538
Dues & Memberships	5274	\$ 5,596	\$ 6,258	\$ 6,414	\$ 6,574
Educational Courses - District Wide		8,788	10,250	10,506	10,769
Educational Courses	5276	\$ 8,788	\$ 10,250	\$ 10,506	\$ 10,769
Misc. Fire Service Books/Magazines		0	250	250	256
Books & Periodicals	5280	\$ -	\$ 250	\$ 250	\$ 256

**FIRE CHIEF
10-15**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Meetings/Travel Exp - District Wide		22,224	20,000	25,000	25,750
Meetings/Travel Exp	5284	\$ 22,224	\$ 20,000	\$ 25,000	\$ 25,750
TOTAL SERVICES AND SUPPLIES		\$ 46,942	\$ 46,846	\$ 61,537	\$ 63,513

HUMAN RESOURCES

PURPOSE

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

STANDARD LEVEL OF PERFORMANCE

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

GOALS AND OBJECTIVES FOR FY 2017-2018

1. Ensure implementation of the District's performance management program.
2. Evaluate the workers' compensation process.
3. If feasible, upgrade Time and Attendance software and train multiple employees to be expert users.
4. Evaluate and improve HR processes.
5. Continue to update the District's internal and external HR websites.
6. Review Board of Directors compensation policy.

STAFFING SUMMARY

Human Resources Director

Human Resources Generalist (2)

**HUMAN RESOURCES
10-20**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	195,973	371,418	407,532	423,281
Temporary Salaries	5115	19,583	0	0	0
Permanent Overtime	5120	12,936	6,000	6,000	6,000
FICA Contributions	5140	4,469	5,546	5,909	6,138
Retirement Contributions	5150	63,126	123,288	148,823	141,882
Employee Group Insurance	5160	43,041	67,344	66,582	71,070
Retiree Health Insurance	5170	2,053,562	2,716,178	3,134,909	3,463,800
OPEB Contribution	5175	3,396,659	3,355,892	3,095,383	3,195,983
Unemployment Insurance	5180	0	20,000	20,000	20,000
Workers Comp Claims	5190	1,118,289	1,000,000	1,000,000	1,000,000
TOTAL SALARIES AND BENEFITS		\$6,907,637	\$7,665,667	\$7,885,138	\$8,328,154
Office Supplies	5202	1,265	1,230	1,035	1,061
Postage/Freight	5204	268	200	500	513
Small Tools & Equipment	5210	64	0	500	513
Food Supplies	5222	3,079	4,101	4,729	4,847
Non-Safety Clothing	5226	507	2,250	2,601	2,666
Maint/Repairs-Equip	5236	23,496	53,089	94,498	77,498
Prof & Specialized Services	5250	93,975	125,056	109,659	112,113
Recruiting Costs	5251	102,890	99,042	116,031	81,831
Legal Services	5252	46,615	15,000	50,000	51,250
Medical Services	5254	74,647	90,103	89,150	91,379
Insurance Services	5264	559,787	527,046	485,998	493,981
Specialized Printing	5272	709	1,505	1,110	1,138
Dues & Memberships	5274	874	1,408	2,712	2,780
Educational Courses	5276	598	15,606	15,673	15,742
Books & Periodicals	5280	184	864	629	645
Recognition Supplies	5282	0	2,000	2,050	2,101
TOTAL SERVICES AND SUPPLIES		\$908,957	\$938,500	\$976,876	\$940,057
TOTAL EXPENDITURES		\$7,816,594	\$8,604,167	\$8,862,014	\$9,268,211

HUMAN RESOURCES
10-20

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
General Office Supplies		1,145	513	300	308
Plaques, Name Plates, Misc.		119	205	210	215
Blank ID Cards & Printer Supplies		0	513	525	538
Office Supplies	5202	\$ 1,265	\$ 1,230	\$ 1,035	\$ 1,061
Postage/Freight		268	200	500	513
Postage/Freight	5204	\$ 268	\$ 200	\$ 500	\$ 513
Chaplain Supplies		0	0	500	513
Ergonomic Furniture/Supplies		64	0	0	0
Small Tools/Equip	5210	\$ 64	\$ -	\$ 500	\$ 513
Assessment Center - Captain		500	0	525	538
Assessment Center - Engineer		500	513	525	538
Recruitment - FF/PM		1,129	2,050	2,101	2,154
Recruitment - EMS		350	513	526	539
Recruitment - Comm Ctr (Disp)		500	513	525	538
Recruitment - Administrative		100	513	526	539
Food Supplies	5222	\$ 3,079	\$ 4,101	\$ 4,729	\$ 4,847
Uniforms - Chaplain		243	200	500	513
Uniforms - Support Staff		181	1,794	1,839	1,885
Uniforms - Misc.		83	256	263	269
Non-Safety Clothing	5226	\$ 507	\$ 2,250	\$ 2,601	\$ 2,666
Applicant Tracking System		0	16,896	0	18,000
Telestaff		0	2,700	60,000	25,000
HR Module & ACA Compliance		23,496	33,493	34,498	34,498
Maint/Repairs-Equip	5236	\$ 23,496	\$ 53,089	\$ 94,498	\$ 77,498
Taleo/Performance Appraisals		5,440	0	0	0
ADP Professional Support		0	5,000	5,125	5,253
IEDA		0	22,956	23,530	24,118
ID Card Software/Photography		1,934	2,500	2,563	2,627
Crisis - Trauma Intervention		0	0	10,000	10,000
Health Insurance Administrative Fee		17,164	22,550	23,114	23,692
Actuarial - Workers' Compensation		4,000	4,000	4,100	4,203
Ergonomic Consulting		200	1,500	1,500	1,500
Fingerprint Services/DOJ		3	2,050	2,101	2,154
Investigation Services		7,800	20,500	15,000	15,375
Section 125 Plan - Admin Fees		0	0	2,627	2,693
Human Resources Consulting		57,435	44,000	20,000	20,500
Professional Services	5250	\$ 93,975	\$ 125,056	\$ 109,659	\$ 112,113

**HUMAN RESOURCES
10-20**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Assessment Center - Captain		13,000	17,029	0	17,250
Assessment Center - Engineer		16,000	1,000	22,294	0
Recruitment - FF/PM		9,500	20,000	20,500	21,013
Recruitment - Management (CFO)		15,853	0	15,000	0
Recruitment - EMS		2,500	2,250	2,306	2,364
Recruitment - Comm Ctr (Disp)		3,320	4,126	2,306	2,364
Recruitment - Administrative		0	3,352	3,000	3,075
Study Books/Materials (Eng)		3,625	1,000	3,625	3,716
Background Investigations		16,750	23,625	24,000	15,000
Physical Examinations		14,860	20,790	8,000	6,000
Polygraph/Psych		5,530	5,670	13,000	9,000
Miscellaneous Recruiting Costs		1,952	200	2,000	2,050
Recruiting Costs	5251	\$ 102,890	\$ 99,042	\$ 116,031	\$ 81,831
Legal Services - Employee Relations		46,615	15,000	50,000	51,250
Legal Services	5252	\$ 46,615	\$ 15,000	\$ 50,000	\$ 51,250
Wellness Exam Physicals/EKG		74,377	80,000	80,000	82,000
Various Vaccines/Tests		155	1,500	1,500	1,538
DMV Physicals		115	1,000	1,025	1,051
Medical Consulting/Fitness for Duty		0	5,000	5,125	5,253
Wellness Programs		0	450	1,000	1,025
Miscellaneous Medical Services		0	2,153	500	513
Medical Services	5254	\$ 74,647	\$ 90,103	\$ 89,150	\$ 91,379
Excess Workers' Comp Insurance		456,229	375,176	330,331	334,422
Property & Liability Insurance Pool		72,357	115,678	118,570	121,534
Self-Insured Certification-State of CA		31,201	36,192	37,097	38,024
Insurance Services	5264	\$ 559,787	\$ 527,046	\$ 485,998	\$ 493,981
Forms/Posters/Card Shells		617	675	200	205
Recognition Supplies		0	0	500	513
Survivor Benefit Handbook		0	0	200	205
Misc. Employee Materials/Handouts		91	830	210	215
Specialized Printing	5272	\$ 709	\$ 1,505	\$ 1,110	\$ 1,138
Society for Human Resources		190	190	195	200
California Chamber Of Commerce		684	0	0	0
CAL PELRA		0	377	1,158	1,187
PARMA		0	0	100	103
IPMA/Nor Cal IPMA		0	100	500	513
CA Bar License		0	515	528	541
Miscellaneous Dues/Memberships		0	226	232	237
Dues & Memberships	5274	\$ 874	\$ 1,408	\$ 2,712	\$ 2,780
Supervisor Training		0	12,915	12,915	12,915
Misc On-Line Training		598	2,691	2,758	2,827
Educational Courses	5276	\$ 598	\$ 15,606	\$ 15,673	\$ 15,742

HUMAN RESOURCES
10-20

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Western Cities		0	40	41	42
Public Retirement Newsletter		0	250	0	0
Miscellaneous Subscriptions/Books		184	574	588	603
Books & Periodicals	5280	\$ 184	\$ 864	\$ 629	\$ 645
Employee Events		0	1,000	1,025	1,051
Miscellaneous Recognition Supplies		0	1,000	1,025	1,051
Recognition Supplies	5282	\$ -	\$ 2,000	\$ 2,050	\$ 2,101
TOTAL SERVICES AND SUPPLIES		\$ 908,957	\$ 938,500	\$ 976,876	\$ 940,057

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 2017-2018

1. Integrate financial system with budgeting system.
2. Encourage/promote use of electronic banking by vendors and employees.
3. Evaluate current banking services relationship and potential issuance of RFP.
4. Review Other Post-Employment Benefit (OPEB) investment strategy.
5. Evaluate current Property Tax Agreement with City of San Ramon.
6. 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.
7. Maintain Capital Improvement Plan (CIP) based on input from other Divisions.
8. Maintain GFOA Certificate of Excellence in Financial Reporting.

