

San Ramon Valley Fire Protection District



Annual Operating Budget
Fiscal Year 2021/2022

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

Matthew J. Stamey, President

Ryan Crean, Vice President

Thomas D. Gallinatti, Director

Michelle Lee, Director

Donald R. Parker, 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.

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 193,215.

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, Advanced Life Support 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 primary source of funding for the District is from property taxes (90% of revenue) and the majority of the District's spending is for personnel (90% of operating expenditures).



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San Ramon Valley Fire Protection District

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Board of Directors

San Ramon Valley Fire Protection District

1500 Bollinger Canyon Road

San Ramon, CA 94583

Members of the Board:

I am pleased to present the Board with a proposed budget for fiscal year 2021-22 that balances an enhanced level of fire suppression and EMS services with a prudent level of reserves and maintains the long-term fiscal integrity of the District. Ongoing operating revenues remain sufficient to fully cover ongoing operating costs, fund annual debt service and capital contributions, accelerate the paydown of our unfunded liabilities and add to District reserves. This would not be possible without the support, guidance and strategic direction from the Board with respect to fiscal policies and development of the budget. I also wish to express my appreciation to the union representatives and employees of the District for their ongoing collaboration and willingness to work with the Board and Administration for the long-term good of the District and the communities we serve. With their cooperation and commitment to providing the best possible service within available funding constraints, we have been able to stabilize our finances, enhance the delivery of essential emergency services and keep the District on a fiscally sustainable path moving forward.

The Board, Fire Chief and Executive Staff are tasked with being the stewards of the organization's financial resources, working in partnership with labor and other community stakeholders. Our ongoing commitment to sound, transparent financial practices is evident in having recently received our 20th 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. And as discussed in more detail below, the proposed budget reflects the Board's commitment to responsibly addressing long-term financial obligations and setting aside funds today to help with the economic uncertainties that lie ahead.

The ongoing COVID-19 pandemic and associated stay at home orders that began in March 2020 introduced a great deal of uncertainty regarding the economic outlook and the potential for negative impacts to District revenues and expenditures in future years. During late FY 2019/20 and the first half of FY 2020/21, the District experienced a reduction in Emergency Medical Services (EMS) revenues and an increase in certain expenditures, particularly overtime related to COVID exposures and vaccination clinics; however, those impacts appear to have lessened during the second half of FY 2020/21. Property taxes, which represent approximately ninety percent (90%) of District revenues, have been relatively unaffected by any negative economic impacts of the pandemic, and are expected to experience continued growth in future years.

The proposed budget is appropriately focused on ensuring today's emergency service and disaster preparedness needs for the District are being addressed. The budget provides for continued enhancements in core services, while at the same time ensuring that ongoing spending is paid for with ongoing revenues, and that we maintain a prudent level of reserve funds as set forth in the Board's reserve policy. The FY 2021-22 budget is driven by fiscal sustainability, resilience and proactively aligning our resources to meet the core emergency services needs of our communities as they change and develop over time. We continue to invest heavily in our most important asset: the men and women who work for this District and deliver vital services to the San Ramon Valley on a 24/7/365 basis. The proposed budget ensures adequate staffing levels in the stations; maintains our commitment to a high level of training and professional development; and smartly invests in new technology to support and enhance the efficient delivery of all-risk emergency services. Furthermore, due to the successful collaboration between the Board, labor and management mentioned earlier, the District has sufficient reserves in place to weather a short-term downturn in the housing market, and/or buy time to make the necessary financial adjustments *without a significant disruption in emergency services or significant impact on our labor partners.*

Next year's budget is also focused on positioning the District for continued success in meeting the emergency service needs of the District well into the future. The proposed Capital Improvement Program ("CIP") includes funding for the construction of the joint Public Safety Complex project with the City of San Ramon, funding for the substantial remodel of Station 34, as well as funding for implementation of an earthquake early warning system. The Public Safety Complex smartly leverages existing City and District resources to enhance overall public safety for the community while providing a joint home for police and fire operations designed to serve current and future generations. The Public Safety Complex project also frees up the existing administration site for development of a much needed "in-District" training tower/facility. The earthquake early warning system is intended to ensure District personnel can do their job - protecting lives and property - in the event of a major earthquake. Once established, the Board has directed the early warning system be made available to our other community partners, including all the cities, towns, and schools within the District.

As noted earlier, the budget funds ongoing operational costs with ongoing, sustainable revenues. It fulfills our commitment to employees by prefunding future retirement benefits and maintains the District's significant investment in the capital infrastructure required for the safe and effective delivery of emergency services. The ongoing effort to appropriately staff the Fire & Life Safety Division, in combination with other personnel changes in administration and at the command staff level, is expected to generate ongoing budget savings. Our long-range fiscal modeling continues to show the District is well positioned to withstand another economic downturn like that experienced during the 2007-2012 recession and remain fiscally sustainable for the foreseeable future.

The proposed budget reflects the Board's long-standing commitment to fiscal sustainability. This means while we are investing resources in core services, we are also actively managing our long-term fiscal obligations. The budget not only fully funds the *Actuarially Determined Contribution* (or "ADC") needed to keep the District on track in terms of funding its promise to employees to provide retiree medical benefits ("OPEB"), but also provides for an additional \$4 million payment to the OPEB trust fund to accelerate the pay down of the unfunded liability, with the goal of

reaching 100% funding by the end of 2025. Setting the money aside today, as benefits are earned, ensures funds are available in the future when needed to pay for essential retiree medical benefits. Similarly, the Board has directed staff to explore options for accelerating the pay-down of the Districts unfunded retirement obligations. Given that direction, in 2017-18 the District began utilizing 50% of the savings from prepaying annual retirement contributions as an additional payment toward the unfunded retirement liability, which amounted to roughly \$260,000 for the current year. The Capital Improvement Program (“CIP”) is being funded with an annual transfer of \$3.3 million from the General Fund. The transfer to the CIP ensures that when capital replacement needs are identified there is available funding to pay for them. In all three cases, (OPEB, retirement and CIP), prefunding enhances our long-term fiscal sustainability by utilizing investment earnings to lower long-term operating costs, thereby reducing the amount needed from ongoing operational revenues to fund these costs and benefits. Also, consistent with the Board’s direction, I am proposing to reduce the reserve for open workers’ compensation claims from \$5 million to \$4 million, which is equal to the District’s self-insured retention (“SIR”) for workers’ compensation claims; with the \$1 million reduction being directed toward the pay-down of the OPEB unfunded liability discussed above.

Overall, in comparison to the FY 2020-21 *estimated actual operating results*, the FY 2021-22 budget proposes an increase in General Fund spending of \$2.3 million (2.6%), while General Fund revenues are projected to increase by \$1.5 million (1.6%). Adjusting for strike team related spending and revenues, the proposed increase in spending is \$4.3 million (up 5.0%), while the revenue increase is \$3.5 million (up 3.9%). The increased spending is attributable to increased personnel costs of \$2.5 million (3.5%); an increase in transfers of \$1.1 million to accommodate a full year’s debt service on the Public Safety Complex financing; and a \$700,000 increase in service costs related to new strategic initiatives. Personnel costs assume full staffing for the entire year and includes a 5% firefighter salary increase effective April 1, 2022, along with any step increases for those employees not yet at top step. In keeping with the District’s policy, overtime costs associated with statewide strike-team deployments, and the related reimbursement from the state, are not included in the initial budget, but rather included in a mid-year budget adjustment once such amounts are known.

Property taxes, at \$82.2 million, remain the most significant source of operating funds for the District, and account for 90% of projected revenue for FY 2021-22. The 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 and appear to have spiked over the last year due to the pandemic, with year-over-year home prices up 21% in the San Francisco Bay Area through March 2021; and this trend is expected to continue for the near term. Property tax *revenue* from residential properties is expected to grow by 2.5% (\$1.9 million) based on actual sales activity of residential property within the District for calendar year 2020, and 1.036% (\$800,000) from the annual inflation adjustment afforded by Proposition 13; while *overall* property tax revenue, including that collected from former redevelopment agencies and utilities, is expected to increase by 3.8%.

As pointed out earlier, the CIP is a “plan” for the systematic accumulation of funds to maintain the District’s significant investment in critical capital infrastructure (i.e., stations, apparatus, equipment and technology). The CIP includes projected spending of \$22.8 million for FY 2021-22, including \$15 million for the Public Safety Complex project and \$3 million for the Station 34 remodel project. The remaining CIP expenditures reflect both the current year’s scheduled

expenditures, plus carryforward items from earlier years. Actual expenditures for the year, however, will continue to occur on an “as needed” basis. The CIP is funded through ongoing transfers from the General Fund (\$3.3 million for 2021-22) and other sources such as bond proceeds (\$40 million issued in 2020) and grant revenue, when available.

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

The San Ramon Valley Fire Protection District can trace its roots back to the Danville Farm Fire Defense District, formed in 1912. Throughout our history we have remained committed to our mission of delivering an exceptional level of all-risk fire, rescue and emergency medical services. This requires a continued focus on positioning the District operationally, financially, and politically to deal with economic uncertainty, growing fire danger and a changing EMS landscape, while also 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 “*ONE TEAM, ONE MISSION. In the spirit of our tradition, we strive for excellence, respectfully serving all with pride, honor and compassion.*” These guiding principles, along with our commitment to having a positive impact on people’s lives during their time of need, form the cornerstone of our relationship with those we serve.

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

I am truly honored to serve as your Fire Chief.

Sincerely,



Paige Meyer
Fire Chief



STAFFING SUMMARY

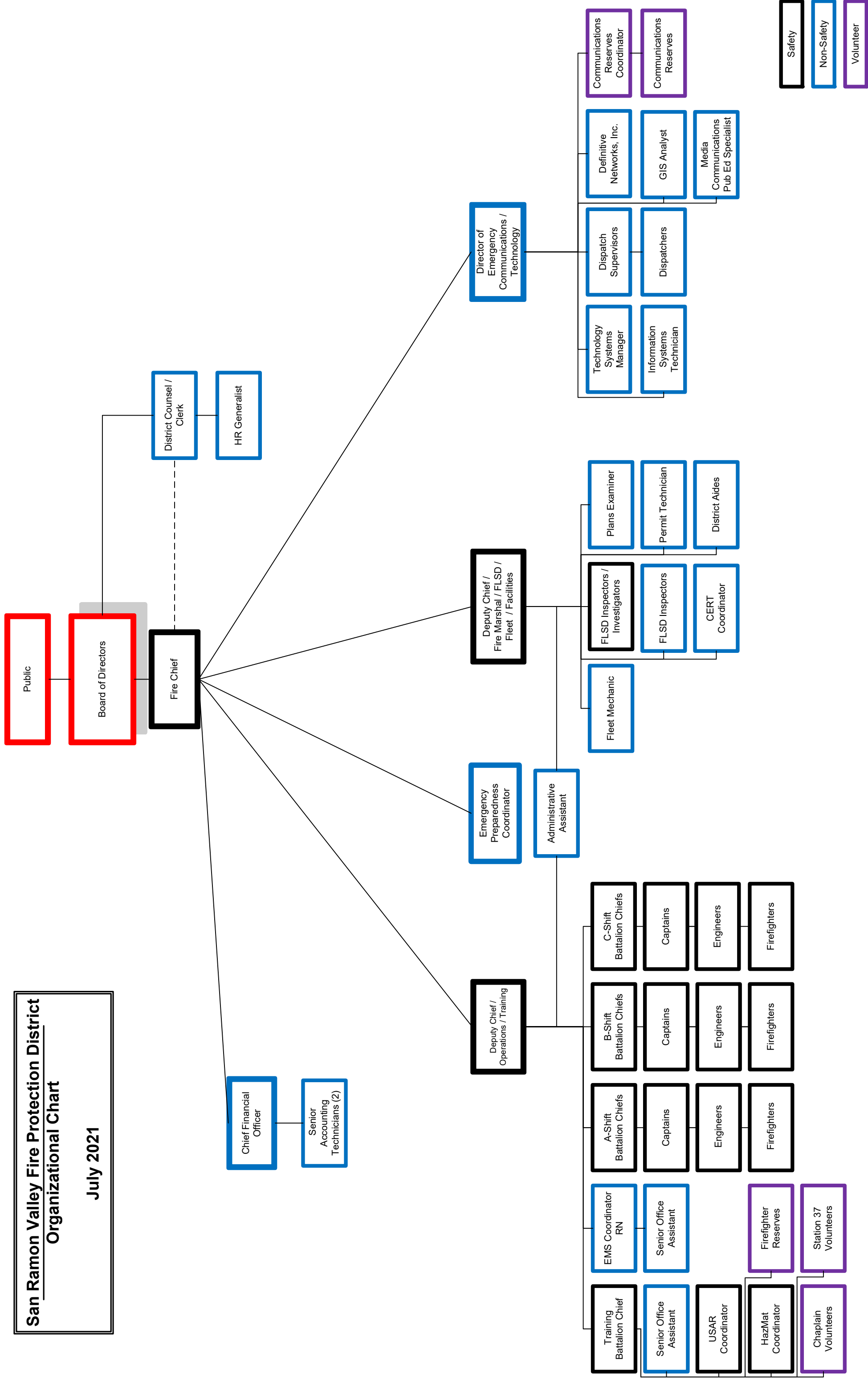
DIVISION	2015/16	2016/17	2017/18	2018/19	2019/20	Adopted 2020/21	Proposed 2021/22	Projected 2022/23
Board of Directors								
Director	5	5	5	5	5	5	5	5
Total	5	5	5	5	5	5	5	5
Fire Chief								
Fire Chief	1	1	1	1	1	1	1	1
Emergency Preparedness Coordinator	-	-	-	-	-	-	0.5	0.5
District Clerk	1	1	1	0.5	0.5	0.5	-	-
Total	2	2	2	1.5	1.5	1.5	1.5	1.5
Human Resources								
District Counsel/Clerk	1	1	1	1	1	1	1	1
Human Resources Generalist	1	1	2	2	1	1	2	2
Human Resources Clerk	1	1	-	-	0.5	0.5	-	-
Total	3	3	3	3	2.5	2.5	3.0	3.0
Finance								
Chief Financial Officer	1	1	1	1	-	-	1	1
Controller	1	1	1	1	1	1	-	-
Senior Accounting Technician	2	2	2	2	2	2	2	2
Total	4	4	4	4	3	3	3	3
Training								
Battalion Chief	-	-	-	1	1	1	1	1
Training Captain	3	3	3	3	3	3	-	-
Senior Office Assistant	-	-	1	1	1	1	1	1
Total	3	3	4	5	5	5	2	2
Academy								
Firefighter/Paramedics	-	-	-	-	-	10	6	6
Single Role Paramedics	-	-	-	-	-	-	12	-
Total	-	-	-	-	-	10	18	6
Technology								
GIS Analyst Part Time	0.5	0.5	0.5	-	-	-	-	-
Technology Systems Manager	1	1	1	1	1	1	1	1
Information Systems Technician	1	1	1	1	-	-	-	-
Media Communications and Pub Ed Analys	-	-	-	-	1	1	1	1
Radio/Elec Tech Part-Time	0.5	0.5	0.5	-	-	-	-	-
Total	3.0	3.0	3.0	2	2	2	2	2
Communications Center								
Director of Emergency Communications	1	1	1	1	1	1	1	1
Dispatcher Supervisor	3	3	3	3	3	3	3	3
Dispatcher II	9	9	9	9	9	9	9	9
Dispatcher - Part-Time (2)	-	-	-	1.5	1.5	1	-	-
Project Assistant - Part-Time (2)	-	-	-	1	1	1	1	1
GIS Analyst	-	-	-	1	1	1	1	1
Public Safety Systems Specialist	-	-	-	1	1	1	1	1
Total	13	13	13	17.5	17.5	17.0	16.0	16.0

STAFFING SUMMARY

DIVISION	2015/16	2016/17	2017/18	2018/19	2019/20	Adopted 2020/21	Proposed 2021/22	Projected 2022/23
Facilities								
District Aides - Part-Time (10)	2	2	2	1	1.5	3	5	5
Senior Office Assistant	1	1	1	1	-	-	-	-
Total	3	3	3	2	1.5	3	5	5
Fire & Life Safety								
Division Chief/Fire Marshal	1	1	-	-	-	-	-	-
Deputy Fire Marshal	1	-	-	0.5	0.5	-	-	-
Fire & Life Safety Manager	-	2	1	-	-	-	-	-
Disaster Preparedness Manager	-	-	-	-	0.5	-	-	-
Inspector/Investigator	2	4	5	6	4	3	2	2
Code Compliance Officer	3	2	-	-	-	-	-	-
Plans Examiner	1	1	2	2	2	1	1	1
Permit Technician	-	1	2	2	2	1	1	1
Prevention Specialist	2	1	-	-	-	-	-	-
Office Assistant	1	-	-	-	-	-	-	-
Office Assistant Temporary	1	1	-	-	-	-	-	-
CERT Coordinator	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total	12.5	13.5	10.5	11.0	9.5	5.5	4.5	4.5
Emergency Operations								
Deputy Chief	2	2	2	2	1	2	2	2
Battalion Chief	3	3	3	3	3	3	6	6
Captain	39	39	36	33	33	33	33	33
Engineer	39	36	36	33	33	33	33	33
Firefighter/Paramedic	46	48	48	57	57	57	57	57
Single Role Paramedics	-	-	-	-	-	-	-	12
Disaster Preparedness Coordinator	-	-	-	-	-	0.5	-	-
Administrative Assistant	-	-	-	-	1	1	1	1
Senior Office Assistant	1	1	1	-	-	-	-	-
Total	130	129	126	128	128	130	132	144
Volunteer and Reserve Firefighters								
Volunteer Coordinator - Part-Time	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Chaplain Coordinator - Part-Time	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total	1	1	1	1	1	1	1	1
Fleet								
Mechanic	2	2	2	1	1	1	1	1
Total	2	2	2	1	1	1	1	1
Emergency Medical								
EMS Battalion Chief	1	1	1	1	1	1	-	-
EMS Captain	1	2	2	2	-	-	-	-
EMS Administrator	-	-	-	-	-	-	-	1
EMS Coordinator/RN	1	-	-	-	1	1	2	2
Senior Office Assistant	1	1	1	1	1	1	1	1
Total	4	4	4	4	3	3	3	4
GRAND TOTAL	185.5	185.5	180.5	185.0	180.5	189.0	197.0	198.0



San Ramon Valley Fire Protection District Organizational Chart July 2021



STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

2021-22

	GENERAL FUND	DEBT SERVICE	CAPITAL PROJECTS	BUDGET STABILIZATION FUND	TOTAL
PROJECTED REVENUES					
Taxes	\$ 82,196,971	\$ -	\$ -	\$ -	\$ 82,196,971
Intergovernmental	3,186,405	-	-	-	3,186,405
Charges for services	5,370,348	-	-	-	5,370,348
Use of money & prop	1,133,248	-	167,800	200,000	1,501,048
Rent	70,033	-	-	-	70,033
Other	10,000	-	18,259	-	28,259
TOTAL	91,967,004	-	186,059	200,000	92,353,063
PROJECTED EXPENDITURES					
Salaries & benefits	68,025,403	-	-	-	68,025,403
Services & supplies	8,762,640	-	-	-	8,762,640
Debt service	-	3,534,968	-	-	3,534,968
Capital projects	-	-	22,744,040	-	22,744,040
OPEB contribution	6,000,000	-	-	1,500,000	7,500,000
TOTAL	82,788,043	3,534,968	22,744,040	1,500,000	110,567,051
ANNUAL SURPLUS (DEFICIT)					
	9,178,961	(3,534,968)	(22,557,982)	(1,300,000)	(18,213,988)
Transfers in (out)	(7,626,563)	3,534,968	3,310,451	781,144	-
Net change	1,552,398	-	(19,247,531)	(518,856)	(18,213,988)
PROJECTED FUND BALANCE JULY 1, 2021					
	68,892,190	-	50,896,901	21,833,458	141,622,548
PROJECTED FUND BALANCE JUNE 30, 2022					
	\$ 70,444,588	\$ -	\$ 31,649,370	\$ 21,314,602	\$ 123,408,560
Restricted					
Debt Service	-	-	-	-	-
Capital Projects	-	-	-	-	-
IT Surcharge Cap Projects	-	-	18,259	-	18,259
Committed					
Worker's Comp Claims	-	-	-	4,050,000	4,050,000
"Dry Period" Funding ⁽¹⁾	45,983,502	-	-	-	45,983,502
Budget Stabilization ⁽²⁾	-	-	-	17,264,602	17,264,602
Capital Projects	-	-	31,631,112	-	31,631,112
Unassigned	24,461,086	-	-	-	24,461,086
TOTAL	\$ 70,444,588	\$ -	\$ 31,649,370	\$ 21,314,602	\$ 123,408,560

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

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

See *Fund Balance Reserve Policy* in Financial Policies section.