STAFFING SUMMARY

Chief Financial Officer

Controller

Accounting Technician (2)

FINANCE
10-25

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	323,949	322,540	355,850	601,098
Permanent Overtime	5120	221	2,500	2,500	2,500
FICA Contributions	5140	4,622	4,816	5,160	8,716
Retirement Contributions	5150	111,661	107,064	119,280	201,486
Employee Group Insurance	5160	52,436	55,978	57,589	61,471
TOTAL SALARIES AND BENEFITS		\$492,890	\$492,898	\$540,378	\$875,271
Office Supplies	5202	9,437	10,250	10,506	10,769
Postage/Freight	5204	6,814	7,175	7,354	7,538
Food Supplies	5222	2,072	3,075	3,152	3,231
Non-Safety Clothing	5226	527	1,025	1,051	1,077
Maintenance/Repairs Equip	5236	13,037	28,727	23,241	23,447
Rents/Leases Equip & Prop	5246	2,737	5,750	3,000	3,075
Prof & Specialized Services	5250	432,386	439,825	467,073	303,932
Specialized Printing	5272	1,709	2,447	2,525	2,588
Dues & Memberships	5274	705	705	1,000	1,025
Educational Courses/Supplies	5276	1,200	5,000	5,125	5,253
Books & Periodicals	5280	823	1,155	1,216	1,247
Meetings/Travel Exp	5284	1,716	5,000	5,125	5,253
TOTAL SERVICES AND SUPPLIES		\$473,163	\$510,134	\$530,368	\$368,435
TOTAL EXPENDITURES		\$966,052	\$1,003,031	\$1,070,747	\$1,243,706

FINANCE
10-25

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Office Supplies-Administration		9,437	10,250	10,506	10,769
Office Supplies	5202	\$ 9,437	\$ 10,250	\$ 10,506	\$ 10,769
District-wide Postage/Freight		6,814	7,175	7,354	7,538
Postage/Freight	5204	\$ 6,814	\$ 7,175	\$ 7,354	\$ 7,538
Coffee Supplies-Administration		2,072	3,075	3,152	3,231
Food Supplies	5222	\$ 2,072	\$ 3,075	\$ 3,152	\$ 3,231
Uniforms		527	1,025	1,051	1,077
Non-Safety Clothing	5226	\$ 527	\$ 1,025	\$ 1,051	\$ 1,077
Color Copier-Admin		9,476	12,000	15,000	15,000
Sage Software Maintenance		3,561	3,650	3,741	3,835
Sage DrillPoint		0	3,077	500	513
Document Management		0	10,000	4,000	4,100
Maint/Repairs-Equip	5236	\$ 13,037	\$ 28,727	\$ 23,241	\$ 23,447
Postage Meter Lease		2,737	5,750	3,000	3,075
Rents & Leases	5246	\$ 2,737	\$ 5,750	\$ 3,000	\$ 3,075
Ambulance Collection Fees		176,456	173,990	179,731	182,427
Audit Fees		31,700	35,000	35,875	36,772
Federal Grant - Single Audit Fees		0	0	5,000	5,125
COP-Annual Trustee Fees		5,007	5,132	5,260	5,392
GEMT Admin Fee		816	1,000	1,025	1,051
GEMT Claim Preparation		10,400	12,940	13,264	13,595
Payroll Charges - Admin Fees		18,152	19,475	19,962	20,461
Section 125 Plan - Admin Fees		1,860	2,563	0	0
ADP Project		0	2,500	0	0
CAFR Overlapping Debt Schedule		875	475	487	499
Actuarial Services		9,910	0	12,000	0
Financial Consulting		145,253	150,000	156,000	0
Property Tax Consulting		19,500	20,000	20,500	21,013
Bank & Credit Card Fees		10,458	16,750	17,169	17,598
COP Arbitrage Analysis		2,000	0	800	0
Professional Services	5250	\$ 432,386	\$ 439,825	\$ 467,073	\$ 303,932
Budget Printing		474	500	525	538
CAFR Printing		1,235	947	1,000	1,025
Check Printing		0	1,000	1,000	1,025
Specialized Printing	5272	\$ 1,709	\$ 2,447	\$ 2,525	\$ 2,588

**FINANCE
10-25**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Calif Municipal Finance Officers		110	110	300	308
Government Finance Officers Assoc		430	430	500	513
Costco - District Wide		165	165	200	205
Dues & Memberships	5274	\$ 705	\$ 705	\$ 1,000	\$ 1,025
CSMFO, GFOA, MFI Training		1,200	5,000	5,125	5,253
Education Courses/Supplies	5276	\$ 1,200	\$ 5,000	\$ 5,125	\$ 5,253
GFOA/CAFR Submission Fee		505	505	550	564
Newspaper		318	350	359	368
Government Tax Manual		0	300	308	315
Books & Periodicals	5280	\$ 823	\$ 1,155	\$ 1,216	\$ 1,247
CCCERA, CSDA, GFOA, CSMFO, MFI		1,716	5,000	5,125	5,253
Meetings/Travel Expenses	5284	\$ 1,716	\$ 5,000	\$ 5,125	\$ 5,253
TOTAL SERVICES AND SUPPLIES		\$ 473,163	\$ 510,134	\$ 530,368	\$ 368,435

FIRE & LIFE SAFETY

PURPOSE

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

STANDARD LEVEL OF PERFORMANCE

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

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

GOALS AND OBJECTIVES FOR FY 2017-2018

1. Implement the organizational changes and develop policies and procedures for the Fire & Life Safety Division.
2. Evaluate shared public interface opportunities to improve business and private citizen satisfaction and efficiency
3. Implement technology programs as appropriate to ensure the highest level of safety, efficiency and effectiveness
4. Evaluate the District's emergency preparedness
5. Evaluate updating and amending local ordinances for adoption
6. Continue to monitor and evaluate the opportunity to implement the Early Earthquake Warning System into District Facilities.

STAFFING SUMMARY

Deputy Chief/Fire Marshal¹

Fire & Life Safety Manager

Fire & Life Safety Inspector (5)

Plans Examiner (2)

Permit Technician (2 vacant)

CERT Coordinator (Part-time)

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

**FIRE & LIFE SAFETY
10-30**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Misc Revenue	4640	4,650	0	0	0
TOTAL REVENUES		\$4,650	\$0	\$0	\$0
Permanent Salaries	5110	1,119,138	1,401,132	1,372,223	1,415,335
Temporary Salaries	5115	100,818	103,000	103,000	103,000
Permanent Overtime	5120	119,590	84,924	50,000	41,200
FICA Contributions	5140	21,761	20,923	19,897	20,522
Retirement Contributions	5150	638,943	701,776	650,124	670,305
Employee Group Insurance	5160	178,123	189,394	191,438	204,344
TOTAL SALARIES AND BENEFITS		\$2,178,372	\$2,501,149	\$2,386,682	\$2,454,705
Office Supplies	5202	845	1,538	1,576	1,616
Postage	5204	6,939	8,661	18,878	19,349
Small Tools & Equipment	5210	0	1,538	1,576	1,616
Firefighting Supplies	5214	0	820	841	862
Computer Equip/Supplies	5218	151	2,200	2,255	2,311
Food Supplies	5222	126	1,025	1,051	1,077
Safety Clothing & Supplies	5224	6,738	4,000	4,100	4,203
Non-Safety Clothing	5226	1,055	9,750	5,000	5,125
Maintenance/Repairs Equip	5236	0	1,025	10,697	10,964
Prof & Specialized Services	5250	24,055	65,875	61,388	62,922
Legal Services	5252	0	160,000	100,000	0
Info Tech Surcharge	5253	0	0	0	0
Publication of Legal Notices	5270	1,134	1,500	1,000	1,025
Specialized Printing	5272	8,163	9,205	13,935	9,671
Dues & Memberships	5274	21,370	22,974	22,810	22,878
Educational Courses	5276	0	5,000	5,125	5,253
Public Education Supplies	5278	10,799	12,300	12,608	12,923
Books & Periodicals	5280	4,377	2,781	2,851	2,922
Meetings & Travel Expenses	5284	320	700	718	735
TOTAL SERVICES AND SUPPLIES		\$86,072	\$310,892	\$266,406	\$165,452
TOTAL EXPENDITURES		\$2,264,445	\$2,812,041	\$2,653,088	\$2,620,157

**FIRE & LIFE SAFETY
10-30**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Miscellaneous Office Supplies		845	1,538	1,576	1,616
Office Supplies	5202	\$ 845	\$ 1,538	\$ 1,576	\$ 1,616
Plans Mail Back		3,143	3,075	3,152	3,231
Exterior Hazard Abatement Mailing		3,571	5,125	5,253	5,384
Public Safety Mailers		0	0	10,000	10,250
Bulk Mail Maintenance Account		225	461	473	484
Postage/Freight	5204	\$ 6,939	\$ 8,661	\$ 18,878	\$ 19,349
PIO, Code Officers & Invest Tools		0	1,538	1,576	1,616
Small Tools/Equip	5210	\$ -	\$ 1,538	\$ 1,576	\$ 1,616
Cars - Auto Extrication Demos		0	820	841	862
Firefighting Supplies	5214	\$ -	\$ 820	\$ 841	\$ 862
Computer Equip/Supplies		151	2,200	2,255	2,311
Computer Equip/Supplies	5218	\$ 151	\$ 2,200	\$ 2,255	\$ 2,311
Staff Meals - Pub Ed Events		126	1,025	1,051	1,077
Food Supplies	5222	\$ 126	\$ 1,025	\$ 1,051	\$ 1,077
Potential Replacement Gear		6,738	4,000	4,100	4,203
Safety Clothing	5224	\$ 6,738	\$ 4,000	\$ 4,100	\$ 4,203
Non-Safety Uniform Replacement		1,025	9,000	4,500	4,613
Tailoring		30	750	500	513
Non-Safety Clothing	5226	\$ 1,055	\$ 9,750	\$ 5,000	\$ 5,125
Hardware Maint-Document Imaging		0	0	7,423	7,609
Software -Electronic Plan Submittal		0	0	2,223	2,279
General Maintenance & Repair		0	1,025	1,051	1,077
Maint/Repairs-Equip	5236	\$ -	\$ 1,025	\$ 10,697	\$ 10,964
Specialized Services (PR, FI, Comm, IO)		3,285	30,000	25,000	25,625
Weed Abatement Contractor		0	15,375	15,375	15,759
Emergency Services		1,650	10,250	10,506	10,769
E-Business Services		19,120	10,250	10,506	10,769
Professional Services	5250	\$ 24,055	\$ 65,875	\$ 61,388	\$ 62,922
Legal Services		0	160,000	100,000	0
Legal Services	5252	\$ -	\$ 160,000	\$ 100,000	\$ -
Publication of Legal Notices		1,134	1,500	1,000	1,025
Legal Notices	5270	\$ 1,134	\$ 1,500	\$ 1,000	\$ 1,025

**FIRE & LIFE SAFETY
10-30**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Coloring Contest		0	769	788	808
Citation Books		0	461	473	484
Exterior Hazard Abatement		3,200	5,125	5,253	5,384
Coloring Books--2yr supply		4,737	0	4,500	0
Public Education Brochure		0	2,200	2,255	2,311
Business Cards		227	650	666	683
Specialized Printing	5272	\$ 8,163	\$ 9,205	\$ 13,935	\$ 9,671
CalBO		215	220	226	231
California Fire Chief's Assoc		0	300	77	77
CCAI		130	260	267	273
CCC Chiefs		0	100	103	105
CCC Fire Commissioners		0	144	148	151
CESA		260	308	316	324
Citizen Corps Council		10,000	10,000	10,000	10,000
Diablo Firesafe Council		0	100	103	105
ICC		240	240	246	252
ICC Certification Renewal		0	500	513	525
ICC East Bay		270	272	279	286
NFPA		0	200	205	210
NorCal FPO		255	330	330	338
Street Smarts		10,000	10,000	10,000	10,000
Dues & Memberships	5274	\$ 21,370	\$ 22,974	\$ 22,810	\$ 22,878
Education Courses/Supplies		0	5,000	5,125	5,253
Educational Courses	5276	\$ -	\$ 5,000	\$ 5,125	\$ 5,253
Misc Public Education Supplies		0	1,025	1,051	1,077
General Public Education Supplies		2,866	5,125	5,253	5,384
Public Education Program Supplies		7,933	6,150	6,304	6,461
Pub Ed Supplies	5278	\$ 10,799	\$ 12,300	\$ 12,608	\$ 12,923
NFPA Standards Online Subscription		119	1,500	1,538	1,576
Barclays Publishing, CCR Title 19		145	256	262	269
Misc. Books & Periodicals		4,113	1,025	1,051	1,077
Books & Periodicals	5280	\$ 4,377	\$ 2,781	\$ 2,851	\$ 2,922
Meetings/Travel Expenses		320	700	718	735
Meetings/Travel Expenses	5284	\$ 320	\$ 700	\$ 718	\$ 735
TOTAL SERVICES AND SUPPLIES		\$ 86,072	\$ 310,892	\$ 266,406	\$ 165,452

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 2017-2018

1. Evaluate solutions for mobile dispatch software in fire apparatus.
2. Implement solution for reliable, redundant connectivity in fire apparatus.
3. Research and recommend options for email retention and legal holds.
4. Perform ongoing review of security risks and update policies and procedures according to industry best practice.

5. Support the Finance and Human Resources Divisions in upgrading the District's scheduling software.

STAFFING SUMMARY

Technology Systems Manager

Information Systems Technician

Radio Technician (Part-time)

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	260,554	281,842	291,878	300,645
Temporary Salaries	5115	77,087	19,129	46,800	48,204
Permanent Overtime	5120	13,449	5,000	5,000	5,000
FICA Contributions	5140	10,041	11,286	7,812	8,047
Retirement Contributions	5150	89,308	90,843	97,837	100,775
Employee Group Insurance	5160	38,273	38,886	40,414	43,056
TOTAL SALARIES AND BENEFITS		\$488,712	\$446,986	\$489,742	\$505,727
Office Supplies	5202	0	0	0	0
Telecommunications	5206	168,728	182,839	223,580	234,620
Computer Supplies	5218	7,540	7,500	7,500	7,500
Radio Equipment & Supplies	5219	15,281	20,500	20,500	20,500
Non-Safety Clothing	5226	281	750	769	788
Maintenance/Repairs Radio	5238	226,885	162,978	158,620	161,773
Rents/Leases Equip & Prop	5246	37,669	38,598	44,938	46,061
Prof & Specialized Services	5250	7,868	40,000	10,000	10,250
Communications Services	5258	79,800	79,800	79,800	79,800
Dues & Memberships	5274	547	547	561	575
TOTAL SERVICES AND SUPPLIES		\$544,599	\$533,512	\$546,267	\$561,866
TOTAL EXPENDITURES		\$1,033,310	\$980,498	\$1,036,009	\$1,067,593

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
24x7 Network Support		3,302	4,000	2,000	2,000
Cell Phone Service		26,513	28,188	28,893	29,615
Fire Dispatch		4,980	5,105	5,232	5,363
Internet Fax Service		1,560	1,640	1,681	1,723
Internet Service		27,931	33,825	34,671	35,537
Mobile Data Service		24,960	32,000	60,000	67,000
Mobile Data T-1		8,287	8,713	0	0
Offsite Backup		0	0	4,000	4,100
Pager Service		6,616	3,600	8,790	9,010
Phone Maintenance		2,884	4,174	4,278	4,385
Phone/Network Service		53,721	56,683	69,000	70,725
Satellite Internet Service		3,000	0	0	0
Satellite Phone Service		4,674	4,613	4,728	4,846
Station 37 - Wireless		300	300	308	315
Telecommunications	5206	\$ 168,728	\$ 182,839	\$ 223,580	\$ 234,620
Computer Supplies and Parts		7,540	7,500	7,500	7,500
Computer Supplies	5218	\$ 7,540	\$ 7,500	\$ 7,500	\$ 7,500
Radios & Components		15,281	20,500	20,500	20,500
Radio Equip/Supplies	5219	\$ 15,281	\$ 20,500	\$ 20,500	\$ 20,500
Uniforms-Non Safety		281	750	769	788
Non-Safety Clothing	5226	\$ 281	\$ 750	\$ 769	\$ 788
Hardware Maint-Disp. & Admin UPS		5,008	1,867	1,914	1,962
Hardware Maint-Disp. Audio Logger		8,081	0	0	0
Hardware Maint-Disp. Fire Stn. Alert		0	0	0	0
Hardware Maint-Document Imaging		2,165	2,219	0	0
Hardware Maint-Firewall & VPN		0	0	0	0
Hardware Maint-Network		11,476	0	0	0
Hardware Maint-Servers		9,228	0	0	0
Misc. Maintenance & Repair		21,607	25,932	20,000	20,000
Radio Maintenance & Repair		20,432	30,000	30,000	30,000
Microsoft Office licensing		16,647	18,020	18,470	18,932
Software Maint-Anti-virus		2,673	2,930	2,959	3,033
Software Maint-Backup		4,097	2,048	2,099	2,152
Software Maint-CAD		41,445	0	0	0
Software Maint-Content Filtering		717	788	1,600	1,640
Software Maint-Computer Imaging and Security		1,480	2,669	2,736	2,804
Software Maint-Database Reporting		1,303	1,387	1,422	1,457
Software Maint-Document Imaging		7,423	7,423	0	0
Software Maint-EMD		1,659	0	0	0

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Software Maint-Email Archive		0	0	10,000	7,500
Software Maint-GIS		4,587	0	0	0
Software Maint-Mobile VPN		0	0	0	11,500
Software Maint-Network Admin.		2,054	0	0	2,400
Software Maint-Network Monitoring		3,159	3,270	3,352	3,436
Software Maint-Remote Access		1,500	1,500	11,000	1,500
Software Maint-RMS		35,500	37,500	37,500	37,500
Software Maint-Spam Filter		2,400	2,568	2,632	2,698
Software Maint-Staffing		10,090	10,236	0	0
Software Maint-Website		12,154	12,621	12,937	13,260
M & R-Radio/Elec	5238	\$ 226,885	\$ 162,978	\$ 158,620	\$ 161,773
Microwave Services		37,669	38,598	44,938	46,061
Rents & Leases	5246	\$ 37,669	\$ 38,598	\$ 44,938	\$ 46,061
Professional Services-Other		7,868	40,000	10,000	10,250
Professional Services	5250	\$ 7,868	\$ 40,000	\$ 10,000	\$ 10,250
EBRCS - Subscriber Fees		79,800	79,800	79,800	79,800
Comm Services	5258	\$ 79,800	\$ 79,800	\$ 79,800	\$ 79,800
Dues & Membership		547	547	561	575
Dues & Memberships	5274	\$ 547	\$ 547	\$ 561	\$ 575
TOTAL SERVICES AND SUPPLIES		\$ 544,599	\$ 533,512	\$ 546,267	\$ 561,866

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 2017-2018

1. Integrate the Communications Center personnel with the District's established community outreach programs.
2. Implement Emergency Fire Dispatch software through the International Academy of Emergency Dispatch to provide consistency and structured call processing.
3. Research Association of Public Safety Communications Officials (APCO) International Training Program certification for Communications Center.
4. Present research materials to Command Staff to determine the most effective deployment software solution for the Operations and EMS Divisions.

STAFFING SUMMARY

Director of Emergency Communications Center

Supervising Dispatcher (3)

Dispatcher (9)

Geographic Information Systems Analyst (Part-time)

**COMMUNICATIONS CENTER
20-38**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17 *	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	1,223,882	1,675,926	1,889,775	1,933,003
Temporary Salaries	5115	74,336	24,000	40,000	40,000
Permanent Overtime	5120	179,912	300,000	202,500	202,500
FICA Contributions	5140	26,830	27,426	29,802	30,429
Retirement Contributions	5150	407,796	556,306	633,446	647,936
Employee Group Insurance	5160	182,148	262,628	281,268	300,229
TOTAL SALARIES AND BENEFITS		\$2,094,904	\$2,846,286	\$3,076,790	\$3,154,097
Office Supplies	5202	2,448	3,000	3,075	3,152
Telecommunications	5206	0	10,850	11,175	11,252
Small Tools & Equipment	5210	2,337	4,613	4,728	4,847
Computer Supplies	5218	0	2,500	5,500	5,500
Safety Clothing & Supplies	5224	2,184	3,075	3,152	3,231
Non-Safety Clothing	5226	2,339	3,588	3,678	3,770
Maintenance/Repairs Radio	5238	2,768	134,547	155,679	156,104
Prof & Specialized Services	5250	22,782	36,000	102,000	102,000
Legal Notices	5270	66	0	0	0
Dues & Memberships	5274	1,250	1,026	1,052	1,078
Educational Courses	5276	109	0	0	0
Books & Periodicals	5280	1,651	2,679	3,500	4,500
TOTAL SERVICES AND SUPPLIES		\$37,934	\$201,878	\$293,538	\$295,432
TOTAL EXPENDITURES		\$2,132,838	\$3,048,164	\$3,370,328	\$3,449,529

*Note: Incorporates Consolidated Dispatch 20-36 beginning FY16/17.

**COMMUNICATIONS CENTER
20-38**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Office Supplies		2,448	3,000	3,075	3,152
Office Supplies	5202	\$ 2,448	\$ 3,000	\$ 3,075	\$ 3,152
24x7 Network Support		0	2,000	2,000	2,000
Language Line Services		0	250	500	500
Phone Maintenance		0	2,000	2,000	2,000
Phone/Network Service		0	3,600	3,600	3,600
Satellite Internet Service		0	3,000	3,075	3,152
Telecommunications	5206	\$ -	\$ 10,850	\$ 11,175	\$ 11,252
Small Tools/Equipment/Furniture		2,337	4,613	4,728	4,847
Small Tools/Equip	5210	\$ 2,337	\$ 4,613	\$ 4,728	\$ 4,847
Computer Supplies and Parts		0	2,500	2,500	2,500
Printer Toner		0	0	3,000	3,000
Computer Supplies	5218	\$ -	\$ 2,500	\$ 5,500	\$ 5,500
Safety Clothing/Supplies -Reserves		2,184	3,075	3,152	3,231
Safety Clothing	5224	\$ 2,184	\$ 3,075	\$ 3,152	\$ 3,231
Non-Safety Clothing-Dispatchers		2,339	3,588	3,678	3,770
Non-Safety Clothing	5226	\$ 2,339	\$ 3,588	\$ 3,678	\$ 3,770
Communications Center Headsets		1,281	1,025	1,051	1,077
EMD ACE Re-Accredit Maint Plan		1,487	974	998	1,023
Hardware Maint-Disp. & Admin UPS		0	3,391	3,476	3,563
Hardware Maint-Disp. Audio Logger		0	0	9,100	9,328
Hardware Maint-Network		0	7,250	0	0
Hardware Maint-Servers		0	3,030	5,700	3,030
Misc. Maintenance & Repair		0	5,000	5,000	5,000
Radio Maintenance & Repair		0	10,000	10,000	10,000
Software Maint-Anti-virus		0	461	473	484
Software Maint-Backup		0	400	410	420
Software Maint-CAD/RMS		0	95,066	97,443	99,879
Software Maint-DR		0	0	2,700	2,768
Software Maint-EFD		0	0	7,680	7,680
Software Maint-EMD		0	2,100	2,153	2,206
Software Maint-GIS		0	5,850	5,996	6,146
Software Maint-Reddinet		0	0	3,500	3,500
M & R-Radio/Elec	5238	\$ 2,768	\$ 134,547	\$ 155,679	\$ 156,104
Professional Team Development		844	0	0	0
GIS Analyst		0	0	52,000	52,000
EFD Call Review Services		0	0	25,000	25,000
EMD Call Review Services		21,938	36,000	25,000	25,000
Professional Services	5250	\$ 22,782	\$ 36,000	\$ 102,000	\$ 102,000
Legal Notices		66	0	0	0
Legal Notices	5270	\$ 66	\$ -	\$ -	\$ -