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

2022-23

	GENERAL FUND	DEBT SERVICE	CAPITAL PROJECTS	BUDGET STABILIZATION FUND	TOTAL
PROJECTED REVENUES					
Taxes	\$ 84,868,436	\$ -	\$ -	\$ -	\$ 84,868,436
Intergovernmental	2,685,548	-	-	-	2,685,548
Charges for services	5,421,630	-	-	-	5,421,630
Use of money & prop	1,144,580	-	167,800	200,000	1,512,380
Rent	71,083	-	-	-	71,083
Other	10,000	-	18,319	-	28,319
TOTAL	94,201,276	-	186,119	200,000	94,587,395
PROJECTED EXPENDITURES					
Salaries & benefits	71,150,537	-	-	-	71,150,537
Services & supplies	8,386,068	-	-	-	8,386,068
Debt service	-	3,531,444	-	-	3,531,444
Capital projects	-	-	32,039,470	-	32,039,470
OPEB contribution	6,000,000	-	-	-	6,000,000
TOTAL	85,536,606	3,531,444	32,039,470	-	121,107,520
ANNUAL SURPLUS (DEFICIT)					
	8,664,671	(3,531,444)	(31,853,351)	200,000	(26,520,124)
Transfers in (out)	(7,306,768)	3,531,444	3,426,316	349,008	-
Net change	1,357,903	-	(28,427,035)	549,008	(26,520,124)
PROJECTED FUND BALANCE JULY 1, 2021					
	70,444,588	-	31,649,370	21,314,602	123,408,560
PROJECTED FUND BALANCE JUNE 30, 2022					
	\$ 71,802,490	\$ -	\$ 3,222,335	\$ 21,863,610	\$ 96,888,436
Restricted					
Debt Service	-	-	-	-	-
Capital Projects	-	-	-	-	-
IT Surcharge Cap Projects	-	-	18,259	-	18,259
Committed					
Worker's Comp Claims	-	-	-	4,050,000	4,050,000
"Dry Period" Funding ⁽¹⁾	47,100,638	-	-	-	47,100,638
Budget Stabilization ⁽²⁾	-	-	-	17,813,610	17,813,610
Capital Projects	-	-	3,204,077	-	3,204,077
Unassigned	24,701,852	-	-	-	24,701,852
TOTAL	\$ 71,802,490	\$ -	\$ 3,222,335	\$ 21,863,610	\$ 96,888,436

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

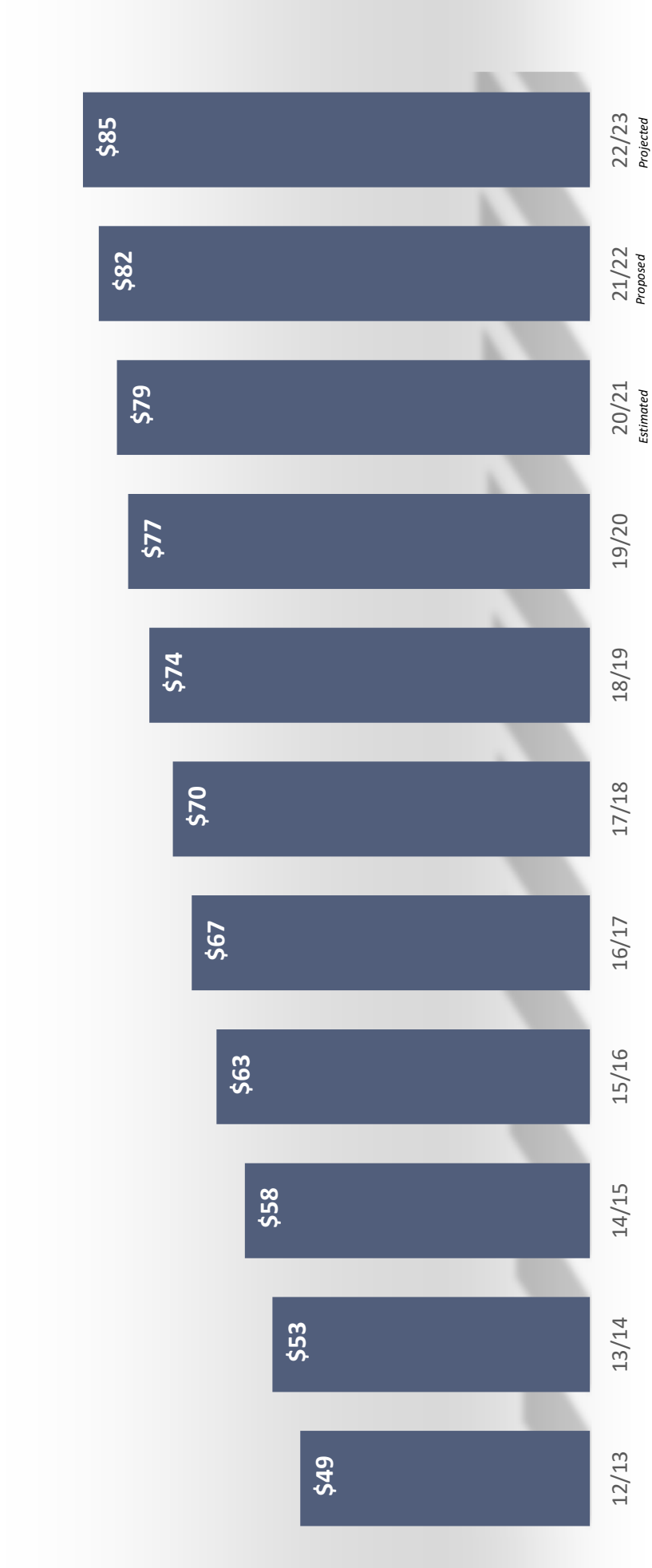
(2) Budget Stabilization = 20% of General Fund Expenses

See *Fund Balance Reserve Policy* in Financial Policies section.



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

Fiscal Year	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
Actual	\$ 48,507,267	\$ 53,139,723	\$ 57,771,509	\$ 62,506,117	\$ 66,666,013	\$ 69,840,586	\$ 73,773,914	\$ 77,282,053	\$ 79,160,769	\$ 82,196,971	\$ 84,868,436
% Increase	-1.7%	9.6%	8.7%	8.2%	6.7%	4.8%	5.6%	4.8%	2.4%	3.8%	3.3%



San Ramon Valley Fire Protection District
General Fund Operations - Ten-Year Cash Flow Model
Debt Service, OPEB Contributions

	Actual 2019/20	Projected									
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Beginning fund balance	\$ 71,982,551	\$ 83,776,696	\$ 87,085,011	\$ 89,287,304	\$ 90,859,687	\$ 90,037,344	\$ 89,089,531	\$ 89,513,475	\$ 88,754,562	\$ 87,349,578	\$ 84,552,904
Revenue:											
Property tax	77,282,053	79,160,769	82,196,971	84,868,436	86,565,805	88,297,121	90,063,063	91,864,324	93,701,611	95,575,643	97,487,156
Ambulance charges	4,950,725	4,410,000	5,000,000	5,050,000	5,100,500	5,151,505	5,203,020	5,255,050	5,307,601	5,360,677	5,414,284
Other service charges	598,186	369,102	370,348	371,630	375,346	379,100	382,891	386,720	390,587	394,493	398,438
Cell tower rent	67,979	68,999	70,033	71,083	72,150	73,232	73,030	74,491	75,235	75,988	76,748
Interest income	1,758,435	1,116,500	1,133,248	1,144,580	1,156,026	1,167,587	1,179,262	1,191,055	1,202,966	1,214,995	1,227,145
State/Fed/Local/Meas H	654,554	2,584,206	570,033	417,459	421,634	425,850	430,108	434,410	438,754	443,141	447,573
Consolidated Dispatch *	1,400,000	1,702,532	1,735,122	1,768,364	1,802,271	1,836,856	1,872,132	1,909,575	1,947,766	1,986,721	2,026,456
SAFER Grant	384,806	1,000,000	750,000	365,194	-	-	-	-	-	-	-
Other/misc	13,253	12,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	87,109,991	90,424,108	91,835,755	94,066,746	95,503,732	97,341,250	99,213,507	101,125,624	103,074,519	105,061,658	107,087,799
Expenses:											
Salaries	26,887,315	28,926,598	30,881,245	33,206,627	34,368,859	35,571,769	36,816,781	38,105,368	39,439,056	40,819,423	42,248,103
Overtime	8,363,624	11,968,959	8,425,000	7,600,000	7,828,000	8,062,840	8,304,725	8,553,867	8,810,483	9,074,797	9,347,041
Pension	17,386,285	19,553,550	20,319,715	21,560,133	22,206,937	22,873,145	23,559,339	24,266,120	24,994,103	25,743,926	26,516,244
Pension cost share	(1,467,515)	(1,458,496)	(1,472,254)	(1,542,363)	(1,588,634)	(1,636,293)	(1,685,382)	(1,735,943)	(1,788,021)	(1,841,662)	(1,896,912)
Insurance	5,684,336	5,602,563	6,457,359	6,741,085	7,010,728	7,291,158	7,582,804	7,886,116	8,201,561	8,529,623	8,870,808
OPEB	6,979,619	9,281,418	9,414,338	9,585,055	9,828,662	9,080,710	6,781,134	6,983,000	7,202,733	7,490,842	7,790,476
Services & supplies	6,843,723	8,099,437	8,762,640	8,386,066	8,595,718	8,810,611	9,030,876	9,256,648	9,488,064	9,725,266	9,968,397
Capital contribution	3,090,764	3,198,503	3,310,451	3,426,316	4,546,237	4,705,356	4,870,043	5,040,495	5,216,912	5,399,504	5,588,487
Debt payments	1,547,695	1,943,261	3,534,968	3,531,444	3,529,568	3,529,768	3,529,242	3,528,867	2,914,613	2,916,613	2,911,712
	75,315,846	87,115,793	89,633,462	92,494,363	96,326,075	98,289,063	98,789,563	101,884,537	104,479,503	107,858,333	111,344,356
Revenue over (under) exp	11,794,145	3,308,315	2,202,293	1,572,383	(822,344)	(947,813)	423,944	(758,913)	(1,404,984)	(2,796,674)	(4,256,558)
Ending fund balance	\$ 83,776,696	\$ 87,085,011	\$ 89,287,304	\$ 90,859,687	\$ 90,037,344	\$ 89,089,531	\$ 89,513,475	\$ 88,754,562	\$ 87,349,578	\$ 84,552,904	\$ 80,296,346
"Dry Period" Funding	\$ 43,554,996	\$ 45,212,054	\$ 45,917,878	\$ 47,033,373	\$ 47,751,866	\$ 48,670,625	\$ 49,606,753	\$ 50,562,812	\$ 51,537,260	\$ 52,530,829	\$ 53,543,899
Budget Stabilization Fund	19,495,016	20,833,458	21,314,602	21,863,609	22,405,968	22,766,741	22,833,904	23,418,808	23,902,518	24,541,766	25,201,174
Amt over (under) Board Policy	\$ 20,726,684	\$ 21,039,499	\$ 22,054,824	\$ 21,962,705	\$ 19,879,510	\$ 17,652,164	\$ 17,072,817	\$ 14,772,941	\$ 11,909,800	\$ 7,480,309	\$ 1,551,273

Key Assumptions/Board Policy

Revenue growth: General property tax growth is based on the HDL estimate for 2021/22, 2.0% thereafter ; Ambulance charges, 1.5%; Other charges/ Cell Tower rent 1.5%

Salaries: Step increases; Local 3546 5% effective 4/1/22, 4% effective 4/1/23, 3% effective 4/1/24, 4/1/25 and 4/1/26; 2% effective 4/1/22 thereafter for all other employees.

Pension costs: Reflects staffing levels and salary changes; Rate changes provided by CCCERA for 2021/22, no rate changes thereafter;

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

Insurance: Medical premium increases at 6.0% 21/22 and thereafter; also includes workers' compensation and FICA/Medicare.

OPEB: Fiscal year 2021/22 and 2022/23 represent full funding of ADC from 7/1/2019 Actuarial Valuation +\$4 million; amount includes both retiree premiums and prefunding; 4.00% growth thereafter.

Capital: 2021/22 General Fund contribution \$3.3M; includes repayment of start up costs for Consolidated Dispatch; and increased contribution of \$1 million beginning in 2023/24.

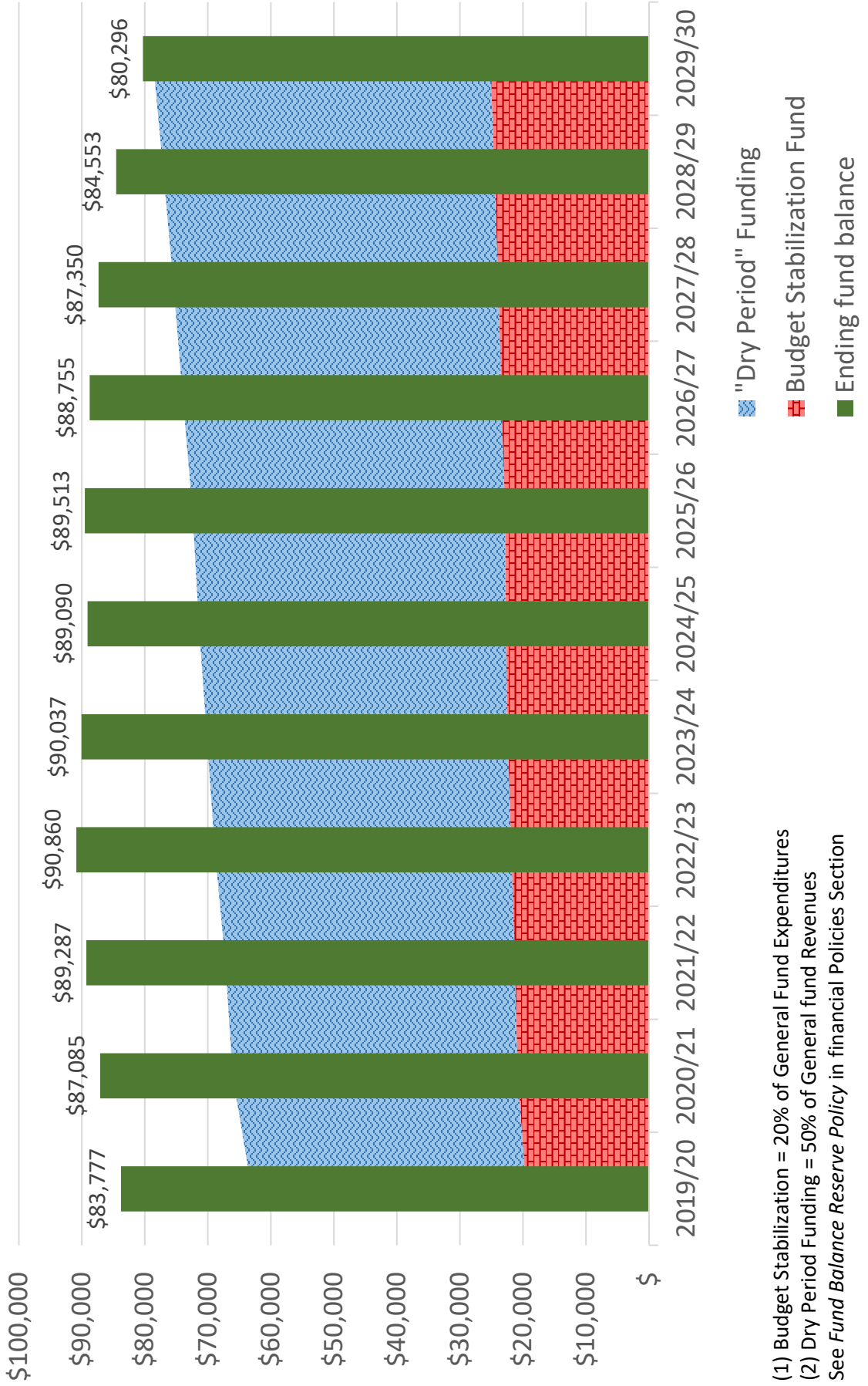
Debt Payments: Reflects 2015 advanced refunding of 2006 COPs, maturing in 35/36; 2018 Equipment lease maturing in 27/28, and 2020 COPs for financing of Public Safety Complex.