**COMMUNICATIONS CENTER
20-38**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Dues & Memberships		795	513	526	539
EMD Recert Fees-Dispatchers		455	513	526	539
Dues & Memberships	5274	\$ 1,250	\$ 1,026	\$ 1,052	\$ 1,078
Educational Courses/Supplies		109	0	0	0
Educational Courses/Supplies	5276	\$ 109	\$ -	\$ -	\$ -
Cross Directory Renewals		975	1,679	2,000	2,000
Maps/Atlas		0	1,000	1,000	2,000
Reference Books		676	0	500	500
Books & Periodicals	5280	\$ 1,651	\$ 2,679	\$ 3,500	\$ 4,500
TOTAL SERVICES AND SUPPLIES		\$ 37,934	\$ 201,878	\$ 293,538	\$ 295,432

FACILITIES

PURPOSE

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

STANDARD LEVEL OF PERFORMANCE

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

GOALS AND OBJECTIVES FOR FY 2017-2018

1. Implement Facilities projects identified in the Capital Improvement Plan (CIP).
2. Adjust CIP for scheduled projects according to updated information/need.
3. Evaluate need for redesign of one or more fire station landscape(s) to accommodate Bay Area Standards for water and energy use, reduced maintenance and aesthetic improvement.
4. Implement remodel of FS31 kitchen area for safety and efficiency
5. Implement FS30 apparatus bay/shop area improved heating system for safety and efficiency.

6. Implement environmental protection for station emergency generators.
7. Implement upgrade of vehicle washing drainage system at FS31 per Central Sanitation requirement.
8. Develop detailed RFP-ready specifications for generator program replacement, roof replacement, and asphalt replacement in support of CIP program

STAFFING SUMMARY

Deputy Chief/Fire Marshal¹

Senior Office Assistant

District Aides P/T (1 FTE divided among 10 P/T DAs)

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

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	76,697	80,254	86,237	88,825
Temporary Salaries	5115	6,398	30,121	35,646	36,716
FICA Contributions	5140	1,574	3,720	3,977	4,097
Retirement Contributions	5150	26,289	25,867	28,906	29,774
Employee Group Insurance	5160	25,664	24,545	24,958	26,640
TOTAL SALARIES AND BENEFITS		\$136,621	\$164,507	\$179,725	\$186,051
Utilities	5208	352,055	356,898	365,820	374,966
Small Tools & Equipment	5210	13,966	22,538	25,550	26,189
Miscellaneous Supplies	5212	8,931	14,768	15,137	15,516
Non-Safety Clothing	5226	230	4,375	4,484	4,596
Household Supplies	5228	43,371	42,025	43,076	44,153
Central Garage Gas & Oil	5232	30,754	23,640	24,231	24,836
Maintenance/Repairs Equip	5236	96,195	98,141	90,344	92,603
Maintenance/Repairs Bldgs	5240	157,281	223,138	228,717	234,435
Maintenance/Repairs Grnds	5242	44,167	50,450	40,653	41,582
Rents/Leases Equip & Prop	5246	10,540	10,823	11,094	11,371
Prof & Specialized Services	5250	6,118	25,915	26,563	27,227
Legal Notices	5270	122	5,253	5,384	5,519
TOTAL SERVICES AND SUPPLIES		\$763,730	\$877,963	\$881,053	\$902,992
TOTAL EXPENDITURES		\$900,351	\$1,042,470	\$1,060,779	\$1,089,043

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Gas/Electricity		225,680	252,347	258,655	265,122
Water		44,496	39,259	40,240	41,246
Waste Services		52,259	32,120	32,923	33,747
Cable/Satellite Services		12,318	10,707	10,975	11,249
Sewer (CCC Sanitary)		17,302	17,845	18,291	18,749
Propane Tanks		0	4,620	4,735	4,854
Utilities	5208	\$ 352,055	\$ 356,898	\$ 365,820	\$ 374,966
Ergonomic Equipment/Furniture		0	538	3,000	3,075
Misc. Equipment/Furniture		13,966	22,000	22,550	23,114
Small Tools/Equip	5210	\$ 13,966	\$ 22,538	\$ 25,550	\$ 26,189
WASP Inventory Tracking		0	1,845	1,891	1,938
Miscellaneous Supplies		8,931	12,923	13,246	13,577
Misc Supplies	5212	\$ 8,931	\$ 14,768	\$ 15,137	\$ 15,516
Non-Safety Clothing/Supplies		230	4,375	4,484	4,596
Non-Safety Clothing/Supplies	5226	\$ 230	\$ 4,375	\$ 4,484	\$ 4,596
Miscellaneous Household Supplies		43,371	42,025	43,076	44,153
Household Supplies	5228	\$ 43,371	\$ 42,025	\$ 43,076	\$ 44,153
HazMat Permit Fees		18,052	8,405	8,615	8,831
CUPA /SPCC		6,338	9,456	9,692	9,934
Generator Permit Fees/BAAQMD		6,364	5,779	5,923	6,072
Central Garage-Gas	5232	\$ 30,754	\$ 23,640	\$ 24,231	\$ 24,836
Outdoor Equipment Protection		0	10,000	0	0
Fuel Tank & Pump Maint/Repair		2,324	15,759	16,153	16,557
HVAC Maintenance/Repairs		33,650	28,367	29,076	29,803
Generator Maintenance/Repairs		27,277	32,307	33,115	33,943
Workout Equipment Prev. Maint.		2,640	3,678	3,770	3,864
Workout Equipment Repairs		1,908	4,203	4,308	4,415
Plymovent Repairs		13,456	0	0	0
Misc Equip Repairs		12,734	0	0	0
Earthquake Early Warning Maint		0	1,200	1,230	1,261
Extinguisher Maintenance		2,207	2,627	2,693	2,760
Maint/Repairs-Equip	5236	\$ 96,195	\$ 98,141	\$ 90,344	\$ 92,603
Building Repairs & Maintenance		79,794	115,569	118,458	121,419
Admin Cleaning Contract		22,919	26,266	26,922	27,595
Carpet/Upholstery Cleaning		6,902	5,253	5,384	5,519
Lock/Key Repairs		1,623	2,101	2,154	2,208
Pest Control Service		7,222	9,834	10,080	10,332
Plumbing Repairs		5,022	24,690	25,307	25,940
Sectional Door Maint. & Repairs		15,327	26,266	26,922	27,595
Security Alarm Monitoring/Repair		11,734	9,692	9,935	10,183
Annual Sprinkler Inspection		6,739	3,468	3,554	3,643
Maint/Repairs-Bldgs	5240	\$ 157,281	\$ 223,138	\$ 228,717	\$ 234,435

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Training Site Improvement/Props		13,506	10,000	3,500	3,500
Admin Maintenance		854	15,759	16,153	16,557
New FS32 Property Fencing		0	2,101	0	0
New FS32 Property Maintenance		375	2,101	0	0
Station 30 Landscape		0	5,779	5,923	6,072
Station 35, Blackhawk Rd. Maint.		2,524	3,152	3,231	3,311
Misc. Grounds Maintenance		26,908	11,557	11,846	12,142
Maint/Repairs-Grounds	5242	\$ 44,167	\$ 50,450	\$ 40,653	\$ 41,582
Station 40- Springers		8,329	8,406	8,616	8,832
LPG Rental		1,911	2,101	2,154	2,208
Water Tank		300	316	324	332
Rents & Leases	5246	\$ 10,540	\$ 10,823	\$ 11,094	\$ 11,371
HazMat Business Plan Services		0	5,000	5,125	5,253
Landscape Design		0	10,250	10,506	10,769
Professional Consulting Services		4,800	9,981	10,231	10,487
Public Auction Fees		0	158	162	166
Shred-It		1,318	526	539	552
Professional Services	5250	\$ 6,118	\$ 25,915	\$ 26,563	\$ 27,227
Legal Notices		122	5,253	5,384	5,519
Legal Notices	5270	\$ 122	\$ 5,253	\$ 5,384	\$ 5,519
TOTAL SERVICES AND SUPPLIES		\$ 763,730	\$ 877,963	\$ 881,053	\$ 902,992

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 2017-2018

1. Complete replacement of 2.5 inch Fire Hydrants in the District to optimize flow potential.
2. Develop curriculum and administer Engineers and Captains Academies to enhance succession planning.
3. Continue development of internal instructor cadre for District.
4. Manage Probationary processes for newly hired and promoted personnel.
5. Monitor performance of District Deployment and bring forward recommendations as appropriate.
6. Develop Manipulative Skills exercises for the Engineers Promotional Exam in the Fall of 2017.
7. Develop Assessment Center exercises for the Captains Promotional Exam in the Spring of 2018.

8. Assist Human Resources in the Firefighter Recruitment Process for a 2017/2018 Fire Academy(s).

STAFFING SUMMARY

Deputy Chief, Operations¹

Battalion Chief, Suppression (3)

Training Captain, Suppression (3)

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

Senior Office Assistant²

¹ Deputy Chief, Operations also responsible for Training Division oversight.

² Senior Office Assistant shared with Facilities Division.

**EMERGENCY OPERATIONS
30-55**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	16,457,179	17,586,697	19,536,345	19,748,491
Permanent Overtime	5120	7,555,227	7,385,481	6,489,638	6,262,961
FICA Contributions	5140	332,284	369,992	388,500	386,190
Retirement Contributions	5150	12,510,830	13,059,922	14,165,882	14,346,446
Employee Group Insurance	5160	2,887,451	3,073,617	3,324,977	3,178,265
TOTAL SALARIES AND BENEFITS		\$39,742,971	\$41,475,708	\$43,905,342	\$43,922,354
Office Supplies	5202	10,517	12,659	12,975	13,300
Small Tools & Equipment	5210	6,448	10,750	10,000	10,250
Miscellaneous Supplies	5212	13,690	18,500	15,250	15,631
Firefighting Supplies	5214	37,479	48,500	45,912	47,060
Food Supplies	5222	16,098	14,750	15,119	15,497
PPE Inspection & Repairs	5223	18,745	28,500	26,213	26,868
Safety Clothing & Supplies	5224	38,699	53,253	94,760	57,269
Class A Uniforms & Supplies	5225	3,422	12,300	12,608	12,923
Class B Uniforms & Supplies	5227	49,502	77,505	73,750	75,594
Maintenance/Repairs Equip	5236	5,335	5,253	5,384	5,519
Prof & Specialized Services	5250	116,030	177,476	140,148	87,312
Specialized Printing	5272	1,203	1,640	1,681	1,723
Books & Periodicals	5280	699	1,538	1,576	1,616
Meetings/Travel Expenses	5284	3,337	5,000	5,125	5,253
TOTAL SERVICES AND SUPPLIES		\$321,204	\$467,624	\$460,502	\$375,815
TOTAL EXPENDITURES		\$40,064,176	\$41,943,332	\$44,365,844	\$44,298,169

**EMERGENCY OPERATIONS
30-55**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Office Supplies		10,517	12,659	12,975	13,300
Office Supplies	5202	\$ 10,517	\$ 12,659	\$ 12,975	\$ 13,300
Shop Tools/Station Supplies		6,448	10,750	10,000	10,250
Small Tools/Equip	5210	\$ 6,448	\$ 10,750	\$ 10,000	\$ 10,250
Misc Operational Supplies		13,690	18,500	15,250	15,631
Misc Supplies	5212	\$ 13,690	\$ 18,500	\$ 15,250	\$ 15,631
Firefighting Supplies		37,479	48,500	45,912	47,060
Firefighting Supplies	5214	\$ 37,479	\$ 48,500	\$ 45,912	\$ 47,060
Emergency Meals/Officer Meetings		16,098	14,750	15,119	15,497
Food Supplies	5222	\$ 16,098	\$ 14,750	\$ 15,119	\$ 15,497
PPE Repairs & Maintenance		42	10,500	7,763	7,957
PPE Annual Inspection		18,703	18,000	18,450	18,911
PPE Inspection	5223	\$ 18,745	\$ 28,500	\$ 26,213	\$ 26,868
PPE Replacement		37,034	48,000	89,376	51,750
PPE Research & Development		1,665	5,253	5,384	5,519
Safety Clothing	5224	\$ 38,699	\$ 53,253	\$ 94,760	\$ 57,269
Class A Uniforms		3,422	12,300	12,608	12,923
Class A Uniforms	5225	\$ 3,422	\$ 12,300	\$ 12,608	\$ 12,923
Class B Uniforms		49,502	77,505	73,750	75,594
Class B Uniforms	5227	\$ 49,502	\$ 77,505	\$ 73,750	\$ 75,594
Misc. FF Equipment Repairs/Maint		5,335	5,253	5,384	5,519
Maint/Repairs-Equip	5236	\$ 5,335	\$ 5,253	\$ 5,384	\$ 5,519
Officer/Engineer Development		33,669	42,386	25,000	25,625
Fire Hydrant Flow Coding		0	0	0	0
Fire Hydrant Upgrades & Maint.		37,950	53,625	54,965	0
Fire Trail Grading and Maintenance		19,125	28,500	29,213	29,943
Preplan Updates and Maintenance		2,050	5,000	5,125	5,253
Miscellaneous Projects		2,458	22,750	0	0
SCBA Annual Maint./Fit Testing		20,778	25,215	25,845	26,492
Professional Services	5250	\$ 116,030	\$ 177,476	\$ 140,148	\$ 87,312

**EMERGENCY OPERATIONS
30-55**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Business Cards		0	526	539	552
Shift Calendars		0	526	539	552
Misc. printing		1,203	588	603	618
Specialized Printing	5272	\$ 1,203	\$ 1,640	\$ 1,681	\$ 1,723
Cal Chiefs-IAFC		0	0	0	0
Dues & Memberships	5274	\$ -	\$ -	\$ -	\$ -
Miscellaneous Books/Publications		699	1,538	1,576	1,616
Books & Periodicals	5280	\$ 699	\$ 1,538	\$ 1,576	\$ 1,616
Travel Expenses - Strike Teams		3,337	5,000	5,125	5,253
Meetings/Travel Expenses	5284	\$ 3,337	\$ 5,000	\$ 5,125	\$ 5,253
TOTAL SERVICES AND SUPPLIES		\$ 321,204	\$ 467,624	\$ 460,502	\$ 375,815

FLEET

PURPOSE

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

STANDARD LEVEL OF PERFORMANCE

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

GOALS AND OBJECTIVES FOR FY 2017-2018

1. Implement fleet preventive maintenance integration into daily reporting process.
2. Facilitate equipment purchase, vehicle build and delivery of two new ambulances to provide the highest level of patient care, safe, reliable and efficient transport for patient and personnel
3. Evaluate chassis replacement (re-mount) for three ambulances to provide the highest level of patient care, safe, reliable and efficient transport for patient and personnel
4. Research and address current replacement schedules for engines, trucks, and ambulances and recommend updates to CIP accordingly

STAFFING SUMMARY

Deputy Chief/Fire Marshal¹

Mechanic (2) (1 F/T Mechanic, 1 P/T Mechanic)

Senior Office Assistant (Facilities)

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

**FLEET
30-60**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	172,052	188,518	105,900	109,080
Permanent Overtime	5120	1,457	5,000	4,500	4,500
FICA Contributions	5140	2,408	2,815	1,536	1,582
Retirement Contributions	5150	56,781	62,577	35,497	36,563
Employee Group Insurance	5160	17,244	5,178	7,073	7,550
TOTAL SALARIES AND BENEFITS		\$249,941	\$264,088	\$154,506	\$159,275
Office Supplies	5202	106	210	215	221
Small Tools & Equipment	5210	5,318	11,000	6,663	6,829
Miscellaneous Supplies	5212	49,826	15,000	50,000	51,250
Non-Safety Clothing	5226	187	200	205	210
Central Garage Repairs	5230	174,177	470,415	175,000	179,375
Central Garage Maintenance	5231	6,534	37,304	38,237	39,193
Central Garage Gas & Oil	5232	106,309	120,500	150,000	153,750
Central Garage Tires	5234	40,666	51,000	52,275	53,582
Central Garage Inspections	5235	9,822	11,279	11,561	11,850
Maintenance/Repairs Equip	5236	5,165	1,576	1,615	1,656
Prof & Specialized Services	5250	0	850	0	0
Dues & Memberships	5274	0	2,101	2,154	2,207
Books & Periodicals	5280	0	262	269	275
TOTAL SERVICES AND SUPPLIES		\$398,111	\$721,697	\$488,193	\$500,398
TOTAL EXPENDITURES		\$648,053	\$985,785	\$642,699	\$659,673

**FLEET
30-60**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Office Supplies		106	210	215	221
Office Supplies	5202	\$ 106	\$ 210	\$ 215	\$ 221
Leak Detector Machine		0	4,500	0	0
Misc. Small Tools/Equipment		5,318	6,500	6,663	6,829
Small Tools/Equip	5210	\$ 5,318	\$ 11,000	\$ 6,663	\$ 6,829
Miscellaneous Supplies		49,826	15,000	50,000	51,250
Misc Supplies	5212	\$ 49,826	\$ 15,000	\$ 50,000	\$ 51,250
Non-Safety Clothing		187	200	205	210
Non-Safety Clothing	5226	\$ 187	\$ 200	\$ 205	\$ 210
Vehicle Repairs		174,177	470,415	175,000	179,375
Repairs	5230	\$ 174,177	\$ 470,415	\$ 175,000	\$ 179,375
Staff Vehicles		4,975	4,304	4,412	4,522
Ambulances		300	12,000	12,300	12,608
Hurst Tool Service		0	20,000	20,500	21,013
Ladder Service		1,259	1,000	1,025	1,051
Central Garage-Maint.	5231	\$ 6,534	\$ 37,304	\$ 38,237	\$ 39,193
Diesel/Unleaded Fuel/Oil		106,309	120,500	150,000	153,750
Gas, Diesel, Oil	5232	\$ 106,309	\$ 120,500	\$ 150,000	\$ 153,750
Misc. Tires Repair/Replacement		40,666	51,000	52,275	53,582
Central Garage-Tires	5234	\$ 40,666	\$ 51,000	\$ 52,275	\$ 53,582
Ground Ladder Testing		290	5,500	5,638	5,778
Mandated Annual Pump Testing		624	1,051	1,077	1,104
Mandated Annual Ladder Cert.		5,375	3,678	3,770	3,864
Mechanic Leak Detection		2,636	0	0	0
Smog Testing-Staff Vehicles		896	1,051	1,077	1,104
Mandated Inspection	5235	\$ 9,822	\$ 11,279	\$ 11,561	\$ 11,850
Misc. Small Equip. Repairs/Maint.		5,165	1,576	1,615	1,656
Maint/Repairs-Equip	5236	\$ 5,165	\$ 1,576	\$ 1,615	\$ 1,656
Public Auction Fees		0	850	0	0
Prof & Specialized Services	5250	\$ -	\$ 850	\$ -	\$ -
CFCA Fire Mechanics		0	2,101	2,154	2,207
Dues & Memberships	5274	\$ -	\$ 2,101	\$ 2,154	\$ 2,207
Miscellaneous Books/References		0	262	269	275
Books & Periodicals	5280	\$ -	\$ 262	\$ 269	\$ 275
TOTAL SERVICES AND SUPPLIES		\$ 398,111	\$ 721,697	\$ 488,193	\$ 500,398

TRAINING

PURPOSE

District training is administered by the Deputy Chief of Operations, with a 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 2017-2018

1. Incorporate State Fire Training updates into Training Division planning and delivery.
2. Administer a Firefighter Recruit Academy in the Fall of 2017.
3. Facilitate the Probationary process for Recruit Academies 2016-2 and 2017-1.
4. Deliver Off-Road Emergency Vehicle Operations Course to provide knowledge and skills necessary to safely operate vehicles in emergency and non-emergency situations.
5. Deliver Fireline Safety Refresher Training in order to maintain currency for all personnel assigned to positions with fireline duties.
6. Deliver Auto Extrication Training that meets industry standards and best practices.
7. Evaluate Training Tower standards and needs.
8. Develop Refresher Training criteria following an extended absence of an employee, pursuant to agreement with Labor.