"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) + \$4 million workers' compensation reserve.

San Ramon Valley Fire Protection District General Fund 10-Year Cash Flow

(expressed in thousands)



(1) Budget Stabilization = 20% of General Fund Expenditures
 (2) Dry Period Funding = 50% of General fund Revenues
 See *Fund Balance Reserve Policy* in financial Policies Section

REVENUES GENERAL FUND

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Property Taxes - Secured	4110	\$ 71,584,682	\$ 74,884,586	\$ 78,129,861	\$ 80,706,763
Property Taxes - Supplemental	4120	1,636,408	113,710	-	-
Property Taxes - Utilities/Unitary	4130	1,105,278	1,119,854	909,633	909,633
Property Taxes - Unsecured	4140	2,029,809	1,934,752	2,110,317	2,179,920
Homeowner Property Tax Relief	4145	453,404	453,404	453,404	453,404
Redevelopment Agencies	4150	1,209,047	1,405,000	1,383,347	1,428,973
County Tax Administration	4160	(566,046)	(604,959)	(626,591)	(647,257)
Property Taxes - Prior Secured	4170	(111,002)	(82,107)	(100,000)	(100,000)
Property Taxes - Prior Supplemental	4180	(68,206)	(63,362)	(63,000)	(63,000)
Property Taxes - Prior Unsecured	4190	8,679	(109)	-	-
TOTAL TAXES		77,282,053	79,160,769	82,196,971	84,868,436
Measure H	4220	33,000	33,000	33,000	33,000
SB-90 Mandated Costs	4230	56,345	-	-	-
Miscellaneous State Aid/Grants	4240	296,751	2,181,415	-	-
Federal Grant	4245	384,806	1,000,000	750,000	365,194
Intergovernmental	4250	279,564	381,008	428,283	438,990
GEMT	4251	(11,106)	(11,217)	240,000	80,000
Consolidated Dispatch	4252	1,400,000	1,702,532	1,735,122	1,768,364
TOTAL INTERGOVERNMENTAL		2,439,360	5,286,738	3,186,405	2,685,548
Inspection Fees	4310	52,381	39,000	40,170	41,375
Plan Review Fees	4315	542,305	325,000	325,000	325,000
Administrative Citations	4325	1,000	1,015	1,030	1,045
Ambulance Services	4330	4,950,725	4,410,000	5,000,000	5,050,000
CPR Classes	4340	480	487	494	501
Reports/Photocopies	4350	2,020	3,600	3,654	3,709
TOTAL CHARGES FOR SERVICES		5,548,911	4,779,102	5,370,348	5,421,630
Investment Earnings	4410	1,758,435	1,116,500	1,133,248	1,144,580
TOTAL USE OF MONEY & PROPERTY		1,758,435	1,116,500	1,133,248	1,144,580
Rent on Real Estate	4510	67,979	68,999	70,033	71,083
TOTAL RENT		67,979	68,999	70,033	71,083
Sale of Property	4620	6,440	-	-	-
Miscellaneous Revenue	4640	6,813	12,000	10,000	10,000
TOTAL OTHER REVENUE		13,253	12,000	10,000	10,000
TOTAL REVENUES		\$ 87,109,991	\$ 90,424,108	\$ 91,967,004	\$ 94,201,276

EXPENDITURES GENERAL FUND

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Permanent Salaries	5110	\$ 26,447,063	\$ 28,523,372	\$ 30,416,972	\$ 32,737,720
Temporary Salaries	5115	441,009	403,226	464,273	468,907
Permanent Overtime	5120	8,362,867	11,968,959	8,425,000	7,600,000
FICA Contributions	5140	496,255	587,382	559,921	575,596
Retirement Contributions	5150	15,918,770	18,095,054	18,847,461	20,017,770
401(a) Employer Contributions	5151	8,403	9,255	9,900	9,900
Employee Group Insurance	5160	4,044,035	3,995,926	4,777,538	5,045,589
Retiree Health Insurance	5170	3,042,205	3,281,418	3,414,338	3,585,055
OPEB Contribution	5175	3,937,414	6,000,000	6,000,000	6,000,000
Unemployment Insurance	5180	953	10,000	10,000	10,000
Workers Comp Claims	5190	1,134,690	1,000,000	1,100,000	1,100,000
TOTAL SALARIES AND BENEFITS		\$ 63,833,664	\$ 73,874,592	\$74,025,403	\$77,150,537
% Change		0%	16%	0%	4%
Office Supplies	5202	\$ 29,624	\$ 26,800	\$ 31,975	\$ 32,774
Postage and Freight	5204	9,483	25,300	29,050	29,776
Telecommunications	5206	237,450	211,927	208,940	214,163
Utilities	5208	422,617	382,500	382,500	392,063
Small Tools and Equipment	5210	167,801	120,600	135,000	138,300
Miscellaneous Supplies	5212	72,972	97,200	132,500	135,813
Medical Supplies	5213	249,532	240,000	240,000	246,000
Firefighting Supplies	5214	63,743	72,000	80,000	82,000
Pharmaceutical Supplies	5216	58,122	53,000	40,000	41,000
Computer Supplies	5218	10,227	15,078	15,500	15,888
Radio Equipment and Supplies	5219	31,559	15,000	20,500	21,013
Food Supplies	5222	22,892	37,000	39,000	39,975
PPE Inspections and Repairs	5223	9,258	19,500	19,500	19,988
Safety Clothing and Supplies	5224	138,011	265,500	305,100	312,728
Class A Uniforms	5225	16,087	10,500	10,500	10,763
Non-Safety Clothing	5226	11,394	23,680	25,230	25,861
Class B Uniforms	5227	76,249	51,250	98,400	83,460
Household Supplies	5228	58,267	56,000	43,000	44,075
Central Garage - Repairs	5230	606,118	500,000	325,000	333,125
Central Garage - Maintenance	5231	49,129	120,500	100,000	102,500
Central Garage - Gas and Oil	5232	211,700	383,500	387,500	397,188
Central Garage - Tires	5234	47,674	54,000	54,000	55,350
Central Garage - Inspections	5235	9,851	24,500	124,500	127,613
Maintenance and Repairs - Equipment	5236	130,463	172,600	167,400	171,585
Maintenance and Repairs - Computers and Radio	5238	108,113	86,106	90,880	93,152
Maintenance and Repairs - Buildings	5240	202,089	161,000	200,000	205,000
Maintenance and Repairs - Grounds	5242	57,699	60,000	60,000	61,500

EXPENDITURES GENERAL FUND

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Rents and Leases	5246	83,372	217,509	203,075	92,327
Software and Licensing	5248	381,218	487,051	500,015	421,693
Professional Services	5250	1,828,499	2,127,263	2,510,732	2,430,600
Recruiting	5251	85,605	146,601	151,947	155,746
Legal Services	5252	280,688	425,000	310,000	10,250
Medical Services	5254	78,900	123,313	153,000	156,825
Communications Services	5258	93,600	93,600	95,360	95,360
Election Services	5262	-	119,671	-	122,500
Insurance Services	5264	493,464	475,000	492,625	521,491
Publication of Legal Notices	5270	210	3,500	3,500	3,588
Specialized Printing	5272	17,646	46,610	28,550	29,264
Dues and Memberships	5274	95,090	136,831	101,556	148,595
Educational Courses	5276	97,961	167,708	523,750	476,075
Educational Assistance	5277	22,447	10,000	50,000	51,250
Public Educational Supplies	5278	9,368	11,000	11,000	11,275
Books and Periodicals	5280	13,626	25,439	28,325	29,033
Recognition Supplies	5282	3,452	2,000	3,500	3,588
Meetings and Travel	5284	86,543	56,300	89,730	50,461
TOTAL SERVICES AND SUPPLIES		\$ 6,779,813	\$7,959,437	\$8,622,640	\$8,242,568
% Change		18%	17%	8%	-4%
Taxes and Assessments	5390	63,910	140,000	140,000	143,500
TOTAL EXPENDITURES		\$ 70,677,386	\$ 81,974,029	\$ 82,788,043	\$ 85,536,606
% Change		1%	16%	1%	3%



**DISTRICT-WIDE
00-00**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Retirement Contributions	5150	\$ (209,945)	\$ 680,650	\$ 694,263	\$ 708,148
Retiree Health Insurance	5170	2,839,762	3,281,418	3,414,338	3,585,055
OPEB Contribution ¹	5175	3,937,414	6,000,000	6,000,000	6,000,000
Unemployment Insurance	5180	953	10,000	10,000	10,000
Workers Comp Claims	5190	894,250	1,000,000	1,100,000	1,100,000
TOTAL SALARIES AND BENEFITS		\$ 7,462,434	\$ 10,972,068	\$ 11,218,601	\$ 11,403,203
Workers' Compensation Administrative Fee		112,961	114,000	116,850	119,771
Professional Services	5250	112,961	114,000	116,850	119,771
Legal Fees - CA Voters Right Act		-	-	50,000	50,000
Legal Fees - 201/224 Rights		-	100,000	200,000	200,000
Legal Fees - PG & E		86,428	175,000	-	-
Legal Fees - Other		82,089	-	50,000	50,000
Legal Services	5252	168,517	275,000	300,000	300,000
Excess Workers' Comp Insurance		239,874	205,000	218,000	240,000
Property & Liability Insurance Pool		179,704	185,000	189,625	194,366
Self-Insured Certification-State of CA		75,986	85,000	85,000	87,125
Insurance Services	5264	495,564	475,000	492,625	521,491
TOTAL SERVICES AND SUPPLIES		\$ 777,043	\$ 864,000	\$ 909,475	\$ 941,262
TOTAL EXPENDITURES		\$ 8,239,476	\$ 11,836,068	\$ 12,128,076	\$ 12,344,465

¹See *OPEB Funding Policy* in Financial Policies section.



BOARD OF DIRECTORS

PURPOSE

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

STANDARD LEVEL OF PERFORMANCE

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

10. Ensure the District has in place a fair and reasonable personnel compensation package designed to attract and retain high quality and highly functioning employees.

GOALS AND OBJECTIVES FOR FY 2021 | 22

1. Continue to enhance the District's level of disaster preparedness.
2. Continue to enhance the District's level of open governance and transparency.
3. Ensure fiscal policies and procedures are in place to sustain the long-term viability of the District.
4. Ensure District resources are strategically aligned with, and appropriately focused on, the District's mission and delivery of core emergency services.
5. Explore opportunities to expand the jurisdiction of the District's 911 emergency communications center (Primary Public Safety Answering Point).

MEMBERS OF THE BOARD

Director (5)

BOARD OF DIRECTORS

10-10

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Permanent Salaries	5110	\$ 8,490	\$ 8,540	\$ 10,000	\$ 10,000
FICA Contributions	5140	123	124	145	145
Employee Group Insurance	5160	-	31,670	122,455	129,148
TOTAL SALARIES AND BENEFITS		\$ 8,613	\$ 40,334	\$ 132,600	\$ 139,293
Non-Safety Clothing	5226	\$ 44	\$ 350	\$ 350	\$ 359
Professional Services	5250	3,717	5,000	5,000	5,125
Legal Services	5252	105,950	135,000	-	-
Election Services	5262	-	119,671	-	122,500
Memberships	5274	46,997	41,995	47,455	48,641
Books and Periodicals	5280	214	250	250	256
Recognition Supplies	5282	1,485	1,500	2,500	2,563
Meetings and Travel	5284	2,582	5,100	10,100	10,353
TOTAL SERVICES AND SUPPLIES		\$ 160,989	\$ 308,866	\$ 65,655	\$ 189,796
TOTAL EXPENDITURES		\$ 169,602	\$ 349,200	\$ 198,255	\$ 329,089

BOARD OF DIRECTORS

10-10

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Clothing		\$ 44	\$ 350	\$ 350	\$ 359
Non-Safety Clothing	5226	44	350	350	359
Miscellaneous services		3,717	5,000	5,000	5,125
Professional Services	5250	3,717	5,000	5,000	5,125
Legal Fees - District Counsel		105,950	135,000	-	-
Legal Services	5252	105,950	135,000	-	-
Election Services		-	119,671	-	122,500
Election Services	5262	-	119,671	-	122,500
CCC Fire Commissioner's Association		100	110	110	113
Chamber of Commerce - Alamo		-	80	80	82
Chamber of Commerce - Danville		310	325	325	333
Chamber of Commerce - San Ramon		700	700	700	718
EERI		-	200	200	205
Museum of San Ramon Valley		-	40	40	41
LAFCO		45,887	40,540	46,000	47,150
Memberships	5274	46,997	41,995	47,455	48,641
Manuals and Publications		214	250	250	256
Books and Periodicals	5280	214	250	250	256
Retirement and Promotional Recognitions		573	500	1,000	1,025
Miscellaneous Recognition		912	1,000	1,500	1,538
Recognition Supplies	5282	1,485	1,500	2,500	2,563
Board Meetings		156	300	300	308
Special Districts (CSDA) Workshops		1,269	1,500	6,000	6,150
Fire Commissioners Quarterly Meeting		-	300	300	308
Miscellaneous Conferences		1,157	3,000	3,500	3,588
Meetings and Travel	5284	2,582	5,100	10,100	10,353
TOTAL SERVICES AND SUPPLIES		\$ 160,989	\$ 308,866	\$ 65,655	\$ 189,796

FIRE CHIEF

PURPOSE

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

STANDARD LEVEL OF PERFORMANCE

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

GOALS AND OBJECTIVES FOR FY 2021 | 22

1. Ensure the long-term financial viability of District operations through the continued use/development of financial forecasts and capital improvement plans.
2. Continue to monitor/anticipate the growing safety needs of the District and proactively deploy resources to best address overall service demand by updating the Standards of Cover.
3. Implementation of Single Role Paramedic Program.
4. Implementation of Mental Health initiative.
5. Strategic, organizational realignment of District resources to focus on the delivery of core services pursuant to our mission.
6. Secure 224 rights for the District to ensure our right to continue delivering emergency medical transport services.
7. Explore opportunities to expand the jurisdiction of the District's 911 emergency communications center (Primary Public Safety Answering Point).
8. Resolve legal dispute concerning Public Utility Early Warning District Ordinance.
9. Ensure the District and community are as prepared as possible for those emergencies that are foreseeable and predictable (i.e., earthquakes, wildfires, hazardous spills, etc.).

Emergency Preparedness

1. Coordinate emergency preparedness meetings and communication with our regional government partners.
2. Proactive Hazard Abatement
 - a. Meeting with HOAs, citizen groups and CalFire.
 - b. Initiate public property fuel mitigation pilot program.
3. Research and apply for CalFire grants related to fuel mitigation projects.
4. Develop Pandemic component of Emergency Operations Plan.
5. Develop an operational plan for activating the new Emergency Operations Center (EOC).
6. Continue efforts to create the first Firewise community in the San Ramon Valley.

STAFFING SUMMARY

Fire Chief¹

Emergency Preparedness Coordinator

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

**FIRE CHIEF
10-15**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Permanent Salaries	5110	\$ 331,296	\$ 364,780	\$ 486,443	\$ 496,172
Temporary Salaries	5115	63,965	-	-	-
FICA Contributions	5140	5,674	5,289	7,053	7,194
Retirement Contributions	5150	207,295	221,427	311,075	317,296
401a Contributions ER Paid	5151	8,403	9,255	9,900	9,900
Employee Group Insurance	5160	30,989	44,852	54,300	56,620
TOTAL SALARIES AND BENEFITS		\$ 647,622	\$ 645,603	\$ 868,771	\$ 887,182
Office Supplies	5202	\$ 891	\$ 1,000	\$ 1,000	\$ 1,025
Small Tools and Equipment	5210	4,468	7,000	7,500	7,688
Miscellaneous Supplies	5212	1,230	1,500	1,500	1,538
Food Supplies	5222	3,923	3,500	2,500	2,563
Non-Safety Clothing	5226	3,761	700	1,750	1,794
Professional Services	5250	2,629	33,000	25,000	25,625
Specialized Printing	5272	355	2,492	2,750	2,819
Memberships	5274	10,100	11,730	12,840	13,161
Educational Courses and Supplies	5276	2,503	3,700	4,200	4,305
Books and Periodicals	5280	59	250	250	256
Meetings and Travel	5284	24,796	-	8,610	8,825
TOTAL SERVICES AND SUPPLIES		\$ 54,715	\$ 64,872	\$ 67,900	\$ 69,597
TOTAL EXPENDITURES		\$ 702,336	\$ 710,475	\$ 936,671	\$ 956,780

**FIRE CHIEF
10-15**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Office Supplies		\$ 891	\$ 1,000	\$ 1,000	\$ 1,025
Office Supplies	5202	891	1,000	1,000	1,025
Badges, Name Tag, Collar Brass, Pins		4,468	6,000	6,000	6,150
Miscellaneous Tools and Equipment		-	500	500	513
District Honor Guard		-	500	1,000	1,025
Small Tools and Equipment	5210	4,468	7,000	7,500	7,688
Miscellaneous Supplies		1,230	1,500	1,500	1,538
Miscellaneous Supplies	5212	1,230	1,500	1,500	1,538
Food Supplies and Meals		3,923	3,500	2,500	2,563
Food Supplies	5222	3,923	3,500	2,500	2,563
Uniforms - District Honor Guard		3,761	200	750	769
Uniforms - District Clerk		-	250	500	513
Uniforms - Fire Chief		-	250	500	513
Non-Safety Clothing	5226	3,761	700	1,750	1,794
Consultant/Professional Services		2,629	33,000	25,000	25,625
Professional Services	5250	2,629	33,000	25,000	25,625
Document Services		284	2,492	2,500	2,563
Business Cards		70	-	250	256
Specialized Printing	5272	355	2,492	2,750	2,819
Fire Districts Association of California		1,000	-	575	589
National Fire Protection Association		175	175	175	179
CCC Fire Chiefs Association		500	400	400	410
CA Fire Chiefs Association		-	-	440	451
International Association of Fire Chiefs		260	2,700	2,700	2,768
CA Special Districts Association		7,615	7,805	8,000	8,200
100 Club		-	100	-	-
Contra Costa CAER		550	550	550	564
Memberships	5274	10,100	11,730	12,840	13,161
Educational Courses		1,408	1,500	2,000	2,050
Leadership San Ramon Valley		1,095	2,200	2,200	2,255
Educational Courses and Supplies	5276	2,503	3,700	4,200	4,305
Fire Service Books and Magazines		59	250	250	256
Books and Periodicals	5280	59	250	250	256

**FIRE CHIEF
10-15**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Meetings and Travel		24,796	-	5,000	5,125
District Honor Guard - Events		-	-	3,610	3,700
Meetings and Travel	5284	24,796	-	8,610	8,825
TOTAL SERVICES AND SUPPLIES		\$ 54,715	\$ 64,872	\$ 67,900	\$ 69,597

HUMAN RESOURCES

PURPOSE

The Human Resources Division is responsible for recruiting, hiring, employee relations, personnel policies and procedures, labor relations and negotiations, workers' compensation, employee record keeping, benefits administration, risk management oversight and retiree relations. The Human Resources staff act as advocates for both the District and the people who work for the District. The Human Resources Division 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. Maintain an ergonomically sound work environment.
9. Manage and administer the District's employee benefits program.
10. Provide prompt, courteous responses to employees seeking information or assistance.