STAFFING SUMMARY

Deputy Chief, Operations¹

Training Captain, Suppression (3)

Senior Office Assistant (1)

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

TRAINING
30-65

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	75,571	73,999	72,928	75,116
Permanent Overtime	5120	0	5,000	5,000	5,000
FICA Contributions	5140	1,073	1,975	1,927	1,959
Retirement Contributions	5150	25,903	24,563	24,445	25,179
Employee Group Insurance	5160	21,502	15,544	9,632	10,282
TOTAL SALARIES AND BENEFITS		\$124,048	\$121,081	\$113,934	\$117,536
Office Supplies	5202	885	974	998	1,023
Small Tools & Equipment	5210	8,356	12,750	15,785	16,179
Miscellaneous Supplies	5212	19,054	18,676	29,693	19,716
Firefighting Supplies	5214	0	115	0	0
Food Supplies	5222	4,304	4,196	4,950	5,074
Safety Clothing & Supplies	5224	27,870	0	0	0
Non-Safety Clothing	5226	163	841	862	884
Class B Uniforms/Supplies	5227	7,153	0	0	0
Rents/Leases Equip & Prop	5246	13,161	14,002	14,375	15,760
Prof & Specialized Services	5250	43,925	91,628	50,956	52,230
Specialized Printing	5272	58	841	862	884
Dues & Memberships	5274	490	1,420	1,455	1,491
Educ Assistance Program	5277	12,932	16,000	16,400	16,810
Books & Periodicals	5280	412	3,250	3,331	3,415
Firefighter Academy	061	17,864	0	0	0
TOTAL SERVICES AND SUPPLIES		\$156,628	\$164,693	\$139,667	\$133,466
TOTAL EXPENDITURES		\$280,675	\$285,774	\$253,601	\$251,002

**TRAINING
30-65**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Miscellaneous Office Supplies		885	974	998	1,023
Office Supplies	5202	\$ 885	\$ 974	\$ 998	\$ 1,023
Software/Video Editing		0	835	500	513
Tool Cache for Training Site		0	1,485	1,125	1,153
Digital/Video Camera/Supplies		0	525	538	552
Classroom Upgrades		0	3,250	6,800	6,970
Training Module Equip/Supplies		3,645	2,245	2,301	2,359
Misc. Small Tools/Equipment		4,711	4,410	4,520	4,633
Small Tools/Equip	5210	\$ 8,356	\$ 12,750	\$ 15,785	\$ 16,179
Vehicle Extrication Cars/Supplies		4,700	8,000	18,750	8,500
Training Prop Supplies		4,246	4,100	4,203	4,308
Simulation Software		3,500	500	513	525
Driver Training Class Expenses		1,538	1,576	1,615	1,656
Dump Fees Training Modules/Props		1,000	1,025	1,051	1,077
Miscellaneous Supplies		4,070	3,475	3,562	3,651
Misc Supplies	5212	\$ 19,054	\$ 18,676	\$ 29,693	\$ 19,716
Supplies		0	115	0	0
Firefighter Supplies	5214	\$ -	\$ 115	\$ -	\$ -
Miscellaneous Food Supplies		4,304	4,196	4,950	5,074
Food Supplies	5222	\$ 4,304	\$ 4,196	\$ 4,950	\$ 5,074
Division Chief/Captains		27,870	0	0	0
Safety Clothing	5224	\$ 27,870	\$ -	\$ -	\$ -
Uniforms-Support Staff		163	841	862	884
Non-Safety Clothing	5226	\$ 163	\$ 841	\$ 862	\$ 884
Class B Uniforms/Supplies		7,153	0	0	0
Class B Uniforms/Supplies	5227	\$ 7,153	\$ -	\$ -	\$ -
Training Facilities Rental		9,096	8,000	8,223	9,454
Sharp Color Copier		3,321	3,152	3,231	3,312
Miscellaneous Rents/Leases		743	2,850	2,921	2,994
Rents & Leases	5246	\$ 13,161	\$ 14,002	\$ 14,375	\$ 15,760

TRAINING
30-65

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Target Safety Web-Based Training		14,895	18,875	19,347	19,831
CPR Supplies		3,075	2,500	0	0
FSTEP/CSFM		5,000	3,000	3,075	3,152
EVOC		3,200	52,000	5,000	5,125
Other Outside Instructors		5,125	5,253	5,384	5,519
Misc Training/HazMat School		12,630	10,000	18,150	18,604
Professional Services	5250	\$ 43,925	\$ 91,628	\$ 50,956	\$ 52,230
Training Materials		58	841	862	884
Specialized Printing	5272	\$ 58	\$ 841	\$ 862	\$ 884
CCC Fire Training & Safety Officers		50	316	324	332
Fire Dept. SO Association		0	316	324	332
CFCA-NorCal Training Officer Assoc		0	316	324	332
AFSS Cal Chief Admin Northern Div		440	473	484	496
Dues & Memberships	5274	\$ 490	\$ 1,420	\$ 1,455	\$ 1,491
Educational Assistance		12,932	16,000	16,400	16,810
Educational Assistance	5277	\$ 12,932	\$ 16,000	\$ 16,400	\$ 16,810
Training Library Reference Material		412	3,250	3,331	3,415
Books & Periodicals	5280	\$ 412	\$ 3,250	\$ 3,331	\$ 3,415
Academy (moved to Division 30-66 in 16/17)		17,864	0	0	0
Firefighter Academy	061	\$ 17,864	\$ -	\$ -	\$ -
TOTAL SERVICES AND SUPPLIES		\$ 156,628	\$ 164,693	\$ 139,667	\$ 133,466

**ACADEMY
30-66**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	0	314,075	522,478	538,153
Permanent Overtime	5120	0	140,455	143,265	156,158
FICA Contributions	5140	0	6,591	9,653	12,207
Retirement Contributions	5150	0	164,727	393,760	405,573
Employee Group Insurance	5160	0	64,053	178,600	183,958
TOTAL SALARIES AND BENEFITS		\$0	\$689,901	\$1,247,755	\$1,296,048
Office Supplies	5202	0	370	500	500
Small Tools & Equipment	5210	0	6,180	13,000	13,000
Miscellaneous Supplies	5212	0	6,727	14,000	14,000
Firefighting Supplies	5214	0	8,205	16,000	16,000
Food Supplies	5222	0	2,113	4,000	4,000
Safety Clothing & Supplies	5224	0	40,624	80,000	80,000
Class B Uniforms/Supplies	5227	0	10,584	22,000	22,000
Rents/Leases Equip & Prop	5246	0	2,800	5,000	5,000
Prof & Specialized Services	5250	0	68,726	120,000	120,000
Specialized Printing	5272	0	1,000	1,500	1,500
Books & Periodicals	5280	0	2,671	4,250	4,250
TOTAL SERVICES AND SUPPLIES		\$0	\$150,000	\$280,250	\$280,250
TOTAL EXPENDITURES		\$0	\$839,902	\$1,528,005	\$1,576,298

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 2017-2018

1. Prepare the District's response to Contra Costa County's Request for Proposal (RFP) for the contracting of Emergency Ambulance Service, effective October 2018.
2. Deliver EMS instruction to two (2) separate groupings of the 2017-I Recruit Firefighter Academy.
3. Prepare a Request for Proposal (RFP) for the contracting of services for the independent review of Electronic Patient Care Reports (EPCR).
4. Evaluate EMS Division staffing model and assignment responsibilities for possible reorganization.
5. Evaluate DEA compliant electronic inventory control system for controlled substances, in response to pending legislation.
6. Author revised edition of the District's Continuous Quality Improvement (CQI) Plan for submission to Contra Costa County EMS.
7. Evaluate the feasibility and costs associated with the retrofitting of two (2) District ambulances with Stryker Power Load gurney systems.

STAFFING SUMMARY

EMS Battalion Chief

EMS Captain (2)

Senior Office Assistant

**EMERGENCY MEDICAL
30-70**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
LEMSA	4250	126,888	244,400	250,510	256,773
TOTAL REVENUES		\$126,888	\$244,400	\$250,510	\$256,773
Permanent Salaries	5110	496,672	534,327	590,680	607,271
Permanent Overtime	5120	16,127	12,000	12,000	12,000
FICA Contributions	5140	8,327	8,033	8,565	8,805
Retirement Contributions	5150	384,513	407,670	439,053	451,385
Employee Group Insurance	5160	33,318	59,070	61,360	65,496
TOTAL SALARIES AND BENEFITS		\$938,958	\$1,021,099	\$1,111,658	\$1,144,958
Office Supplies	5202	1,254	1,025	1,051	1,077
Small Tools & Equipment	5210	16,429	39,400	53,582	54,922
Miscellaneous Supplies	5212	1,974	1,025	1,051	1,077
Medical Supplies	5213	143,955	136,417	139,828	143,323
Pharmaceutical Supplies	5216	35,498	33,825	34,671	35,537
Food Supplies	5222	229	223	229	234
Safety Clothing & Supplies	5224	1,223	1,384	1,419	1,454
Class A Uniforms & Supplies	5225	74	513	526	539
Non-Safety Clothing	5226	332	1,538	1,576	1,616
Maintenance/Repairs Equip	5236	18,322	35,875	52,771	56,090
Prof & Specialized Services	5250	171,909	364,695	384,712	370,033
Legal Notices	5270	153	0	0	0
Specialized Printing	5272	1,586	5,000	5,125	5,253
Dues & Memberships	5274	675	1,076	1,103	1,131
Educational Courses	5276	27,436	27,556	27,999	28,699
Books & Periodicals	5280	1,663	1,497	1,534	1,572
TOTAL SERVICES AND SUPPLIES		\$422,713	\$651,049	\$707,175	\$702,558
TOTAL EXPENDITURES		\$1,361,671	\$1,672,148	\$1,818,833	\$1,847,515

**EMERGENCY MEDICAL
30-70**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Office Supplies		1,254	1,025	1,051	1,077
Office Supplies	5202	\$ 1,254	\$ 1,025	\$ 1,051	\$ 1,077
Inventory supply locker & software		0	0	13,658	13,999
Non-Disposable Medical Supplies		13,403	37,925	38,873	39,845
Miscellaneous Small Tools/Equip		3,026	1,475	1,051	1,077
Small Tools/Equip	5210	\$ 16,429	\$ 39,400	\$ 53,582	\$ 54,922
Training Equipment		1,974	1,025	1,051	1,077
Misc Supplies	5212	\$ 1,974	\$ 1,025	\$ 1,051	\$ 1,077
Tactical EMS Supplies		0	1,025	1,051	1,077
Medical Grade Oxygen Delivery		7,044	9,738	9,981	10,230
Disposable Medical Supplies		136,911	125,655	128,796	132,016
Medical Supplies	5213	\$ 143,955	\$ 136,417	\$ 139,828	\$ 143,323
Pharmaceutical Supplies		35,498	33,825	34,671	35,537
Pharmaceutical Supp	5216	\$ 35,498	\$ 33,825	\$ 34,671	\$ 35,537
Food Supplies		229	223	229	234
Food Supplies	5222	\$ 229	\$ 223	\$ 229	\$ 234
Safety Clothing & Supplies		1,223	1,384	1,419	1,454
Safety Clothing	5224	\$ 1,223	\$ 1,384	\$ 1,419	\$ 1,454
Class A Uniforms & Supplies		74	513	526	539
Class A Uniforms & Supplies	5225	\$ 74	\$ 513	\$ 526	\$ 539
Non-Safety Clothing		332	1,538	1,576	1,616
Non-Safety Clothing	5226	\$ 332	\$ 1,538	\$ 1,576	\$ 1,616
Prev. Maint-Biomedical Equipment		11,276	15,375	28,759	31,478
Biomedical Equipment Repairs		98	15,375	18,759	19,228
Other Equipment Maint/Repairs		6,948	5,125	5,253	5,384
Maint/Repairs-Equip	5236	\$ 18,322	\$ 35,875	\$ 52,771	\$ 56,090
Medical Director Services		107,988	143,500	147,088	150,765
EMS Consultant Services		37,500	51,250	52,531	26,922
Zoll ePCR Hosting Service - DNI		18,900	100,900	103,423	106,008
PCR Independent Review Svcs		0	55,000	56,375	57,784
OCU Review		0	0	15,000	15,000
Bio-Hazard Collection from Stations		6,942	6,765	6,934	7,107
EMT Recert. Fee to CCCEMS		214	4,000	0	3,000
AHA CPR HCP Certs-Target Solution		365	3,280	3,362	3,446
Professional Services	5250	\$ 171,909	\$ 364,695	\$ 384,712	\$ 370,033
Legal Notices		153	0	0	0
Legal Notices	5270	\$ 153	\$ -	\$ -	\$ -

**EMERGENCY MEDICAL
30-70**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
EMS Field Guides		0	2,500	2,563	2,627
Forms and PCRs		1,586	2,500	2,563	2,627
Specialized Printing	5272	\$ 1,586	\$ 5,000	\$ 5,125	\$ 5,253
Nat'l Assoc. of EMS Educators		300	359	368	377
Cal Chiefs EMS Section		375	718	735	754
Dues & Memberships	5274	\$ 675	\$ 1,076	\$ 1,103	\$ 1,131
Tactical EMS Training		0	240	0	0
Paramedic CE Reimbursement		27,436	27,316	27,999	28,699
Educational Courses	5276	\$ 27,436	\$ 27,556	\$ 27,999	\$ 28,699
The Source		0	67	68	70
JEMS Magazines-All Stations		24	461	473	485
Journal Watch of ER Medicine		30	31	32	32
ACLS/PALS Textbooks		129	205	210	215
EMS Insider Periodicals		0	261	268	275
Prehospital Care Journal		364	220	226	232
Miscellaneous		1,116	251	257	264
Books & Periodicals	5280	\$ 1,663	\$ 1,497	\$ 1,534	\$ 1,572
TOTAL SERVICES AND SUPPLIES		\$ 422,713	\$ 651,049	\$ 707,175	\$ 702,558

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 2017-2018

1. Train and develop 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. Develop Rescue Team Instructor cadre to ensure competency with industry standards and best practices.
4. Deliver Auto Extrication Refresher Training to line personnel.
5. Participate in the 2017 Urban Shield full-scale Regional Preparedness Exercise.

STAFFING SUMMARY

Deputy Chief, Operations¹

Team Members (40)

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

**RESCUE
30-75**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	110,332	142,947	230,604	237,660
Permanent Overtime	5120	26,110	50,000	50,000	50,000
Retirement Contributions	5150	85,083	134,370	216,768	223,400
TOTAL SALARIES AND BENEFITS		\$221,525	\$327,317	\$497,372	\$511,060
Small Tools & Equipment	5210	7,226	4,613	7,728	7,921
Miscellaneous Supplies	5212	1,037	3,075	2,152	2,206
Safety Clothing & Supplies	5224	3,963	6,663	4,830	4,951
Non-Safety Clothing	5226	0	3,331	2,014	2,064
Maintenance/Repairs Equip	5236	30	513	526	539
Rents/Leases Equip & Prop	5246	0	1,025	1,051	1,077
Prof & Specialized Services	5250	0	3,588	6,000	3,925
Books & Periodicals	5280	0	513	526	539
TOTAL SERVICES AND SUPPLIES		\$12,256	\$23,321	\$24,826	\$23,222
TOTAL EXPENDITURES		\$233,780	\$350,638	\$522,198	\$534,282

**RESCUE
30-75**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
OES Equipment Update		7,226	4,613	7,728	7,921
Small Tools/Equip	5210	\$ 7,226	\$ 4,613	\$ 7,728	\$ 7,921
Miscellaneous Supplies		1,037	3,075	2,152	2,206
Misc Supplies	5212	\$ 1,037	\$ 3,075	\$ 2,152	\$ 2,206
PPE Replacement and Repairs		3,963	6,663	4,830	4,951
Safety Clothing	5224	\$ 3,963	\$ 6,663	\$ 4,830	\$ 4,951
USAR Gear Bags		0	2,306	1,364	1,398
Uniforms Replacement-Task Force 4		0	1,025	650	666
Non-Safety Clothing	5226	\$ -	\$ 3,331	\$ 2,014	\$ 2,064
Maintenance/Repairs Equipment		30	513	526	539
Maint/Repairs-Equip	5236	\$ 30	\$ 513	\$ 526	\$ 539
Property/Equipment Rental		0	1,025	1,051	1,077
Rents & Leases-Equip	5246	\$ -	\$ 1,025	\$ 1,051	\$ 1,077
Instructor Development		0	3,588	6,000	3,925
Annual Equipment Recertification		0	0	0	0
Professional Services	5250	\$ -	\$ 3,588	\$ 6,000	\$ 3,925
Miscellaneous Books & Periodicals		0	513	526	539
Books & Periodicals	5280	\$0	\$513	\$526	\$539
TOTAL SERVICES AND SUPPLIES		\$ 12,256	\$ 23,321	\$ 24,826	\$ 23,222

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 2017-2018

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

4. Develop Hazardous Material Instructor cadre to ensure competency with industry standards and best practices.
5. Participate in the 2017 Urban Shield full-scale Regional Preparedness Exercise.

STAFFING SUMMARY

Deputy Chief, Operations¹

Team Members (28)

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

**HAZARDOUS MATERIALS
30-80**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Permanent Salaries	5110	73,430	109,605	149,016	153,576
Permanent Overtime	5120	18,193	50,000	50,000	50,000
Retirement Contributions	5150	56,141	103,029	140,075	144,361
TOTAL SALARIES AND BENEFITS		\$147,763	\$262,634	\$339,091	\$347,937
Small Tools & Equipment	5210	3,405	6,663	5,830	5,975
Miscellaneous Supplies	5212	5,314	5,150	5,297	5,429
Safety Clothing & Supplies	5224	0	3,588	4,677	4,794
Maintenance/Repairs Equip	5236	3,493	3,576	3,665	3,757
Maintenance/Repairs Radio	5238	1,587	500	513	525
Rents/Leases Equip & Prop	5246	0	513	526	539
Prof & Specialized Services	5250	715	3,588	3,678	3,770
Books & Periodicals	5280	0	513	526	539
TOTAL SERVICES AND SUPPLIES		\$14,515	\$24,090	\$24,710	\$25,328
TOTAL EXPENDITURES		\$162,278	\$286,724	\$363,801	\$373,266

**HAZARDOUS MATERIALS
30-80**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
OES Equipment (Required)		2,266	2,563	1,627	1,668
Misc. Small Tools/Equipment		1,139	4,100	4,203	4,308
Small Tools/Equip	5210	\$ 3,405	\$ 6,663	\$ 5,830	\$ 5,975
Draeger Tubes Replacement		2,146	2,075	2,127	2,180
Biological Supplies		597	1,025	851	872
Absorbents/Neutralizing Agents		0	1,025	851	872
Misc. Tactical Supplies		2,572	1,025	1,468	1,505
Misc Supplies	5212	\$ 5,314	\$ 5,150	\$ 5,297	\$ 5,429
Chemical Protective Boots		0	820	841	862
Level B Suits Replacement		0	1,230	1,261	1,292
Misc. Protective Clothing		0	1,538	2,576	2,640
Safety Clothing	5224	\$ -	\$ 3,588	\$ 4,677	\$ 4,794
Monitor/Detector Maintenance		3,215	3,063	3,140	3,218
Misc. Equipment Maint/Repairs		278	513	525	538
Maint/Repairs-Equip	5236	\$ 3,493	\$ 3,576	\$ 3,665	\$ 3,757
Software Updates					
Misc. Radio/Computer Maint/Repair		1,587	500	513	525
Maint/Repairs-Radio	5238	\$ 1,587	\$ 500	\$ 513	\$ 525
Off Site Facility/Equip. Rental Fees		0	513	526	539
Rents & Leases	5246	\$ -	\$ 513	\$ 526	\$ 539
Instructor Development		715	3,588	3,678	3,770
Outside Instructors		0	0	0	0
Professional Services	5250	\$ 715	\$ 3,588	\$ 3,678	\$ 3,770
Misc. Books/Periodicals		0	513	526	539
Books & Periodicals	5280	\$ -	\$ 513	\$ 526	\$ 539
TOTAL SERVICES AND SUPPLIES		\$ 14,515	\$ 24,090	\$ 24,710	\$ 25,328

VOLUNTEER FIRE

PURPOSE

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

STANDARD LEVEL OF PERFORMANCE

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

GOALS AND OBJECTIVES FOR FY 2017-2018

1. Evaluate supplemental FS37/40 support resources from Reserve Firefighter program.
2. In conjunction with Training develop Position Task Books for Volunteer and Reserve Firefighter positions.
3. Evaluate fleet and facility needs in support of Reserve Firefighter program development.
4. Improve safety and response capabilities through the addition of SUV EMS vehicle, refurbished or other.
5. Develop, train, equip, and provide oversight for Reserve Firefighter program through Program Coordinator, shift Coordinators, and cadre of instructors

STAFFING SUMMARY

Deputy Chief/Fire Marshal¹

Station 37 Coordinator

FS37 Volunteers (14)

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

**VOLUNTEER FIRE
30-85**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Temporary Salaries	5115	17,564	19,459	21,377	22,019
FICA Contributions	5140	1,363	1,533	1,635	1,684
Retirement Contributions	5150	4,572	10,000	10,000	10,000
Employee Group Insurance	5160	5,849	5,000	5,000	5,000
TOTAL SALARIES AND BENEFITS		\$29,348	\$35,992	\$38,013	\$38,703
Office Supplies	5202	0	250	256	263
Small Tools & Equipment	5210	21	5,816	5,886	5,958
Miscellaneous Supplies	5212	0	6,306	6,463	6,625
Food Supplies	5222	129	210	215	221
Safety Clothing & Supplies	5224	0	21,200	21,730	22,273
Non-Safety Clothing	5226	0	16,601	17,016	17,442
Maintenance/Repairs Equip	5236	0	106	109	111
Prof & Specialized Services	5250	0	53,576	28,165	28,870
Specialized Printing	5272	0	526	539	553
Dues & Memberships	5274	0	77	79	81
Books & Periodicals	5280	225	630	646	662
TOTAL SERVICES AND SUPPLIES		\$374	\$105,298	\$81,105	\$83,058
TOTAL EXPENDITURES		\$29,723	\$141,289	\$119,118	\$121,761

**VOLUNTEER FIRE
30-85**

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Office Supplies		0	250	256	263
Office Supplies	5202	\$ -	\$ 250	\$ 256	\$ 263
FF Reserves Equipment		0	2,500	2,563	2,627
ARA Pro Replacement		0	3,000	3,000	3,000
Small Tools & Equipment		21	316	324	332
Small Tools/Equip	5210	\$ 21	\$ 5,816	\$ 5,886	\$ 5,958
Auto Extrication Vehicles		0	2,100	2,153	2,206
FF Reserves Supplies		0	4,100	4,203	4,308
Miscellaneous Supplies		0	106	108	111
Misc Supplies	5212	\$ -	\$ 6,306	\$ 6,463	\$ 6,625
Food Supplies		129	210	215	221
Food Supplies	5222	\$ 129	\$ 210	\$ 215	\$ 221
FF Reserves Safety Clothing		0	17,000	17,425	17,861
Safety Clothing		0	4,200	4,305	4,413
Safety Clothing	5224	\$ -	\$ 21,200	\$ 21,730	\$ 22,273
FF Reserves Uniforms		0	12,500	12,813	13,133
New Volunteers		0	2,000	2,050	2,101
Uniforms Replacement		0	2,101	2,154	2,208
Non-Safety Clothing	5226	\$ -	\$ 16,601	\$ 17,016	\$ 17,442
Maint/Repairs-Equipment		0	106	109	111
Maint/Repairs-Equip	5236	\$ -	\$ 106	\$ 109	\$ 111
Reserve Background & Poly		0	40,000	15,000	15,375
Reserve Advertising		0	500	0	0
FF Reserve Tower		0	2,050	2,101	2,154
EVOG Class		0	9,500	9,500	9,738
DMV Med/Tower		0	1,526	1,564	1,603
Professional Services	5250	\$ -	\$ 53,576	\$ 28,165	\$ 28,870
Specialized Printing		0	526	539	553
Specialized Printing	5272	\$ -	\$ 526	\$ 539	\$ 553
ASHI Memberships		0	77	79	81
Dues & Memberships	5274	\$ -	\$ 77	\$ 79	\$ 81
Firehouse Magazine		225	630	646	662
Books & Periodicals	5280	\$ 225	\$ 630	\$ 646	\$ 662
TOTAL SERVICES AND SUPPLIES		\$ 374	\$ 105,298	\$ 81,105	\$ 83,058