GOALS AND OBJECTIVES FOR FY 2021|22

1. Select and begin implementing Enterprise Resource Planning (ERP) system to integrate Human Resources and payroll functionality.
2. Implement District-wide Records Management System (Records Retention).
3. Comprehensive review and update District Policies/Procedures and implementation of Lexipol.
4. Annual wellness/fitness exam including psychological evaluation consistent with Local 3546 IAFF MOU.
5. Work with Labor and Management to develop a risk management partnership to reduce workplace injuries.
6. Provide guidance and support to Executive Staff for succession planning.

STAFFING SUMMARY

District Counsel|District Clerk

Human Resources Generalist (2)

HUMAN RESOURCES

10-20

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Permanent Salaries	5110	\$ 214,956	\$ 529,179	\$ 464,925	\$ 486,044
Temporary Salaries	5115	68,258	21,343	-	-
FICA Contributions	5140	3,959	7,983	6,741	7,048
Retirement Contributions	5150	80,088	109,833	153,655	160,664
Employee Group Insurance	5160	43,053	47,035	101,205	106,735
Retiree Health Insurance	5170	202,443	-	-	-
Workers Comp Claims	5190	219,363	-	-	-
TOTAL SALARIES AND BENEFITS		\$ 832,120	\$ 715,373	\$ 726,526	\$ 760,491
Office Supplies	5202	\$ 2,469	\$ 1,000	\$ 1,300	\$ 1,333
Postage	5204	298	300	300	308
Food Supplies	5222	2,528	1,500	1,500	1,538
Non-Safety Clothing	5226	411	1,065	1,065	1,092
Software and Licenses	5248	29,021	79,400	74,400	42,375
Professional Services	5250	51,927	137,468	98,903	101,376
Recruiting Costs	5251	114,212	146,601	151,947	155,746
Legal Services	5252	6,084	15,000	10,000	10,250
Medical Services	5254	75,275	123,313	153,000	156,825
Specialized Printing	5272	603	600	700	718
Memberships	5274	4,490	6,760	9,010	9,235
Educational Courses and Supplies	5276	25,668	27,500	27,000	27,675
Books and Periodicals	5280	-	500	850	871
Recognition Supplies	5282	763	500	1,000	1,025
Meetings and Travel	5284	2,103	-	9,620	9,861
TOTAL SERVICES AND SUPPLIES		\$ 315,850	\$ 541,507	\$ 540,595	\$ 520,225
TOTAL EXPENDITURES		\$ 1,147,970	\$ 1,256,880	\$ 1,267,121	\$ 1,280,716

HUMAN RESOURCES

10-20

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
General Office Supplies		\$ 1,441	\$ 500	\$ 800	\$ 820
Printer Supplies and Key Fobs		1,027	500	500	513
Office Supplies	5202	2,469	1,000	1,300	1,333
Postage and Freight		298	300	300	308
Postage	5204	298	300	300	308
Miscellaneous		2,528	1,500	1,500	1,538
Food Supplies	5222	2,528	1,500	1,500	1,538
Uniforms - Staff		411	1,065	1,065	1,092
Non-Safety Clothing	5226	411	1,065	1,065	1,092
ADP Professional Support		28,746	32,400	32,400	-
Applicant Tracking System		275	15,000	15,000	15,375
Document Management		-	10,000	15,000	15,000
Policy Software		-	22,000	12,000	12,000
Software and Licenses	5248	29,021	79,400	74,400	42,375
IEDA		23,760	25,000	25,000	25,625
ID Card Software/Photography		-	1,000	1,000	1,025
Crisis - Trauma Intervention		-	10,000	10,000	10,250
Health Insurance Administrative Fee		17,861	18,000	18,000	18,450
Workers' Compensation Actuary Study		4,100	4,200	4,203	4,308
Investigation Services		406	55,000	25,000	25,625
Section 125 Plan - Administrative Fees		956	10,668	2,100	2,153
PARS - Administration Fee		3,900	3,600	3,600	3,690
Human Resources Consulting		944	10,000	10,000	10,250
Professional Services	5250	51,927	137,468	98,903	101,376
Assessment Center - Battalion Chief		-	10,000	-	-
Assessment Center - Captain		-	21,220	-	-
Assessment Center - Engineer		-	16,317	-	-
Recruitment - Firefighter/Paramedic		3,945	7,072	7,072	7,249
Recruitment - Communications Center		1,992	1,000	-	-
Recruitment - Administrative		178	1,200	-	-
Study Books and Materials		1,030	-	-	-
Background Investigations		41,991	55,240	62,400	63,960
Physical Examinations		55,985	10,150	18,200	18,655
Polygraph and Psychological Tests		4,500	12,000	52,000	53,300
Fingerprint Services		197	1,300	2,275	2,332
Lodging		2,250	3,000	5,000	5,125
Miscellaneous Recruiting Costs		2,144	8,102	5,000	5,125
Recruiting Costs	5251	114,212	146,601	151,947	155,746

HUMAN RESOURCES

10-20

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Legal Services - Employee Relations		6,084	15,000	10,000	10,250
Legal Services	5252	6,084	15,000	10,000	10,250
Wellness Exams		71,760	115,313	145,000	148,625
Various Vaccines and Tests		2,280	3,000	3,000	3,075
DMV Physicals		410	1,000	1,000	1,025
Medical Consulting/Fitness for Duty		825	2,500	2,500	2,563
Wellness Programs		-	1,000	1,000	1,025
Miscellaneous Medical Services		-	500	500	513
Medical Services	5254	75,275	123,313	153,000	156,825
Forms/Posters/Card Shells		603	600	500	513
Employee Materials and Handouts		-	-	200	205
Specialized Printing	5272	603	600	700	718
Society for Human Resources		-	-	200	205
CalPELRA		-	1,085	2,130	2,183
Consortium		3,515	3,415	3,600	3,690
CA Bar License		655	731	800	820
DMV Fee/Firefighter Endorsement		-	1,000	1,000	1,025
Miscellaneous Dues and Memberships		320	529	1,280	1,312
Memberships	5274	4,490	6,760	9,010	9,235
Supervisor Training		22,350	25,000	25,000	25,625
Miscellaneous On-Line Training		3,318	2,500	2,000	2,050
Educational Courses and Supplies	5276	25,668	27,500	27,000	27,675
Miscellaneous Subscriptions and Books		-	500	850	871
Books and Periodicals	5280	-	500	850	871
Employee Events		38	-	500	513
Miscellaneous Recognition Supplies		725	500	500	513
Recognition Supplies	5282	763	500	1,000	1,025
CalPELRA conference		-	-	4,800	4,920
Special Districts (CSDA) Workshops		-	-	2,020	2,071
SHRM Conference		2,103	-	2,800	2,870
Meetings and Travel	5284	2,103	-	9,620	9,861
TOTAL SERVICES AND SUPPLIES		\$ 315,850	\$ 541,507	\$ 540,595	\$ 520,225



FINANCE

PURPOSE

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

STANDARD LEVEL OF PERFORMANCE

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

10. Process payroll, retirement reporting, maintain records, respond to employee inquiries and other related payroll tasks.
11. Seek out grant funding as a District resource and monitor grant purchases for compliance with Single Audit guidelines, and respond to Federal audit inquiries.
12. Provide analytical support to all departments/divisions of the organization.

GOALS AND OBJECTIVES FOR FY 2021 | 22

1. Select and begin implementing Enterprise Resource Planning (ERP) system to integrate Human Resources, payroll and financial reporting.
2. Evaluate staffing recommendations from the Comprehensive Services Review regarding purchasing and payroll.
3. In conjunction with FLSD, complete a comprehensive fee study of all charges for services including comparison with surrounding agencies.
4. In conjunction with Human Resources, develop a compensation policy for the District.
5. Assist the EMS division with the integration of ePCRs, reporting and related revenues.
6. Review and update all Policies/Procedures and Training Bulletins utilizing and implementing Lexipol.
7. 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.
8. Maintain GFOA Certificate of Excellence in Financial Reporting.

STAFFING SUMMARY

Chief Financial Officer

Senior Accounting Technician (2)

FINANCE
10-25

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Permanent Salaries	5110	\$ 396,744	\$ 429,216	\$ 452,812	\$ 461,796
FICA Contributions	5140	5,652	6,224	6,566	6,696
Retirement Contributions	5150	126,544	135,108	148,542	151,490
Employee Group Insurance	5160	61,508	61,892	76,911	80,998
TOTAL SALARIES AND BENEFITS		\$ 590,449	\$ 632,440	\$ 684,831	\$ 700,980
Office Supplies	5202	\$ 9,545	\$ 10,000	\$ 10,000	\$ 10,250
Postage	5204	6,889	4,000	7,500	7,688
Computer Equipment and Supplies	5218	533	500	1,500	1,538
Food Supplies	5222	3,104	2,000	3,000	3,075
Non-Safety Clothing	5226	512	1,065	1,065	1,092
Maintenance and Repairs - Equipment	5236	-	500	500	513
Rents and Leases	5246	19,773	21,000	21,075	21,602
Software and Licenses	5248	33,918	26,500	28,500	50,000
Professional Services	5250	508,434	480,190	527,500	485,663
Specialized Printing	5272	4,166	3,218	3,300	3,383
Memberships	5274	945	1,026	1,026	1,052
Educational Courses and Supplies	5276	1,098	1,000	5,500	5,638
Books and Periodicals	5280	802	1,164	1,200	1,230
Meetings and Travel	5284	3,740	-	4,000	4,100
TOTAL SERVICES AND SUPPLIES		\$ 593,459	\$ 552,163	\$ 615,666	\$ 596,820
TOTAL EXPENDITURES		\$ 1,183,908	\$ 1,184,603	\$ 1,300,497	\$ 1,297,800

FINANCE
10-25

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Office Supplies - Administration		\$ 9,545	\$ 10,000	\$ 10,000	\$ 10,250
Office Supplies	5202	9,545	10,000	10,000	10,250
Postage		6,889	4,000	7,500	7,688
Postage	5204	6,889	4,000	7,500	7,688
Computer Equipment		533	500	1,500	1,538
Computer Equipment and Supplies	5218	533	500	1,500	1,538
Food Supplies		3,104	2,000	3,000	3,075
Food Supplies	5222	3,104	2,000	3,000	3,075
Uniforms		512	1,065	1,065	1,092
Non-Safety Clothing	5226	512	1,065	1,065	1,092
Maintenance and Repairs - Equipment		-	500	500	513
Maintenance and Repairs - Equipment	5236	-	500	500	513
Color Copier - Administration		18,785	20,000	18,000	18,450
Postage Meter Lease		989	1,000	3,075	3,152
Rents and Leases	5246	19,773	21,000	21,075	21,602
Sage Software Maintenance		5,543	6,000	8,000	-
Scheduling Software		7,592	-	-	-
Enterprise Resource Planning		-	-	-	50,000
Payroll Service - Administration Fees		20,782	20,500	20,500	-
Software and Licenses	5248	33,918	26,500	28,500	50,000
Ambulance Collection Fees		251,608	205,000	225,000	230,625
Audit Fees		37,762	30,000	30,000	30,750
COP - Annual Trustee Fees		-	3,190	3,200	3,280
GEMT Administrative Fee		1,167	1,500	1,500	1,538
GEMT Claim Preparation		-	13,000	13,500	13,838
CAFR Overlapping Debt Schedule		500	500	500	513
OPEB Actuarial Services		3,175	12,300	12,300	12,608
Financial Consulting		172,695	175,000	175,000	150,000
Property Tax Consulting		21,690	22,200	23,000	23,575
Bank & Credit Card Fees		17,687	17,500	17,500	17,938
ERP Consulting		-	-	25,000	-
COP Arbitrage Analysis		2,150	-	1,000	1,000
Professional Services	5250	508,434	480,190	527,500	485,663

FINANCE
10-25

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Budget Document		904	1,028	1,100	1,128
Comprehensive Annual Financial Report		1,005	1,190	1,200	1,230
Check Printing		973	500	500	513
Miscellaneous Printing		1,285	500	500	513
Specialized Printing	5272	4,166	3,218	3,300	3,383
California Society of Municipal Finance Officers		220	308	308	316
Government Finance Officers Assoc		430	513	513	526
Other		295	205	205	210
Memberships	5274	945	1,026	1,026	1,052
CSMFO, GFOA, MFI Training		1,098	1,000	5,500	5,638
Educational Courses and Supplies	5276	1,098	1,000	5,500	5,638
GFOA/CAFR Submission Fee		460	564	600	615
Newspaper		342	600	600	615
Books and Periodicals	5280	802	1,164	1,200	1,230
CCCERA, CSDA, GFOA, CSMFO, MFI		3,740	-	4,000	4,100
Meetings and Travel	5284	3,740	-	4,000	4,100
TOTAL SERVICES AND SUPPLIES		\$ 593,459	\$ 552,163	\$ 615,666	\$ 596,820



FIRE & LIFE SAFETY

PURPOSE

The Fire & Life Safety Division provides fire prevention and other community risk reduction services using 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 2021 | 22

1. Implement reorganization as established by the Board of Directors and the meet and confer process.
2. Waive operational permit fees for 2021 | 22 fiscal year.
3. Implement new Engineering | Plan review software to enhance public accessibility to plan review status and comments.
4. Evaluate our annual inspection program based on NFPA standard to complete low hazard occupancies every other year as opposed to annually.
5. Host State Fire Training requisite courses for Fire Marshal certification.
6. Review and update all Policies/Procedures and Training Bulletins utilizing and implementing Lexipol.

STAFFING SUMMARY

Deputy Chief¹

Fire & Life Safety Inspector (2)

Plans Examiner (1)

Permit Technician (1)

CERT Coordinator (Part-time)

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

**FIRE & LIFE SAFETY
10-30**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Inspection Fees	4310	\$ 52,381	\$ 39,000	\$ 40,170	\$ 41,375
Plan Review Fees	4315	542,305	325,000	325,000	325,000
Administrative Citations	4325	1,000	1,015	1,030	1,045
CPR Classes	4340	480	487	494	501
Reports/Photocopies	4350	2,020	3,600	3,654	3,709
TOTAL REVENUES		\$ 598,186	\$ 369,102	\$ 370,348	\$ 371,630
Permanent Salaries	5110	\$ 871,887	\$ 777,994	\$ 650,303	\$ 681,331
Temporary Salaries	5115	66,890	78,816	-	-
Permanent Overtime	5120	69,860	49,024	50,000	25,000
FICA Contributions	5140	14,483	13,135	10,154	10,242
Retirement Contributions	5150	360,376	342,944	286,591	300,245
Employee Group Insurance	5160	179,995	136,713	122,926	129,552
TOTAL SALARIES AND BENEFITS		\$ 1,563,492	\$ 1,398,626	\$ 1,119,974	\$ 1,146,370
Office Supplies	5202	\$ 677	\$ 700	\$ 700	\$ 718
Postage	5204	2,297	21,000	21,250	21,781
Small Tools and Equipment	5210	10,552	4,000	4,000	4,100
Computer Equipment and Supplies	5218	225	1,000	1,000	1,025
Food Supplies	5222	653	1,000	1,000	1,025
Safety Clothing	5224	1,584	2,500	2,500	2,563
Non-Safety Clothing	5226	2,981	3,500	3,500	3,588
Maintenance and Repairs - Equipment	5236	104	1,000	1,000	1,025
Software and Licensing	5248	19,871	15,000	15,000	15,375
Professional Services	5250	14,041	26,000	36,000	26,650
Legal Notices	5270	210	1,000	1,000	1,025
Specialized Printing	5272	2,277	8,500	8,500	8,713
Memberships	5274	25,297	23,795	23,800	23,895
Educational Courses and Supplies	5276	20,203	25,100	25,000	25,625
Public Education Supplies	5278	9,368	11,000	11,000	11,275
Books and Periodicals	5280	6,061	11,100	11,100	11,378
Meetings and Travel	5284	6,489	-	4,700	4,818
TOTAL SERVICES AND SUPPLIES		\$ 122,891	\$ 156,195	\$ 171,050	\$ 164,576
TOTAL EXPENDITURES		\$ 1,686,383	\$ 1,554,821	\$ 1,291,024	\$ 1,310,946

FIRE & LIFE SAFETY
10-30

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Office Supplies		\$ 677	\$ 700	\$ 700	\$ 718
Office Supplies	5202	677	700	700	718
Plans Mail Back		768	3,500	3,500	3,588
Exterior Hazard Abatement Mailing		1,289	10,000	7,000	7,175
Public Safety Mailers		-	7,000	10,250	10,506
Bulk Mail Maintenance Account		240	500	500	513
Postage	5204	2,297	21,000	21,250	21,781
Code Officers & Investigation Tools		10,552	4,000	4,000	4,100
Small Tools and Equipment	5210	10,552	4,000	4,000	4,100
Computer Equipment and Supplies		225	1,000	1,000	1,025
Computer Equipment and Supplies	5218	225	1,000	1,000	1,025
Staff Meals - Public Education Events		653	1,000	1,000	1,025
Food Supplies	5222	653	1,000	1,000	1,025
Uniforms		1,584	2,500	2,500	2,563
Safety Clothing	5224	1,584	2,500	2,500	2,563
Non-Safety Uniform Replacement		2,981	3,500	3,500	3,588
Non-Safety Clothing	5226	2,981	3,500	3,500	3,588
General Maintenance and Repair		104	1,000	1,000	1,025
Maintenance and Repairs - Equipment	5236	104	1,000	1,000	1,025
Bluebeam Revu Annual Maintenance		-	500	500	513
Environmental Systems Research		1,000	1,000	1,000	1,025
Nixel 360		5,500	5,500	5,500	5,638
Document Imaging		11,148	5,000	5,000	5,125
Electronic Plan Submittal		2,223	3,000	3,000	3,075
Software and Licensing	5248	19,871	15,000	15,000	15,375
Specialized Services (PR, FI, Comm, IO)		9,001	16,000	16,000	16,400
Weed Abatement Contractor		-	5,000	5,000	5,125
CA Fire Code Update		5,040	-	10,000	-
E-Business Services		-	5,000	5,000	5,125
Professional Services	5250	14,041	26,000	36,000	26,650

**FIRE & LIFE SAFETY
10-30**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Publication of Legal Notices		210	1,000	1,000	1,025
Legal Notices	5270	210	1,000	1,000	1,025
Coloring Contest		-	500	500	513
Citation Books		-	500	500	513
Exterior Hazard Abatement		1,750	5,000	5,000	5,125
Public Education Brochure		345	2,000	2,000	2,050
Business Cards		182	500	500	513
Specialized Printing	5272	2,277	8,500	8,500	8,713
California Fire Chief's Association		2,240	2,240	2,300	2,358
CCAI		80	80	100	103
Citizen Corps Council		10,000	10,000	10,000	10,000
ICC		1,067	1,075	1,000	1,025
NFPA		1,670	200	200	205
NorCal FPO		240	200	200	205
Street Smarts		10,000	10,000	10,000	10,000
Memberships	5274	25,297	23,795	23,800	23,895
Education Courses and Supplies		1,910	2,500	2,500	2,563
Inspector		2,155	3,000	3,000	3,075
Investigator		11,638	15,000	15,000	15,375
Fire Prevention Month		4,500	4,600	4,500	4,613
Educational Courses and Supplies	5276	20,203	25,100	25,000	25,625
General		7,261	5,000	5,000	5,125
Program		2,107	6,000	6,000	6,150
Public Education Supplies	5278	9,368	11,000	11,000	11,275
NFPA Standards Online Subscription		5,169	5,000	5,000	5,125
Barclays Publishing, CCR Title 19		-	600	600	615
Fire and Explosion Investigation		-	4,500	4,500	4,613
Miscellaneous Books and Periodicals		892	1,000	1,000	1,025
Books and Periodicals	5280	6,061	11,100	11,100	11,378
Meetings and Travel		6,489	-	4,700	4,818
Meetings and Travel	5284	6,489	-	4,700	4,818
TOTAL SERVICES AND SUPPLIES		\$ 122,891	\$ 156,195	\$ 171,050	\$ 164,576



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 2021 | 22

1. Information Technology
 - a. Install and configure new mobile software and maps for operations.
 - b. Incorporate all IT equipment into inventory system utilizing "Check-IT" Software.
 - c. Create an internal Customer Satisfaction survey for Technology services (DNI).
 - d. Research grant opportunities for replacing EBRC mobile and portable radios.

- e. Review and update all Policies/Procedures and Training Bulletins utilizing and implementing Lexipol.
2. Geographic Information Systems
- a. Work with Emergency Preparedness Coordinator to finalize evacuation zones within the District.
 - b. Incorporate information from District preplans into GIS software application.
3. Definitive Networks Inc., Contract Services
- a. Run Monthly Security Scans and Penetration Tests to Validate System, Application, and End User Security.
 - b. Implementation of the new Fire Administration and Communications Center/EOC datacenter.
 - c. Design and deploy audio visual equipment in the Public Safety Complex.
 - d. Implement enhanced fire station alerting solution in fire stations and Communications Center.
 - e. Upgrade Knox Medvault wireless network cards in District apparatus to have the highest-level security for controlled substances.

STAFFING SUMMARY

Technology Systems Manager

Media Communications and Public Education Analyst

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Permanent Salaries	5110	\$ 259,326	\$ 281,047	\$ 285,541	\$ 295,218
Permanent Overtime	5120	1,231	5,000	5,000	5,000
FICA Contributions	5140	3,651	4,148	4,213	4,353
Retirement Contributions	5150	81,719	88,170	94,053	97,254
Employee Group Insurance	5160	45,799	45,224	52,219	55,071
TOTAL SALARIES AND BENEFITS		\$ 391,726	\$ 423,589	\$ 441,026	\$ 456,896
Telecommunications	5206	\$ 228,895	\$ 200,007	\$ 195,940	\$ 200,838
Computer Supplies	5218	6,953	8,078	7,500	7,688
Radio Equipment and Supplies	5219	31,559	15,000	20,500	21,013
Non-Safety Clothing	5226	565	500	1,500	1,538
Maintenance and Repairs - Radio	5238	73,479	53,169	58,200	59,655
Rents and Leases	5246	46,828	47,093	48,000	49,200
Software and Licenses	5248	65,802	124,421	113,935	106,072
Professional Services	5250	654,203	678,200	855,944	877,218
Communication Services	5258	93,600	93,600	95,360	95,360
Specialized Printing	5272	3,543	4,000	5,000	5,125
Memberships	5274	525	575	575	589
Meetings & Travel Expenses	5284	-	-	10,000	10,250
TOTAL SERVICES AND SUPPLIES		\$ 1,205,952	\$ 1,224,643	\$ 1,412,454	\$ 1,434,545
TOTAL EXPENDITURES		\$ 1,597,678	\$ 1,648,232	\$ 1,853,480	\$ 1,891,441

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Cell Phone and Data Services		\$ 91,850	\$ 122,000	\$ 125,000	\$ 128,125
Fire Dispatch		4,650	4,800	4,800	4,920
Internet Fax Service		1,365	800	665	682
Internet Service		36,663	24,133	21,000	21,525
Offsite Backup		5,445	4,000	-	-
Pager Service		9,519	9,500	9,500	9,738
Phone Maintenance		1,866	5,000	5,000	5,125
Phone and Network Service		69,427	22,000	22,000	22,550
Satellite Phone Service		8,109	7,774	7,975	8,174
Telecommunications	5206	228,895	200,007	195,940	200,838
Computer Supplies and Parts		6,953	8,078	7,500	7,688
Computer Supplies	5218	6,953	8,078	7,500	7,688
Radios and Components		31,559	15,000	20,500	21,013
Radio Equipment and Supplies	5219	31,559	15,000	20,500	21,013
Uniforms		565	500	1,500	1,538
Non-Safety Clothing	5226	565	500	1,500	1,538
Hardware Maintenance - Disp. & Admin UPS		2,017	2,169	2,200	2,255
Miscellaneous Maintenance and Repairs		44,657	15,000	20,000	20,500
Radio Maintenance and Repairs		26,804	36,000	36,000	36,900
Maintenance and Repairs - Radio	5238	73,479	53,169	58,200	59,655
Microwave Services - Lease		46,828	47,093	48,000	49,200
Rents and Leases	5246	46,828	47,093	48,000	49,200
Website		-	15,416	8,300	8,508
Adobe Acrobat		-	3,204	3,250	3,331
Fire Station Alerting		-	-	10,450	-
Microsoft Office Licensing		-	26,600	8,640	8,856
Database Reporting		1,378	1,384	1,425	1,461
Remote Access		6,181	9,575	3,300	3,383
Records Management		45,000	37,500	42,420	43,481
Miscellaneous Maintenance		-	-	5,000	5,125
Video Teleconferencing		-	7,489	7,500	7,688
Scheduling software		13,242	13,253	13,650	13,991
SitStat		-	10,000	10,000	10,250
Software and Licenses	5248	65,802	124,421	113,935	106,072
MDC and Modem HaaS		241,500	193,200	193,200	198,030
Technology Services Contract		411,828	480,000	657,744	674,188
Professional Services - Other		875	5,000	5,000	5,000
Professional Services	5250	654,203	678,200	855,944	877,218

**TECHNOLOGY
20-35**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
EBRCS - Subscriber Fees		93,600	93,600	95,360	95,360
Communication Services	5258	93,600	93,600	95,360	95,360
Map Books		3,543	4,000	5,000	5,125
Specialized Printing	5272	3,543	4,000	5,000	5,125
Memberships		525	575	575	589
Memberships	5274	525	575	575	589
Meetings and Travel		-	-	10,000	10,250
Meetings and Travel	5284	-	-	10,000	10,250
TOTAL SERVICES AND SUPPLIES		\$ 1,205,952	\$ 1,224,643	\$ 1,412,454	\$ 1,434,545



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 2021 | 22

1. Oversee implementation of the Public Safety Complex (Communications Center/EOC).
2. Implement succession plan.
3. Create external Customer Opinion survey to assess performance.
4. Re-certify Emergency Fire Dispatch Accreditation through the International Academy of Emergency Dispatch.
5. Research grant opportunities for procurement of Communications Center and EOC technology.
6. Review and update all Policies/Procedures and Training Bulletins utilizing and implementing Lexipol.

STAFFING SUMMARY

Director of Emergency Communications

Supervising Dispatcher (3)

Dispatcher II (9)

Public Safety Systems Specialist

Geographic Information Systems Analyst

Project Assistant (Part-Time) (2)

**COMMUNICATIONS CENTER
20-38**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
City of San Ramon	4252	\$ 1,400,000	\$ 1,702,532	\$ 1,735,122	\$ 1,768,364
TOTAL REVENUES		\$ 1,400,000	\$ 1,702,532	\$ 1,735,122	\$ 1,768,364
Permanent Salaries	5110	\$ 1,997,307	\$ 2,198,402	\$ 2,348,520	\$ 2,439,042
Temporary Salaries	5115	91,982	72,541	74,656	74,656
Permanent Overtime	5120	416,115	410,000	410,000	410,000
FICA Contributions	5140	35,929	38,874	41,081	42,394
Retirement Contributions	5150	610,298	677,234	758,265	786,762
Employee Group Insurance	5160	235,243	254,064	288,166	303,442
TOTAL SALARIES AND BENEFITS		\$ 3,386,874	\$ 3,651,115	\$ 3,920,688	\$ 4,056,296
Office Supplies	5202	\$ 3,052	\$ 3,100	\$ 3,100	\$ 3,178
Telecommunications	5206	8,555	11,920	13,000	13,325
Small Tools and Equipment	5210	2,814	5,000	10,000	10,250
Computer Supplies	5218	2,706	5,500	5,500	5,638
Safety Clothing	5224	-	1,000	3,500	3,588
Non-Safety Clothing	5226	690	4,200	4,200	4,305
Maintenance & Repairs - Computers and Radios	5238	33,880	32,437	32,180	32,985
Software and Licenses	5248	136,117	141,680	167,630	175,584
Professional Services	5250	41,563	181,130	312,260	320,067
Memberships	5274	985	1,500	1,500	1,538
Educational Courses and Supplies	5276	3,778	5,000	5,500	5,638
Books and Periodicals	5280	2,290	5,000	5,000	5,125
Meetings and Travel	5284	-	3,000	18,000	18,450
		\$ 236,429	\$ 400,467	\$ 581,370	\$ 599,667
TOTAL EXPENDITURES		\$ 3,623,303	\$ 4,051,582	\$ 4,502,058	\$ 4,655,963

**COMMUNICATIONS CENTER
20-38**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Office Supplies		\$ 3,052	\$ 3,100	\$ 3,100	\$ 3,178
Office Supplies	5202	3,052	3,100	3,100	3,178
Language Line Services		-	500	500	513
Phone Maintenance		262	2,000	2,000	2,050
Phone and Network Service		4,692	5,820	6,900	7,073
Satellite Internet Service		3,600	3,600	3,600	3,690
Telecommunications	5206	8,555	11,920	13,000	13,325
Small Tools and Equipment		2,814	5,000	10,000	10,250
Small Tools and Equipment	5210	2,814	5,000	10,000	10,250
Computer Supplies and Parts		858	2,500	2,500	2,563
Printer Toner		1,848	3,000	3,000	3,075
Computer Supplies	5218	2,706	5,500	5,500	5,638
Safety Clothing and Supplies		-	1,000	3,500	3,588
Safety Clothing	5224	-	1,000	3,500	3,588
Non-Safety Clothing		690	4,200	4,200	4,305
Non-Safety Clothing	5226	690	4,200	4,200	4,305
Communications Center Headsets		1,566	1,000	1,000	1,025
EMD ACE Re-Accredit Maint Plan		650	1,000	1,000	1,025
Hardware Maintenance - Disp. & Admin UPS		3,672	3,800	3,500	3,588
Hardware Maintenance - Disp. Audio Logger		8,680	7,937	8,000	8,200
Hardware Maintenance - Servers		4,257	3,700	2,000	2,050
Firewall Connection - PD to Comm		-	-	1,680	1,722
Maintenance & Repair - Miscellaneous		11,973	5,000	5,000	5,125
Maintenance & Repair - Radio		-	10,000	10,000	10,250
Disaster Recovery		3,083	-	-	-
Maintenance & Repairs - Computers and Radios	5238	33,880	32,437	32,180	32,985
CAD/RMS		113,657	118,440	144,000	151,200
EFD		6,517	6,520	6,520	6,846
EMD		6,517	6,520	6,520	6,683
GIS		6,090	6,700	7,090	7,267
Reddinet		3,335	3,500	3,500	3,588
Software and Licenses	5248	136,117	141,680	167,630	175,584
EFD Call Review Services		16,945	25,000	25,000	25,625
EMD Call Review Services		24,618	25,000	25,000	25,625
Hardware/Software Services		-	131,130	262,260	268,817
Professional Services	5250	41,563	181,130	312,260	320,067

COMMUNICATIONS CENTER

20-38

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Memberships		-	500	500	513
EMD/EFD Recert Fees - Dispatchers		985	1,000	1,000	1,025
Memberships	5274	985	1,500	1,500	1,538
APCO Certification Training		758	3,000	3,000	3,075
POST Training		-	500	500	513
EMD/EFD Back-up Tablets		2,555	500	1,000	1,025
EMD Certification Training		465	500	500	513
EFD Certification Training		-	500	500	513
Educational Courses and Supplies	5276	3,778	5,000	5,500	5,638
Cross Directory Renewals		1,560	2,000	2,000	2,050
Mapping Resources		-	2,000	2,000	2,050
Reference Books		730	1,000	1,000	1,025
Books and Periodicals	5280	2,290	5,000	5,000	5,125
Meetings and Travel		-	3,000	18,000	18,450
Meetings and Travel	5284	-	3,000	18,000	18,450
TOTAL SERVICES AND SUPPLIES		\$ 236,429	\$ 400,467	\$ 581,370	\$ 599,667



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. Manage part-time District Aides to supplement support services daily.

GOALS AND OBJECTIVES FOR FY 2021 | 22

1. Evaluate relocating Station 39 to a more central location to better serve the community.
2. Complete bid documents and construction of Station 34 Improvements, including living quarters apparatus bay, and additional square footage.
3. Pending possible deployment changes in the Morgan Territory Response Zone, remodel living quarters to implement reserve sleeper program at Station 37.
4. Complete the design and structural improvements of the fire training structure at the District's

Training Site in compliance with NFPA standard 1403, allowing for live fire training exercises (Tassajara).

5. Explore options for old station 32 – sell or redesign site.
6. Supervise and manage project construction of the Public Safety Complex.
7. Complete Design, Bid documents and Bid for the new San Ramon Training Center.
8. Replace and enhance the station alerting system in coordination with the Director of Emergency Communications.
9. Review and update all Policies/Procedures and Training Bulletins utilizing and implementing Lexipol.