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

Revenues

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Reports/Photocopies	4350	0	0	0	0
Donations/Contributions	4610	30	0	0	0
TOTAL		\$30	\$0	\$0	\$0

Expenditures

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Other Special District Exp	5286	1,000	0	0	0
TOTAL		\$1,000	\$0	\$0	\$0

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

FORECASTED FISCAL YEAR REPLACEMENT

	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
Beginning Capital Balance	\$ 6,465,513	\$ 4,544,619	\$ 3,079,553	\$ 4,598,164	\$ 5,431,175	\$ 6,255,608	\$ 7,438,401	\$ 7,323,227	\$ 6,277,207	\$ 6,349,031	\$ 4,146,850	\$ 5,131,606
Capital Contributions	\$ 2,680,500	\$ 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	\$ 3,475,458
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	\$ 716,248
FLSD Tech Fee	\$ 32,469	\$ 35,500	\$ 36,565	\$ 37,662	\$ 38,792	\$ 39,956	\$ 41,154	\$ 42,389	\$ 43,661	\$ 43,661	\$ 43,661	\$ 43,661
Grant Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funds Available	\$ 9,310,583	\$ 7,471,759	\$ 6,105,130	\$ 7,726,167	\$ 8,918,422	\$ 9,808,311	\$ 11,059,321	\$ 11,063,567	\$ 10,134,299	\$ 10,325,504	\$ 8,250,645	\$ 9,366,973
Facilities	\$ 3,567,736	\$ 1,544,159	\$ 592,128	\$ 320,717	\$ 287,436	\$ 277,566	\$ 304,130	\$ 245,597	\$ 530,541	\$ 787,016	\$ 468,385	\$ 241,228
Fleet	\$ 298,200	\$ 1,456,978	\$ 188,768	\$ 785,092	\$ 1,624,848	\$ 1,661,285	\$ 650,720	\$ 1,031,164	\$ 1,871,579	\$ 3,688,387	\$ 2,183,969	\$ 4,006,579
Technology	\$ 72,776	\$ 511,532	\$ 450,587	\$ 959,416	\$ 169,363	\$ 148,084	\$ 2,000,820	\$ 809,031	\$ 402,371	\$ 422,064	\$ 246,874	\$ 24,210
Communications Center	\$ 29,187	\$ 102,521	\$ 56,767	\$ 93,179	\$ 340,681	\$ 176,972	\$ 86,582	\$ 114,260	\$ 28,212	\$ 323,929	\$ 45,186	\$ 190,395
FLSD Tech Improvements	\$ 10,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,168	\$ -	\$ -	\$ -	\$ -
Equipment	\$ 788,065	\$ 712,016	\$ 218,716	\$ 136,588	\$ 240,485	\$ 106,002	\$ 693,842	\$ 2,573,141	\$ 952,565	\$ 957,258	\$ 174,625	\$ 292,005
Total Capital Expenses	\$ 4,765,964	\$ 4,392,206	\$ 1,506,966	\$ 2,294,992	\$ 2,662,814	\$ 2,369,910	\$ 3,736,094	\$ 4,786,360	\$ 3,785,268	\$ 6,178,654	\$ 3,119,039	\$ 4,754,417
Difference	\$ (1,920,893)	\$ (1,465,067)	\$ 1,518,611	\$ 833,011	\$ 824,433	\$ 1,182,793	\$ (115,174)	\$ (1,046,020)	\$ 71,825	\$ (2,202,181)	\$ 984,756	\$ (519,050)
Ending Capital Balance	\$ 4,544,619	\$ 3,079,553	\$ 4,598,164	\$ 5,431,175	\$ 6,255,608	\$ 7,438,401	\$ 7,323,227	\$ 6,277,207	\$ 6,349,031	\$ 4,146,850	\$ 5,131,606	\$ 4,612,556

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 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Info Technology Surcharge	4316	39,127	32,469	35,500	36,565
Investment Earnings	4410	44,074	0	0	0
TOTAL		83,202	32,469	35,500	36,565

Expenditures

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
FLSD Tech Improvements	5253	8,360	10,000	65,000	0
Facilities	6120	2,790,530	3,567,736	1,544,159	592,128
Technology	6230	1,234,044	101,963	614,053	507,354
Equipment	6240	144,052	788,065	712,016	218,716
Fleet	6250	0	298,200	1,456,978	188,768
TOTAL		4,176,986	4,765,964	4,392,206	1,506,966

CAPITAL PROJECTS FUND

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Generator/Transfer Switch - Admin	6120	0	0	76,251	0
Generator/Transfer Switch -Station 33	6120	0	0	62,446	0
Generator/Transfer Switch -Station 35	6120	0	0	62,449	0
Generator/Transfer Switch -Station 38	6120	0	0	62,449	0
Generator/Transfer Switch -Station 39	6120	0	0	56,571	0
Generator/Transfer Switch -All Other Statio	6120	0	0	14,118	0
Roof Maintenance - All Buildings	6120	17,750	11,113	11,502	11,905
Roof Repairs	6120	0	103,245	12,196	74,230
Roof Replacement - Station 35	6120	25,453	48,729	0	0
Exterior Painting - Station 39	6120	0	25,281	0	0
Exterior Painting - All Other Stations	6120	0	0	25,327	32,498
PCC/Asphalt Repairs	6120	0	0	160,766	223,033
Asphalt Remove & Replace - Station 34	6120	0	0	158,857	0
Fitness Equipment	6120	39,077	27,718	28,688	29,692
General Repairs/Maintenance	6120	4,439	110,872	114,752	118,769
Fire Station 32 Replacement	6120	2,257,665	3,190,778	200,000	0
Pedestrian Bridge Station 32	6120	0	0	100,000	0
CommCtr Remodel	6120	446,146	0	0	0
Remodel Dispatcher Dormitory	6120	0	0	32,137	0
Shop Improvements	6120	0	0	11,783	0
Old FS32 Environmental Impact Svcs	6120	0	25,000	25,000	0
Vehicle Washing Area FS31	6120	0	0	16,068	0
Remodel FS31 Kitchen	6120	0	0	42,849	0
Landscape Improvements	6120	0	10,000	82,484	85,371
Plymovent	6120	0	15,000	16,068	16,631
Earthquake Early Warning	6120	0	0	171,396	0
TOTAL FACILITIES		\$2,790,530	\$3,567,736	\$1,544,159	\$592,128
Electronic Plan Review	5253	8,360	10,000	0	0
Database Improvements	5253	0	0	30,000	0
Document Imaging	5253	0	0	10,000	0
Field Tablets	5253	0	0	25,000	0
TOTAL FLSD TECH IMPROVEMENTS		\$8,360	\$10,000	\$65,000	\$0
Radios	6230	0	30,602	17,163	124,655
Computers	6230	37,118	22,174	229,965	48,755
Audio/Visual	6230	0	0	8,034	4,158
Printers	6230	0	0	0	17,815
Network	6230	0	0	37,493	149,291
Telephones	6230	0	0	0	49,892
Data Centers	6230	27,710	0	8,607	14,452
Software	6230	32,887	20,000	0	41,569
Apparatus Modems	6230	0	0	210,271	0
Consolidated Dispatch	6230	1,136,329	29,187	102,521	56,767
TOTAL TECHNOLOGY		\$1,234,044	\$101,963	\$614,053	\$507,354

CAPITAL PROJECTS FUND

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Turnout Replacement	6240	0	73,175	75,737	78,387
Hydraulic Rescue Tool	6240	0	76,813	127,897	0
Thermal Imaging Cameras	6240	0	36,957	38,251	39,590
SCBA	6240	0	0	0	0
Autopulse	6240	144,052	75,100	0	0
Gurney	6240	0	0	0	86,104
Defibrillators	6240	0	465,662	441,796	0
AED	6240	0	13,662	14,140	14,635
EMS Batteries	6240	0	46,696	14,195	0
TOTAL EQUIPMENT		\$144,052	\$788,065	\$712,016	\$218,716
Ambulances	6250	0	0	1,287,478	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	0	99,268
Staff Vehicles	6250	0	53,200	89,500	89,500
Vehicle Upfitting/Improvements	6250	0	245,000	80,000	0
TOTAL FLEET		\$0	\$298,200	\$1,456,978	\$188,768
TOTAL CAPITAL PROJECTS FUND		\$4,176,986	\$4,765,964	\$4,392,206	\$1,506,966

DEBT SERVICE FUND 200
STATEMENT OF REVENUES AND EXPENDITURES

Revenues

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Investment Earnings	4410	2	0	0	0
Misc Revenue	4640	4,500	0	0	0
TOTAL		\$4,502	\$0	\$0	\$0

Expenditures

DESCRIPTION	GL CODE	ACTUALS FY 15-16	ESTIMATED ACTUAL FY16/17	ADOPTED BUDGET FY 17-18	PROJECTED BUDGET FY 18-19
Vehicle Lease #4	5310	525,885	525,885	525,885	0
Debt Service 2013 COP	5310	672,004	669,002	669,888	668,648
Debt Service 2015 COP	5310	599,977	602,050	599,050	599,450
TOTAL		\$1,797,866	\$1,796,937	\$1,794,823	\$1,268,098

**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, 2017				\$520,009
Reduction in Principal Balance				520,009
Interest Due				5,876
Total Payment Due				525,885
Principal Outstanding as of June 30, 2018				\$0
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, 2017				\$0
Reduction in Principal Balance				0
Interest Due				0
Total Payment Due				0
Principal Outstanding as of June 30, 2018				\$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, 2017				\$1,320,000
Reduction in Principal Balance				656,000
Interest Due				13,888
Total Payment Due				669,888
Principal Outstanding as of June 30, 2018				\$664,000
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, 2017				\$11,710,000
Reduction in Principal Balance				150,000
Interest Due				449,050
Total Payment Due				599,050
Principal Outstanding as of June 30, 2018				\$11,560,000
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 186,297.

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 fourteen 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 & Life Safety 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 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, 2016 was \$68,023,620. The District employs approximately 181 personnel.