STAFFING SUMMARY

Deputy Chief¹

District Aides (Part-Time) (10)

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

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Permanent Salaries	5110	\$ 1,051	\$ -	\$ -	\$ -
Temporary Salaries	5115	129,996	161,861	231,712	236,346
FICA Contributions	5140	1,900	2,347	3,360	3,427
Employee Group Insurance	5160	-	178	356	356
TOTAL SALARIES AND BENEFITS		\$ 132,947	\$ 164,386	\$ 235,428	\$ 240,129
Utilities	5208	\$ 422,894	\$ 382,500	\$ 382,500	\$ 392,063
Small Tools and Equipment	5210	17,040	40,000	35,000	35,875
Miscellaneous Supplies	5212	7,210	10,000	10,000	10,250
Non-Safety Clothing	5226	795	3,500	3,500	3,588
Household Supplies	5228	58,583	56,000	43,000	44,075
Central Garage - Gas	5232	4,367	19,000	23,000	23,575
Maintenance and Repairs - Equipment	5236	78,616	100,000	100,000	102,500
Maintenance and Repairs - Buildings	5240	202,089	161,000	200,000	205,000
Maintenance and Repairs - Grounds	5242	57,421	60,000	60,000	61,500
Rents and Leases	5246	4,695	28,360	10,000	10,250
Professional Services	5250	31,875	43,000	43,000	44,075
Legal Notices	5270	-	2,500	2,500	2,563
TOTAL SERVICES AND SUPPLIES		\$ 885,585	\$ 905,860	\$ 912,500	\$ 935,313
TOTAL EXPENDITURES		\$ 1,018,532	\$ 1,070,246	\$ 1,147,928	\$ 1,175,442

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Gas and Electricity		\$ 247,476	\$ 225,000	\$ 225,000	\$ 230,625
Water		70,886	60,000	60,000	61,500
Waste Services		69,281	55,000	55,000	56,375
Cable and Satellite Services		16,129	13,000	13,000	13,325
Sewer		8,296	12,000	12,000	12,300
Property Taxes		9,563	10,500	10,500	10,763
Propane Tanks		1,262	7,000	7,000	7,175
Utilities	5208	422,894	382,500	382,500	392,063
Ergonomic Equipment and Furniture		10,799	2,000	5,000	5,125
Miscellaneous Equipment and Furniture		6,241	38,000	30,000	30,750
Small Tools and Equipment	5210	17,040	40,000	35,000	35,875
Miscellaneous Supplies		7,210	10,000	10,000	10,250
Miscellaneous Supplies	5212	7,210	10,000	10,000	10,250
Non-Safety Clothing		795	3,500	3,500	3,588
Non-Safety Clothing	5226	795	3,500	3,500	3,588
Miscellaneous Household Supplies		54,965	53,000	40,000	41,000
Water Service/Softener		3,617	3,000	3,000	3,075
Household Supplies	5228	58,583	56,000	43,000	44,075
HazMat Permit Fees		200	1,000	5,000	5,125
CUPA /SPCC		-	10,000	10,000	10,250
Generator Permit Fees/BAAQMD		4,167	8,000	8,000	8,200
Central Garage - Gas	5232	4,367	19,000	23,000	23,575
Fuel Tank & Pump		23,277	24,000	10,000	10,250
Heating, Ventilation and Air Conditioning		16,801	15,000	30,000	30,750
Generator		21,624	30,000	30,000	30,750
Workout Equipment - Preventative		1,425	4,000	4,000	4,100
Workout Equipment Repairs		2,478	4,000	4,000	4,100
Oil Separator Clean-Out		1,000	10,000	10,000	10,250
Miscellaneous Equipment Repairs		10,082	8,500	7,500	7,688
Earthquake Early Warning Maintenance		-	1,500	1,500	1,538
Extinguisher Maintenance		1,929	3,000	3,000	3,075
Maintenance and Repairs - Equipment	5236	78,616	100,000	100,000	102,500

**FACILITIES
20-45**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Building Repairs and Maintenance		54,139	40,000	54,000	55,350
Roof - Annual Preventative Maintenance		11,500	12,000	12,000	12,300
Janitorial - Administration		28,021	30,000	30,000	30,750
Carpet and Upholstery Cleaning		13,955	10,000	15,000	15,375
Lock and Key Repairs		555	5,000	5,000	5,125
Pest Control Service		12,364	15,000	15,000	15,375
Plumbing		20,643	10,000	25,000	25,625
Sectional Door		30,452	20,000	25,000	25,625
Security Alarm Monitoring and Repair		24,277	15,000	15,000	15,375
Annual Sprinkler Inspection		6,183	4,000	4,000	4,100
Maintenance and Repairs - Buildings	5240	202,089	161,000	200,000	205,000
Training Site Improvement and Props		1,290	3,500	3,500	3,588
Administration Maintenance		14,688	15,000	15,000	15,375
Station 30 Landscape		5,184	6,000	6,000	6,150
Station 31 Landscape		-	7,000	7,000	7,175
Station 35, Blackhawk Rd. Maintenance		3,280	3,500	3,500	3,588
Safety Structural Pruning		5,700	10,000	10,000	10,250
Miscellaneous Grounds Maintenance		27,279	15,000	15,000	15,375
Maintenance and Repairs - Grounds	5242	57,421	60,000	60,000	61,500
Station 40 - Engine Storage		4,600	5,000	5,000	5,125
LPG Rental		95	2,000	2,000	2,050
Temporary Housing - Trailer		-	18,360	-	-
Water Tank		-	3,000	3,000	3,075
Rents and Leases	5246	4,695	28,360	10,000	10,250
HazMat Business Plan Services		-	5,000	5,000	5,125
Landscape Design		-	10,000	10,000	10,250
Professional Consulting Services		6,596	25,000	25,000	25,625
Safety Facility Concept Plan		21,040	-	-	-
Shredding Service		4,239	3,000	3,000	3,075
Professional Services	5250	31,875	43,000	43,000	44,075
Legal Notices		-	2,500	2,500	2,563
Legal Notices	5270	-	2,500	2,500	2,563
TOTAL SERVICES AND SUPPLIES		\$ 885,585	\$ 905,860	\$ 912,500	\$ 935,313



EMERGENCY OPERATIONS

PURPOSE

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

STANDARD LEVEL OF PERFORMANCE

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

GOALS AND OBJECTIVES FOR FY 2021|22

1. Update Standards of Coverage.
2. Ensure the District's deployment model is properly aligned with the Standards of Coverage.
3. Implement changes to the current response matrix consistent with changes to deployment model.
4. Review and update all Policies/Procedures and Training Bulletins utilizing and implementing Lexipol.

STAFFING SUMMARY

Deputy Chief, Operations (1)

Battalion Chief, Suppression (6)

Captain (33)

Engineer (33)

Firefighter/Paramedic (57)

Administrative Assistant

EMERGENCY OPERATIONS

30-55

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
SAFER Grant	4245	\$ 331,203	\$ 1,000,000	\$ 750,000	\$ 365,194
TOTAL REVENUES		\$ 331,203	\$ 1,000,000	\$ 750,000	\$ 365,194
Permanent Salaries	5110	\$ 20,592,872	\$ 21,859,129	\$ 23,389,738	\$ 25,932,577
Permanent Overtime	5120	7,761,918	11,380,698	7,734,000	6,934,000
FICA Contributions	5140	403,024	481,977	451,294	476,565
Retirement Contributions	5150	13,646,647	14,646,091	15,219,309	16,392,981
Employee Group Insurance	5160	3,259,147	3,209,960	3,740,015	4,067,926
TOTAL SALARIES AND BENEFITS		\$ 45,663,608	\$ 51,577,855	\$ 50,534,356	\$ 53,804,049
Office Supplies	5202	\$ 9,621	\$ 8,000	\$ 13,575	\$ 13,914
Small Tools and Equipment	5210	3,184	7,500	13,000	13,325
Miscellaneous Supplies	5212	7,293	14,000	14,000	14,350
Firefighting Supplies	5214	59,570	70,000	70,000	71,750
Food Supplies	5222	4,211	18,000	18,000	18,450
PPE Inspection	5223	9,258	19,500	19,500	19,988
Safety Clothing	5224	49,160	170,000	182,500	187,063
Class A Uniforms	5225	13,408	10,000	10,000	10,250
Class B Uniforms	5227	64,934	30,000	65,000	66,625
Maintenance and Repairs - Equipment	5236	4,615	8,500	8,500	8,713
Professional Services	5250	74,529	45,000	125,000	50,625
Specialized Printing	5272	480	1,800	1,800	1,845
Dues & Memberships	5274	2,320	1,000	1,000	1,025
Educational Courses and Supplies	5276	1,268	10,000	30,000	30,750
Books and Periodicals	5280	390	1,000	1,000	1,025
Meetings and Travel	5284	33,557	35,000	5,000	5,125
TOTAL SERVICES AND SUPPLIES		\$ 337,798	\$ 449,300	\$ 577,875	\$ 514,822
TOTAL EXPENDITURES		\$ 46,001,407	\$ 52,027,155	\$ 51,112,231	\$ 54,318,871

EMERGENCY OPERATIONS

30-55

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Office Supplies		\$ 9,621	\$ 8,000	\$ 13,575	\$ 13,914
Office Supplies	5202	9,621	8,000	13,575	13,914
Shop Tools and Station Supplies		3,184	7,500	13,000	13,325
Small Tools and Equipment	5210	3,184	7,500	13,000	13,325
Miscellaneous Operational Supplies		7,293	14,000	14,000	14,350
Miscellaneous Supplies	5212	7,293	14,000	14,000	14,350
Firefighting Supplies		59,570	70,000	70,000	71,750
Firefighting Supplies	5214	59,570	70,000	70,000	71,750
Emergency Meals and Officer Meetings		4,211	18,000	18,000	18,450
Food Supplies	5222	4,211	18,000	18,000	18,450
PPE Repairs and Maintenance		4,650	5,000	5,000	5,125
PPE Annual Inspection		4,608	14,500	14,500	14,863
PPE Inspection	5223	9,258	19,500	19,500	19,988
PPE Replacement		49,160	75,000	80,000	82,000
PPE - Structural		-	80,000	80,000	82,000
PPE - Wildland		-	10,000	17,500	17,938
PPE Research and Development		-	5,000	5,000	5,125
Safety Clothing	5224	49,160	170,000	182,500	187,063
Class A Uniforms		13,408	10,000	10,000	10,250
Class A Uniforms	5225	13,408	10,000	10,000	10,250
Class B Uniforms		64,934	30,000	65,000	66,625
Class B Uniforms	5227	64,934	30,000	65,000	66,625
Firefighter Equipment Repairs and Maintenance		4,615	8,500	8,500	8,713
Maintenance and Repairs - Equipment	5236	4,615	8,500	8,500	8,713
Fire Trail Grading and Maintenance		24,750	-	50,000	25,000
Preplan Updates and Maintenance		8,880	5,000	5,000	5,125
Standards of Coverage		-	-	50,000	-
Consultant		16,950	20,000	-	-
SCBA Annual Maintenance/Fit Testing		23,949	20,000	20,000	20,500
Professional Services	5250	74,529	45,000	125,000	50,625

**EMERGENCY OPERATIONS
30-55**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Business Cards		364	1,000	1,000	1,025
Shift Calendars		33	500	500	513
Miscellaneous Printing		83	300	300	308
Specialized Printing	5272	480	1,800	1,800	1,845
Cal Chiefs - IAFC		2,320	1,000	1,000	1,025
Dues & Memberships	5274	2,320	1,000	1,000	1,025
Engineer/Officer Development		1,268	10,000	30,000	30,750
Educational Courses and Supplies	5276	1,268	10,000	30,000	30,750
Books and Publications		390	1,000	1,000	1,025
Books and Periodicals	5280	390	1,000	1,000	1,025
Travel Expenses - Strike Teams		33,557	35,000	5,000	5,125
Meetings and Travel	5284	33,557	35,000	5,000	5,125
TOTAL SERVICES AND SUPPLIES		\$ 337,798	\$ 449,300	\$ 577,875	\$ 514,822



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 2021 | 22

1. Continue to evaluate the effectiveness and efficiency of the new Mechanic Coordinator positions.
2. Purchase new Sprinter ambulances for Single Role Program.
3. Purchase a new aerial ladder truck.

4. Work with Finance to establish a formal fuel cost agreement with the City of San Ramon.
5. Assess staff vehicles, adjust as necessary through the Enterprise lease program, exploring use of electric vehicles for non-emergency staff.
6. Host a fire apparatus maintenance course for District personnel.
7. Review and update all Policies/Procedures and Training Bulletins utilizing and implementing Lexipol.

STAFFING SUMMARY

Deputy Chief¹

Fleet Mechanic

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

**FLEET
30-60**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
City of San Ramon - Fuel	4250	\$ 145,543	\$ 145,008	\$ 148,633	\$ 152,349
TOTAL REVENUES		\$ 145,543	\$ 145,008	\$ 148,633	\$ 152,349
Permanent Salaries	5110	\$ 108,335	\$ 117,265	\$ 120,642	\$ 122,983
Permanent Overtime	5120	3,083	4,000	2,000	2,000
FICA Contributions	5140	1,616	1,758	1,778	1,812
Retirement Contributions	5150	35,734	37,130	39,576	40,344
Employee Group Insurance	5160	179	180	180	180
TOTAL SALARIES AND BENEFITS		\$ 148,946	\$ 160,333	\$ 164,176	\$ 167,319
Office Supplies	5202	\$ 239	\$ 200	\$ 200	\$ 205
Small Tools and Equipment	5210	6,055	5,000	5,000	5,125
Miscellaneous Supplies	5212	33,806	30,000	50,000	51,250
Non-Safety Clothing	5226	38	200	200	205
Central Garage - Repairs	5230	606,118	500,000	325,000	333,125
Central Garage - Maintenance	5231	49,129	120,500	100,000	102,500
Central Garage - Diesel, Fuel and Oil	5232	352,375	364,500	364,500	373,613
Central Garage - Tires	5234	47,674	54,000	54,000	55,350
Central Garage - Mandated Inspection	5235	9,851	24,500	124,500	127,613
Maintenance and Repairs - Equipment	5236	1,211	1,100	1,600	1,640
Rents and Leases	5246	-	113,556	108,000	110,700
Software and Licensing	5248	9,667	10,000	10,000	10,250
Memberships	5274	550	550	550	564
Books and Periodicals	5280	-	275	275	282
Meetings and Travel	5284	2,244	3,200	7,200	7,380
TOTAL SERVICES AND SUPPLIES		\$ 1,118,957	\$ 1,227,581	\$ 1,151,025	\$ 1,179,801
TOTAL EXPENDITURES		\$ 1,267,904	\$ 1,387,914	\$ 1,315,201	\$ 1,347,120

**FLEET
30-60**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Office Supplies		\$ 239	\$ 200	\$ 200	\$ 205
Office Supplies	5202	239	200	200	205
Miscellaneous Small Tools and Equipment		6,055	5,000	5,000	5,125
Small Tools and Equipment	5210	6,055	5,000	5,000	5,125
Parts and Supplies		33,806	30,000	50,000	51,250
Miscellaneous Supplies	5212	33,806	30,000	50,000	51,250
Non-Safety Clothing		38	200	200	205
Non-Safety Clothing	5226	38	200	200	205
Vehicle Repairs		606,118	500,000	325,000	333,125
Central Garage - Repairs	5230	606,118	500,000	325,000	333,125
Staff Vehicles		13,429	4,500	4,500	4,613
Ambulances		25,215	26,000	20,000	20,500
Hurst Tool Service		8,461	10,000	10,000	10,250
Miscellaneous Fleet Maintenance		2,024	80,000	65,500	67,138
Central Garage - Maintenance	5231	49,129	120,500	100,000	102,500
Diesel, Unleaded Fuel and Oil		352,375	364,500	364,500	373,613
Central Garage - Diesel, Fuel and Oil	5232	352,375	364,500	364,500	373,613
Tires Repair and Replacement		47,674	54,000	54,000	55,350
Central Garage - Tires	5234	47,674	54,000	54,000	55,350
Ground Ladder Testing		-	5,000	5,000	5,125
Mandated Annual Pump Testing		7,470	13,000	13,000	13,325
Mandated Annual Ladder Certification		1,733	5,500	5,500	5,638
Mandated Inspections		-	-	100,000	102,500
Smog Testing - Staff Vehicles		648	1,000	1,000	1,025
Central Garage - Mandated Inspection	5235	9,851	24,500	124,500	127,613
Small Equipment Maintenance and Repairs		1,211	1,100	1,600	1,640
Maintenance and Repairs - Equipment	5236	1,211	1,100	1,600	1,640
Leased Fleet Payments		-	113,556	108,000	110,700
Rents and Leases	5246	-	113,556	108,000	110,700
Fleet Maintenance Software		9,667	10,000	10,000	10,250
Software and Licensing	5248	9,667	10,000	10,000	10,250
CFCA Fire Mechanics		550	550	550	564
Memberships	5274	550	550	550	564

**FLEET
30-60**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Miscellaneous Books		-	275	275	282
Books and Periodicals	5280	-	275	275	282
Apparatus Committee		-	1,200	1,200	1,230
Conferences and Training		2,244	2,000	6,000	6,150
Meetings and Travel	5284	2,244	3,200	7,200	7,380
TOTAL SERVICES AND SUPPLIES		\$ 1,118,957	\$ 1,227,581	\$ 1,151,025	\$ 1,179,801



TRAINING

PURPOSE

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

STANDARD LEVEL OF PERFORMANCE

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

GOALS AND OBJECTIVES FOR FY 2021 | 22

1. Meet all County and NFPA requirements for upgrading the Training Site to engage in live-fire operations (Tassajara Training Site).
2. Research and provide recommendations to the Operations Chief for training tower design and use.
3. Submit formal application to the State Fire Marshal for certification as an Accredited Fire Academy Site.
4. Provide driver refresher training for all suppression personnel.
5. Implement reorganization as established by the Board of Directors and the meet and confer process.
6. Develop and implement training plan to address change in Truck Operations.
7. Develop and implement Battalion Chief Training Program.
8. Facilitate the probationary process for Battalion Chief, Captain, Engineer and Recruit Academy 2020-1.
9. Review and update all Policies/Procedures and Training Bulletins utilizing and implementing Lexipol.

STAFFING SUMMARY

Training Battalion Chief

Senior Office Assistant

**TRAINING
30-65**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Permanent Salaries	5110	\$ 288,232	\$ 393,058	\$ 385,279	\$ 392,985
Permanent Overtime	5120	-	5,000	3,000	3,000
FICA Contributions	5140	4,552	5,772	5,630	5,742
Retirement Contributions	5150	184,115	220,847	239,812	244,608
Employee Group Insurance	5160	44,283	42,910	31,665	33,331
TOTAL SALARIES AND BENEFITS		\$ 521,181	\$ 667,587	\$ 665,386	\$ 679,666
Office Supplies	5202	\$ 600	\$ 500	\$ 500	\$ 513
Small Tools and Equipment	5210	19,755	14,000	14,300	14,658
Miscellaneous Supplies	5212	14,378	20,500	20,300	20,808
Food Supplies	5222	4,518	1,000	5,000	5,125
Non-Safety Clothing	5226	716	1,500	1,000	1,025
Class B Uniforms	5227	1,200	1,000	1,000	1,025
Rents and Leases	5246	8,625	4,500	10,000	10,250
Software and Licenses	5248	37,051	21,500	21,500	22,038
Professional Services	5250	24,057	22,200	22,200	22,755
Specialized Printing	5272	271	1,000	1,000	1,025
Memberships	5274	266	1,800	2,700	2,768
Educational Courses and Supplies	5276	996	2,600	37,600	22,665
Educational Assistance	5277	22,447	10,000	50,000	51,250
Books and Periodicals	5280	105	1,000	3,000	3,075
Meetings and Travel Expenses	5284	5,910	10,000	22,500	23,063
TOTAL SERVICES AND SUPPLIES		\$ 140,895	\$ 113,100	\$ 212,600	\$ 202,040
TOTAL EXPENDITURES		\$ 662,077	\$ 780,687	\$ 877,986	\$ 881,706

**TRAINING
30-65**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Office Supplies		\$ 600	\$ 500	\$ 500	\$ 513
Office Supplies	5202	600	500	500	513
Tool Cache for Training Site		-	10,000	14,300	14,658
Training Module Equipment and Supplies		19,657	-	-	-
Miscellaneous Small Tools and Equipment		99	4,000	-	-
Small Tools and Equipment	5210	19,755	14,000	14,300	14,658
Vehicle Extrication Cars and Supplies		-	8,500	8,500	8,713
Training Prop Supplies		13,128	2,000	8,000	8,200
Miscellaneous Supplies		1,250	10,000	3,800	3,895
Miscellaneous Supplies	5212	14,378	20,500	20,300	20,808
Miscellaneous Food Supplies		4,518	1,000	5,000	5,125
Food Supplies	5222	4,518	1,000	5,000	5,125
Support Staff Uniforms		716	1,500	1,000	1,025
Non-Safety Clothing	5226	716	1,500	1,000	1,025
Class B Uniforms		1,200	1,000	1,000	1,025
Class B Uniforms	5227	1,200	1,000	1,000	1,025
Training Facilities Rental		1,883	-	5,500	5,638
Copier Maintenance Agreement		3,879	3,000	3,000	3,075
Miscellaneous Rents and Leases		2,863	1,500	1,500	1,538
Rents and Leases	5246	8,625	4,500	10,000	10,250
Web-Based Safety Training		36,856	20,000	20,000	20,500
Simulation Software		195	1,500	1,500	1,538
Software and Licenses	5248	37,051	21,500	21,500	22,038
Mt. Diablo Training		12,750	11,200	11,200	11,480
FSTEP/CSFM		1,096	3,000	3,000	3,075
Emergency Vehicle Operations Course		-	3,000	3,000	3,075
Other Outside Instructors		10,211	5,000	5,000	5,125
Professional Services	5250	24,057	22,200	22,200	22,755
Training Materials		271	1,000	1,000	1,025
Specialized Printing	5272	271	1,000	1,000	1,025

TRAINING
30-65

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
CCC Fire Training & Safety Officers		-	300	300	308
Cal Chief IAFC		-	400	400	410
Fire Dept. SO Association		-	300	300	308
CFCA - NorCal Training Officer Assoc		266	300	1,200	1,230
AFSS Cal Chief Admin Northern Division		-	500	500	513
Memberships	5274	266	1,800	2,700	2,768
Battalion Chief Training Program		-	-	15,000	-
Driver Refresher Course		-	-	20,000	20,000
Driver Training Class Expenses		112	1,600	1,600	1,640
Dump Fees Training Modules and Props		884	1,000	1,000	1,025
Educational Courses and Supplies	5276	996	2,600	37,600	22,665
Educational Assistance		22,447	10,000	50,000	51,250
Educational Assistance	5277	22,447	10,000	50,000	51,250
Training Library Reference Material		105	1,000	3,000	3,075
Books and Periodicals	5280	105	1,000	3,000	3,075
Training Officers Conference		3,407	5,000	17,500	17,938
Conferences and Training		2,502	5,000	5,000	5,125
Meetings and Travel Expenses	5284	5,910	10,000	22,500	23,063
TOTAL SERVICES AND SUPPLIES		\$ 140,895	\$ 113,100	\$ 212,600	\$ 202,040



ACADEMY

PURPOSE

Academy training is responsible for developing and executing a challenging and educational instructional curriculum that provides safe and effective education and skills in Operations to all new Firefighter Paramedics. The Academy is administered by the Training Battalion Chief with assistance from the Training Captains and instructors within the District.

STANDARD LEVEL OF PERFORMANCE

1. Develop and implement an Academy Training Calendar which is coordinated with all District Divisions.
2. Review training mandates, requirements and make recommendations for adoption of industry standards and best practices.
3. Administer weekly performance evaluations for all recruits.
4. Maintain individual training records for all Academy personnel; ensure completeness and accuracy of all records; preserve original rosters and other audit documentation.
5. Develop and reinforce cooperation with Regional, State and Federal fire training communities.
6. Continue to develop the online instructional library for the Academy.
7. Discover innovative ways to teach and train academy recruits.

GOALS AND OBJECTIVES FOR FY 2021|22

1. Administer a Firefighter Recruit Academy in the winter of 2021.
2. Administer a Single Role Paramedic Academy in the winter of 2021.
3. Facilitate the probationary process for Recruit Academy 2020-1 and 2021-1.
4. Submit formal application to the State Fire Marshal for certification as an Accredited Fire Academy Site.

STAFFING SUMMARY

Deputy Chief, Operations¹

Training Battalion Chief²

Firefighter | Paramedic (6)

Single Role Paramedic (12)

Senior Office Assistant²

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

² Training Battalion Chief and Senior Office Assistant budgeted for under Training (30-65).

**ACADEMY
30-66**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Permanent Salaries	5110	\$ 476,937	\$ 744,208	\$ 926,017	\$ 348,355
Permanent Overtime	5120	33,374	80,237	50,000	50,000
FICA Contributions	5140	7,331	11,954	14,152	5,776
Retirement Contributions	5150	266,157	444,897	359,201	206,978
Employee Group Insurance	5160	82,709	101,080	140,996	108,660
TOTAL SALARIES AND BENEFITS		\$ 866,509	\$ 1,382,376	\$ 1,490,366	\$ 719,769
Office Supplies	5202	\$ 601	\$ 300	\$ 600	\$ 615
Small Tools and Equipment	5210	8,132	4,000	8,000	8,200
Miscellaneous Supplies	5212	3,764	2,000	20,500	21,013
Firefighting Supplies	5214	1,473	2,000	10,000	10,250
Food Supplies	5222	3,516	2,000	4,000	4,100
Safety Clothing	5224	75,174	65,400	79,500	81,488
Class B Uniforms	5227	10,115	20,250	32,400	15,810
Rents and Leases	5246	3,450	2,000	5,000	5,125
Software and Licenses	5248	2,500	4,000	5,500	5,638
Professional Services	5250	10,502	10,000	22,900	23,473
Specialized Printing	5272	2,478	2,500	2,500	2,563
Educational Courses and Supplies	5276	33,225	35,000	35,000	35,875
Books and Periodicals	5280	3,297	2,500	2,500	2,563
TOTAL SERVICES AND SUPPLIES		\$ 158,226	\$ 151,950	\$ 228,400	\$ 216,710
TOTAL EXPENDITURES		\$ 1,024,735	\$ 1,534,326	\$ 1,718,766	\$ 936,479

**ACADEMY
30-66**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Miscellaneous Office Supplies		\$ 601	\$ 300	\$ 600	\$ 615
Office Supplies	5202	601	300	600	615
Small Tools and Equipment		8,132	4,000	8,000	8,200
Small Tools and Equipment	5210	8,132	4,000	8,000	8,200
Miscellaneous Supplies		3,764	2,000	20,500	21,013
Miscellaneous Supplies	5212	3,764	2,000	20,500	21,013
Firefighting Supplies		1,473	2,000	10,000	10,250
Firefighting Supplies	5214	1,473	2,000	10,000	10,250
Food Supplies		3,516	2,000	4,000	4,100
Food Supplies	5222	3,516	2,000	4,000	4,100
Safety Clothing		75,174	65,400	79,500	81,488
Safety Clothing	5224	75,174	65,400	79,500	81,488
Class B Uniforms and Supplies		10,115	20,250	32,400	15,810
Class B Uniforms	5227	10,115	20,250	32,400	15,810
Rents and Leases		3,450	2,000	5,000	5,125
Rents and Leases	5246	3,450	2,000	5,000	5,125
Evals		2,500	2,500	2,500	2,563
E-library		-	1,500	3,000	3,075
Software and Licenses	5248	2,500	4,000	5,500	5,638
Miscellaneous Training		10,502	5,000	17,900	18,348
Survival		-	5,000	5,000	5,125
Professional Services	5250	10,502	10,000	22,900	23,473
Training Materials		2,478	2,500	2,500	2,563
Specialized Printing	5272	2,478	2,500	2,500	2,563
Auto Extrication		8,750	10,000	10,000	10,250
Rescue		14,575	15,000	15,000	15,375
Emergency Vehicle Operations Course		9,900	10,000	10,000	10,250
Educational Courses and Supplies	5276	33,225	35,000	35,000	35,875
Books and Materials		3,297	2,500	2,500	2,563
Books and Periodicals	5280	3,297	2,500	2,500	2,563
TOTAL SERVICES AND SUPPLIES		\$ 158,226	\$ 151,950	\$ 228,400	\$ 216,710

EMERGENCY MEDICAL SERVICES

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. Ensure 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 2021 | 22

1. Implement reorganization as established by the Board of Directors and the meet and confer process.
2. Develop and implement the Single Role Paramedic Program.
3. Work collaboratively with staff, labor and San Ramon Police Department to develop a pilot behavioral mental health program (working to include all communities within the District).
4. Implement all required certification training in-house to include Pre-Hospital Trauma Life Support (in addition to BLS, ACLS, PALS).
5. Implement "Check-It", a tracking software for EMS inventory including controlled substances, supplies and equipment.
6. Review and update all Policies/Procedures and Training Bulletins utilizing and implementing Lexipol.

STAFFING SUMMARY

Deputy Chief

EMS Coordinator/RN

EMS Coordinators¹ (3)

Senior Office Assistant

¹ EMS Coordinators budgeted under Emergency Operations (30-55).

EMERGENCY MEDICAL SERVICES

30-70

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
LEMSA - Medical Director Services	4250	\$ 113,280	\$ 75,000	\$ 131,250	\$ 134,531
LEMSA - ePCR Hosting Service	4250	114,800	110,000	98,400	100,860
LEMSA - ePCR Licesing Agreement	4250	51,484	51,000	50,000	51,250
GEMT	4251	(11,106)	(11,217)	240,000	80,000
Ambulance Services	4330	4,950,725	4,410,000	5,000,000	5,050,000
TOTAL REVENUES		\$ 5,219,183	\$ 4,634,783	\$ 5,519,650	\$ 5,416,641
Permanent Salaries	5110	\$ 481,115	\$ 464,050	\$ 371,768	\$ 525,234
Temporary Salaries	5115	-	49,760	124,800	124,800
Permanent Overtime	5120	-	5,000	5,000	5,000
FICA Contributions	5140	8,072	7,523	7,273	9,498
Retirement Contributions	5150	240,514	244,565	123,289	174,377
Employee Group Insurance	5160	32,961	20,132	46,073	82,159
TOTAL SALARIES AND BENEFITS		\$ 762,662	\$ 791,030	\$ 678,203	\$ 921,068
Office Supplies	5202	\$ 2,235	\$ 2,000	\$ 1,000	\$ 1,025
Small Tools and Equipment	5210	53,664	16,000	21,600	22,140
Miscellaneous Supplies	5212	1,025	1,000	1,000	1,025
Medical Supplies	5213	249,532	240,000	240,000	246,000
Pharmaceutical Supplies	5216	58,422	53,000	40,000	41,000
Food Supplies	5222	439	8,000	4,000	4,100
Safety Clothing	5224	3,359	4,000	2,500	2,563
Class A Uniforms	5225	-	500	500	513
Non-Safety Clothing	5226	487	1,600	1,600	1,640
Maintenance and Repairs - Equipment	5236	31,419	46,000	40,300	41,308
Software and Licensing	5248	49,582	64,550	63,550	65,139
Professional Services	5250	327,907	334,575	295,075	302,452
Specialized Printing	5272	3,401	22,000	2,500	2,563
Memberships	5274	2,500	46,100	1,100	46,128
Educational Courses and Supplies	5276	37,105	39,200	317,450	280,493
Books and Periodicals	5280	1,159	1,000	1,500	1,538
Taxes and Assessments	5320	63,910	140,000	140,000	143,500
TOTAL SERVICES AND SUPPLIES		\$ 886,146	\$ 1,019,525	\$ 1,173,675	\$ 1,203,123
TOTAL EXPENDITURES		\$ 1,648,809	\$ 1,810,555	\$ 1,851,878	\$ 2,124,191

EMERGENCY MEDICAL SERVICES

30-70

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Office Supplies		\$ 2,235	\$ 2,000	\$ 1,000	\$ 1,025
Office Supplies	5202	2,235	2,000	1,000	1,025
EMS Batteries		-	-	16,600	17,015
Temporary Housing		23,045	-	-	-
Miscellaneous Small Tools and Equipment		30,619	16,000	5,000	5,125
Small Tools and Equipment	5210	53,664	16,000	21,600	22,140
Training Equipment		1,025	1,000	1,000	1,025
Miscellaneous Supplies	5212	1,025	1,000	1,000	1,025
Tactical EMS Supplies		-	5,000	5,000	5,125
Medical Grade Oxygen Delivery		26,917	20,000	20,000	20,500
Medical Supplies - Non-Disposable		2,280	35,000	35,000	35,875
Medical Supplies - Disposable		220,335	180,000	180,000	184,500
Medical Supplies	5213	249,532	240,000	240,000	246,000
Pharmaceutical Supplies		58,422	53,000	40,000	41,000
Pharmaceutical Supplies	5216	58,422	53,000	40,000	41,000
Food Supplies		439	8,000	4,000	4,100
Food Supplies	5222	439	8,000	4,000	4,100
Safety Clothing and Supplies		3,359	4,000	2,500	2,563
Safety Clothing	5224	3,359	4,000	2,500	2,563
Class A Uniforms		-	500	500	513
Class A Uniforms	5225	-	500	500	513
Non-Safety Clothing		487	1,600	1,600	1,640
Non-Safety Clothing	5226	487	1,600	1,600	1,640
Preventative Maintenance - Biomedical Equipment		31,055	30,000	16,000	16,400
Biomedical Equipment Repairs		-	10,000	19,000	19,475
Other Equipment Maintenance and Repairs		364	6,000	5,300	5,433
Maintenance and Repairs - Equipment	5236	31,419	46,000	40,300	41,308
ePCR Annual License Agreement - County		49,032	51,000	50,000	51,250
Inventory Supply Locker and Software		-	13,000	13,000	13,325
International Fire Code		550	550	550	564
Software and Licensing	5248	49,582	64,550	63,550	65,139

EMERGENCY MEDICAL SERVICES

30-70

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Medical Director Services		87,760	75,000	-	-
ePCR Hosting Service		65,600	110,000	98,400	100,860
EMS Consultant Services		61,590	57,000	60,000	61,500
PCR Independent Review Services		90,400	57,600	49,200	50,430
OCU Review		11,520	15,000	15,000	15,375
Consultant		-	-	50,000	51,250
Bio-Hazard Collection from Stations		10,419	9,800	9,800	10,045
Public CPR Supplies		618	3,075	3,075	3,152
EMT Recertification Fee to CCCEMS		-	3,000	3,000	3,075
AutoPulse Recertification Fee		-	1,600	1,600	1,640
AHA CPR HCP Certs - Target Solution		-	2,500	5,000	5,125
Professional Services	5250	327,907	334,575	295,075	302,452
EMS Field Guides		104	22,000	2,500	2,563
Forms and Patient Care Reports		3,296	-	-	-
Specialized Printing	5272	3,401	22,000	2,500	2,563
National Association of EMS Educators		-	500	500	513
Cal Chiefs EMS Section		-	600	600	615
CE Provider Program		2,500	45,000	-	45,000
Memberships	5274	2,500	46,100	1,100	46,128
Paramedic CE Reimbursement		36,433	12,000	10,000	10,250
Pre-Hospital Trauma Life Support		-	-	8,300	8,508
EMS Paramedic Program		-	25,000	50,000	50,000
Instructor fees		-	-	115,750	75,000
Training		672	2,200	133,400	136,735
Educational Courses and Supplies	5276	37,105	39,200	317,450	280,493
Miscellaneous		1,159	1,000	1,500	1,538
Books and Periodicals	5280	1,159	1,000	1,500	1,538
GEMT Quality Assurance Fee		63,910	140,000	140,000	143,500
Taxes and Assessments	5320	63,910	140,000	140,000	143,500
TOTAL SERVICES AND SUPPLIES		\$ 886,146	\$ 1,019,525	\$ 1,173,675	\$ 1,203,123



SPECIAL OPERATIONS

PURPOSE

The Special Operations Division is comprised of two teams and is responsible for providing a coordinated and organized response to Technical Rescue and Hazardous Materials incidents. The Hazardous Materials team is trained and equipped to deal with incidents involving chemical, biological, radiological, radioactive, flammable, and other types of accidents. The Rescue team is trained and equipped to mitigate incidents involving confined space, trench, high angle, and low angle rope rescue when conventional rescues cannot be safely performed.

STANDARD LEVEL OF PERFORMANCE

1. Plan and deliver training to Hazmat and Rescue Team members.
2. Maintain State Office of Emergency Services Type II USAR and Haz Mat Designations.
3. Develop internal instructors capable of instructing classes within and outside of the Organization.
4. Attend District, County, and Regional training exercises.
5. Provide ongoing Haz Mat and Rescue team quarterly training.
6. Explore and implement improvements to Operations for both teams.
7. Send Special Operations team members to conferences, classes, and regional training events to ensure compliance with all local, state, and federal laws.

GOALS AND OBJECTIVES FOR FY 2021|22

1. Train and develop new Special Operations Team members and assist with Position Task Book completion.
2. Develop a plan for achieving Office of Emergency Services (OES) Heavy Rescue designation.

3. Send 6 Hazardous Materials team members to Department of Homeland Security First Responder Training in New Mexico.
4. Deliver Hazardous Materials initial incident command training.

STAFFING SUMMARY

Deputy Chief, Operations¹

Training Battalion Chief²

Rescue Team Members (45)

Hazardous Materials Team Members (35)

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

² Training Assistant Chief budgeted under Training (30-65).

SPECIAL OPERATIONS

30-75

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Permanent Salaries	5110	\$ 418,514	\$ 356,504	\$ 524,984	\$ 545,983
Permanent Overtime	5120	77,288	30,000	166,000	166,000
Retirement Contributions	5150	289,227	246,158	419,830	436,623
TOTAL SALARIES AND BENEFITS		\$ 785,029	\$ 632,662	\$1,110,814	\$1,148,606
Small Tools and Equipment	5210	\$ 44,836	\$ 11,100	\$ 9,600	\$ 9,840
Miscellaneous Supplies	5212	7,822	12,100	9,100	9,328
Safety Clothing	5224	7,267	8,600	10,600	10,865
Non-Safety Clothing	5226	87	1,500	1,500	1,538
Maintenance and Repairs - Equipment	5236	14,684	15,500	15,500	15,888
Maintenance and Repairs - Radio	5238	754	500	500	513
Rents and Leases	5246	-	1,000	1,000	1,025
Professional Services	5250	813	1,000	1,000	1,025
Educational Courses and Supplies	5276	5,454	18,608	36,500	37,413
Books and Periodicals	5280	713	1,100	1,100	1,128
TOTAL SERVICES AND SUPPLIES		\$ 82,430	\$ 71,008	\$86,400	\$88,560
TOTAL EXPENDITURES		\$ 867,459	\$ 703,670	\$1,197,214	\$1,237,166

**RESCUE
30-75-75**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
OES Equipment Update		\$ 31,423	\$ 6,500	\$ 5,000	\$ 5,125
Small Tools and Equipment	5210	31,423	6,500	5,000	5,125
Miscellaneous Supplies		4,292	7,000	4,000	4,100
Miscellaneous Supplies	5212	4,292	7,000	4,000	4,100
PPE Replacement and Repairs		4,058	5,000	7,000	7,175
Safety Clothing	5224	4,058	5,000	7,000	7,175
USAR Gear Bags		-	1,000	1,000	1,025
Uniforms Replacement-Task Force 4		87	500	500	513
Non-Safety Clothing	5226	87	1,500	1,500	1,538
Maintenance and Repairs - Equipment		-	500	500	513
Maintenance and Repairs - Equipment	5236	-	500	500	513
Property and Equipment Rental		-	500	500	513
Rents and Leases	5246	-	500	500	513
Site Evaluation - Mt. Diablo		813	1,000	1,000	1,025
Professional Services	5250	813	1,000	1,000	1,025
Training		-	10,108	10,000	10,250
Instructor Development		-	2,000	13,500	13,838
Educational Courses and Supplies	5276	-	12,108	23,500	24,088
Books and Periodicals		-	500	500	513
Books and Periodicals	5280	-	500	500	513
TOTAL SERVICES AND SUPPLIES		\$ 40,672	\$ 34,608	\$ 43,500	\$ 44,588

HAZARDOUS MATERIALS

30-75-80

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
OES Equipment		\$ 11,125	\$ 1,600	\$ 1,600	\$ 1,640
Miscellaneous Small Tools and Equipment		2,288	3,000	3,000	3,075
Small Tools and Equipment	5210	13,413	4,600	4,600	4,715
Draeger Tubes Replacement		1,778	2,000	2,000	2,050
Biological Supplies		695	800	800	820
Absorbents and Neutralizing Agents		206	800	800	820
Miscellaneous Tactical Supplies		852	1,500	1,500	1,538
Miscellaneous Supplies	5212	3,530	5,100	5,100	5,228
Chemical Protective Boots		116	800	800	820
Level B Suit Replacements		2,397	1,200	1,200	1,230
Miscellaneous Protective Clothing		697	1,600	1,600	1,640
Safety Clothing	5224	3,209	3,600	3,600	3,690
Monitor and Detector Maintenance		14,684	14,000	14,000	14,350
Equipment Maintenance and Repairs		-	1,000	1,000	1,025
Maintenance and Repairs - Equipment	5236	14,684	15,000	15,000	15,375
Maintenance and Repairs - Radios and Computers		754	500	500	513
Maintenance and Repairs - Radio	5238	754	500	500	513
Off Site Facility and Equipment Rental Fees		-	500	500	513
Rents and Leases	5246	-	500	500	513
Training		5,454	5,000	10,000	10,250
Instructor Development		-	1,500	3,000	3,075
Educational Courses and Supplies	5276	5,454	6,500	13,000	13,325
Miscellaneous Books and Periodicals		713	600	600	615
Books and Periodicals	5280	713	600	600	615
TOTAL SERVICES AND SUPPLIES		\$ 41,758	\$ 36,400	\$ 42,900	\$ 43,973



VOLUNTEER AND RESERVE FIREFIGHTERS

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).
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.
5. Administer the District's Chaplain Program.

GOALS AND OBJECTIVES FOR FY 2021|22

1. Assess the Volunteer/Reserve Firefighter program to ensure safe and effective response.
 - a. Evaluate staffing.
 - b. Deliver appropriate training.
 - c. Evaluate apparatus and equipment.
2. Conduct Reserve Firefighter recruitment.
3. Review and update all Policies/Procedures and Training Bulletins utilizing and implementing Lexipol.

STAFFING SUMMARY

Deputy Chief¹

Training Battalion Chief²

Station 37 Coordinator

Chaplain Coordinator

FS37 Volunteers (14)

Chaplain Volunteers (9)

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

² Training Battalion Chief budgeted under Training (30-65).

**VOLUNTEER AND RESERVE FIREFIGHTERS
30-85**

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Temporary Salaries	5115	\$ 19,918	\$ 18,905	\$ 33,105	\$ 33,105
FICA Contributions	5140	289	275	480	480
Employee Group Insurance	5160	1,322	36	71	71
TOTAL SALARIES AND BENEFITS		\$ 21,528	\$ 19,216	\$ 33,656	\$ 33,656
Small Tools and Equipment	5210	\$ -	\$ 7,000	\$ 7,000	\$ 7,100
Miscellaneous Supplies	5212	361	6,100	6,100	6,253
Safety Clothing	5224	4,146	14,000	24,000	24,600
Non-Safety Clothing	5226	307	4,000	4,000	4,100
Professional Services	5250	1,204	16,500	24,100	24,703
Specialized Printing	5272	106	500	500	513
Educational Courses	5276	-	-	14,000	14,350
Books and Periodicals	5280	200	300	300	308
TOTAL SERVICES AND SUPPLIES		\$ 6,324	\$ 48,400	\$ 80,000	\$ 81,925
TOTAL EXPENDITURES		\$ 27,853	\$ 67,616	\$ 113,656	\$ 115,581

VOLUNTEER AND RESERVE FIREFIGHTERS

30-85

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Firefighter Reserves Equipment		\$ -	\$ 2,600	\$ 2,600	\$ 2,665
ARA Pro Replacement		-	3,000	3,000	3,000
Small Tools and Equipment		-	1,400	1,400	1,435
Small Tools and Equipment	5210	-	7,000	7,000	7,100
Auto Extrication Vehicles		-	2,000	2,000	2,050
Firefighter Reserves Supplies		101	4,000	4,000	4,100
Miscellaneous Supplies		261	100	100	103
Miscellaneous Supplies	5212	361	6,100	6,100	6,253
Firefighter Reserves Safety Clothing		4,146	10,000	20,000	20,500
Safety Clothing		-	4,000	4,000	4,100
Safety Clothing	5224	4,146	14,000	24,000	24,600
New Volunteers		-	2,000	2,000	2,050
Uniform Replacements		307	2,000	2,000	2,050
Non-Safety Clothing	5226	307	4,000	4,000	4,100
Firefighter Reserve Tower		-	2,000	2,000	2,050
EVOG Class		1,204	9,500	17,100	17,528
Vegetation Clean up		-	5,000	5,000	5,125
Professional Services	5250	1,204	16,500	24,100	24,703
Specialized Printing		106	500	500	513
Specialized Printing	5272	106	500	500	513
Emergency Medical Responder Certification		-	-	4,000	4,100
Training		-	-	10,000	10,250
Educational Courses and Supplies	5276	-	-	14,000	14,350
Firehouse Magazine		200	300	300	308
Books and Periodicals	5280	200	300	300	308
TOTAL SERVICES AND SUPPLIES		\$ 6,324	\$ 48,400	\$ 80,000	\$ 81,925

DEBT SERVICE FUND - 200
STATEMENT OF REVENUES AND EXPENDITURES

REVENUES

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Transfer in	3800	\$ 1,547,650	\$ 1,943,261	\$ 3,534,968	\$ 3,531,444
TOTAL REVENUES		\$ 1,547,650	\$ 1,943,261	\$ 3,534,968	\$ 3,531,444

EXPENDITURES

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Debt Service - 2020 COP	5310	\$ 3,145	\$ 404,055	\$ 1,994,563	\$ 1,993,663
Debt Service - Equipment Lease	5310	613,155	613,156	613,155	613,156
Debt Service - 2015 COP	5310	931,350	926,050	927,250	924,625
TOTAL EXPENDITURES		\$ 1,547,650	\$ 1,943,261	\$ 3,534,968	\$ 3,531,444

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

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

CURRENT YEAR SUMMARY	
Principal Outstanding as of July 1, 2021	\$ 3,939,383
Reduction in Principal Balance	524,423
Interest Due	88,733
Total Payment Due	613,156
Principal Outstanding as of June 30, 2022	\$ 3,414,960

FISCAL YEAR	INTEREST RATE	PRINCIPAL	INTEREST	TOTAL PAYMENT
2021-2022	2.33%	\$ 524,423	\$ 88,733	\$ 613,156
2022-2023	2.33%	536,713	76,442	613,155
2023-2024	2.33%	549,292	63,864	613,156
2024-2025	2.33%	562,165	50,990	613,155
2025-2026	2.33%	575,341	37,815	613,156
2026-2027	2.33%	588,825	24,330	613,155
2027-2028	2.33%	602,624	10,531	613,155
TOTALS		\$ 3,939,383	\$ 352,705	\$ 4,292,088

**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, 2021	\$ 10,390,000
Reduction in Principal Balance	540,000
Interest Due	387,250
Total Payment Due	927,250
Principal Outstanding as of June 30, 2022	\$ 9,850,000

FISCAL YEAR	INTEREST RATE	PRINCIPAL	INTEREST	TOTAL PAYMENT
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		\$ 10,390,000	\$ 3,441,325	\$ 13,831,325

**DEBT SERVICE SUMMARY & PAYMENT SCHEDULE
2020 CERTIFICATES OF PARTICIPATION \$40.0M**

PURPOSE: Finance the design and construction of the Public Safety Complex at 2401 Crow Canyon Road in the City of San Ramon to house the San Ramon Police Department and the Fire District Administration, and to Finance the future Training Center Facility at 1500 Bollinger Canyon Road in the City of San Ramon.

CURRENT YEAR SUMMARY	
Principal Outstanding as of July 1, 2021	\$ 35,365,000
Reduction in Principal Balance	635,000
Interest Due	1,359,562
Total Payment Due	1,994,562
Principal Outstanding as of June 30, 2022	\$ 34,730,000

FISCAL YEAR	INTEREST RATE	PRINCIPAL	INTEREST	TOTAL PAYMENT
2021-2022	4.00%	\$ 635,000	\$ 1,359,562	\$ 1,994,562
2022-2023	4.00%	660,000	1,333,662	1,993,662
2023-2024	4.00%	685,000	1,306,762	1,991,762
2024-2025	4.00%	715,000	1,278,762	1,993,762
2025-2026	4.00%	745,000	1,249,562	1,994,562
2026-2027	4.00%	775,000	1,219,162	1,994,162
2027-2028	4.00%	805,000	1,187,562	1,992,562
2028-2029	4.00%	840,000	1,154,662	1,994,662
2029-2030	4.00%	870,000	1,120,462	1,990,462
2030-2031	4.00%	905,000	1,084,962	1,989,962
2031-2032	4.00%	945,000	1,047,962	1,992,962
2032-2033	4.00%	985,000	1,009,362	1,994,362
2033-2034	4.00%	1,025,000	969,162	1,994,162
2034-2035	4.00%	1,065,000	927,362	1,992,362
2035-2036	4.00%	1,110,000	883,862	1,993,862
2036-2037	4.00%	1,155,000	838,562	1,993,562
2037-2038	4.00%	1,200,000	791,462	1,991,462
2038-2039	4.00%	1,240,000	753,512	1,993,512
2039-2040	4.00%	1,270,000	724,481	1,994,481
2040-2041	4.00%	1,310,000	683,200	1,993,200
2041-2042	4.00%	1,365,000	629,700	1,994,700
2042-2043	4.00%	1,420,000	574,000	1,994,000
2043-2044	4.00%	1,475,000	516,100	1,991,100
2044-2045	4.00%	1,535,000	455,900	1,990,900
2045-2046	4.00%	1,600,000	393,200	1,993,200
2046-2047	4.00%	1,665,000	327,900	1,992,900

**DEBT SERVICE SUMMARY & PAYMENT SCHEDULE
2020 CERTIFICATES OF PARTICIPATION \$40.0M**

PURPOSE: Finance the design and construction of the Public Safety Complex at 2401 Crow Canyon Road in the City of San Ramon to house the San Ramon Police Department and the Fire District Administration, and to Finance the future Training Center Facility at 1500 Bollinger Canyon Road in the City of San Ramon.

CURRENT YEAR SUMMARY	
Principal Outstanding as of July 1, 2021	\$ 35,365,000
Reduction in Principal Balance	635,000
Interest Due	1,359,562
Total Payment Due	1,994,562
Principal Outstanding as of June 30, 2022	\$ 34,730,000

FISCAL YEAR	INTEREST RATE	PRINCIPAL	INTEREST	TOTAL PAYMENT
2047-2048	4.00%	1,730,000	260,000	1,990,000
2048-2049	4.00%	1,805,000	189,300	1,994,300
2049-2050	4.00%	1,875,000	115,700	1,990,700
2050-2051	4.00%	1,955,000	39,100	1,994,100
TOTALS		\$ 35,365,000	\$ 24,424,947	\$ 59,789,947



SAN RAMON VALLEY FIRE PROTECTION DISTRICT
Capital Improvement Plan

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Beginning Capital Balance	\$ 9,690,262	\$ 9,470,119	\$ 50,477,609	\$ 31,245,594	\$ 3,681,057	\$ 1,911,299	\$ 2,874,635	\$ 3,707,826	\$ 4,896,132	\$ 5,919,175	\$ 6,861,736	\$ 7,136,688	\$ 9,777,755
Contributions													
General Fund Transfer	2,639,726	2,732,116	2,827,740	2,926,711	4,029,146	4,170,166	4,316,122	4,467,186	4,623,538	4,785,362	4,952,849	5,126,199	5,305,616
Projected Comm Ctr Savings	451,038	466,825	483,163	500,074	517,577	535,692	554,441	573,847	593,931	614,719	636,234	658,502	681,550
FLSD Tech Fee	29,131	33,225	33,322	41,154	42,389	43,661	43,661	43,661	43,661	43,661	43,661	43,661	43,661
Investment Earnings	205,434	187,206	167,800	312,456	36,811	19,113	28,746	37,078	48,961	59,192	68,617	71,367	97,778
Developer Contribution	-	-	-	750,000	750,000	-	-	-	-	-	-	-	-
Debt Proceeds	-	40,036,586	-	-	-	-	-	-	-	-	-	-	-
Total Contributions	3,325,329	43,455,958	3,512,026	4,530,396	5,375,922	4,768,632	4,942,970	5,121,772	5,310,091	5,502,933	5,701,361	5,899,729	6,128,604
Expenditures													
Facilities	1,298,456	1,412,985	19,621,860	27,852,695	2,361,442	406,047	387,186	363,860	376,595	429,280	444,305	417,537	432,151
Fleet	2,022,823	625,000	1,947,924	2,110,113	2,121,920	2,880,751	3,067,898	3,137,920	3,484,311	3,220,479	4,871,474	2,445,098	1,518,964
Technology	100,896	239,256	763,394	1,769,938	339,848	58,250	82,681	99,349	50,053	602,347	64,082	328,137	62,576
Communications Center	11,445	101,673	60,997	55,465	136,927	26,336	107,774	51,113	62,900	249,661	-	19,710	92,931
FLSD Tech Improvements	15,233	7,452	90,200	-	19,737	11,877	-	9,160	-	13,629	-	-	-
Equipment	96,619	62,102	259,665	306,723	2,165,806	422,035	464,242	272,064	313,190	44,976	46,550	48,179	49,865
Total Expenditures	3,545,472	2,448,469	22,744,040	32,094,933	7,145,680	3,805,295	4,109,780	3,933,466	4,287,048	4,560,371	5,426,410	3,258,661	2,156,487
Difference	(220,143)	41,007,489	(19,232,014)	(27,564,538)	(1,769,758)	963,337	833,190	1,188,306	1,023,043	942,562	274,951	2,641,067	3,972,117
Ending Capital Balance	\$ 9,470,119	\$ 50,477,609	\$ 31,245,594	\$ 3,681,057	\$ 1,911,299	\$ 2,874,635	\$ 3,707,826	\$ 4,896,132	\$ 5,919,175	\$ 6,861,736	\$ 7,136,688	\$ 9,777,755	\$ 13,749,872

NOTES:
Capital Contributions reflect an increase of 3.5% annually.
Expenses reflect an increase of 3.5% annually.
Figures assume cash payment for all assets unless otherwise noted in debt proceeds.

CAPITAL PROJECTS FUND - 300
STATEMENT OF REVENUES AND EXPENDITURES

REVENUES

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Info Technology Surcharge	4316	\$ 29,131	\$ 18,200	\$ 18,259	\$ 18,319
Investment Earnings	4410	205,335	187,206	167,800	167,800
Developer Contribution	4910	-	-	-	750,000
Debt Proceeds	4910	-	40,197,323	-	-
TOTAL REVENUES		\$ 234,466	\$ 40,402,729	\$ 186,059	\$ 936,119

EXPENDITURES

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Professional Services	5250	\$ -	\$ 73,222	\$ -	\$ -
Legal Services	5252	-	87,515	-	-
FLSD Tech Improvements	5253	15,233	-	90,200	-
Facilities	6120	1,298,456	1,327,672	19,621,860	27,852,697
Technology	6230	107,819	90,454	763,395	1,769,938
Communications Center	6230	4,523	-	60,996	-
Equipment	6240	96,619	14,883	259,665	306,723
Fleet	6250	2,022,823	371,178	1,947,924	2,110,112
TOTAL EXPENDITURES		\$ 3,545,473	\$ 1,964,924	\$ 22,744,040	\$ 32,039,470

CAPITAL PROJECTS FUND

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Roof Replacement	6120	\$ 6,352	\$ -	\$ -	\$ -
Roof Replacement - Station 31	6120	352,754	-	-	-
Exterior Painting	6120	71,600	-	31,050	32,137
PCC/Asphalt Repairs	6120	-	-	31,050	32,137
Fitness Equipment	6120	42,453	25,866	31,050	32,137
General Repairs/Maintenance	6120	218,019	11,276	114,885	118,906
Old Station 32 Environmental Impact Svcs	6120	74,332	10,869	103,500	-
Landscape Improvements - 3 Stations	6120	-	-	77,625	80,342
Plymovent	6120	-	-	20,700	21,425
Training Site Upgrade	6120	23,878	-	-	535,613
Training Facility	6120	-	-	1,000,000	13,000,000
Earthquake Early Warning	6120	-	-	212,000	-
Fire Station Remodel - 34	6120	-	193,169	3,000,000	3,000,000
Fire Station Remodel - 31	6120	-	-	-	1,000,000
Public Safety Building	6120	509,069	1,086,492	15,000,000	10,000,000
TOTAL FACILITIES		1,298,456	1,327,672	19,621,860	27,852,697
Electronic Plan Review	5253	15,233	-	-	-
Records Management	5253	-	-	90,200	-
TOTAL FLSD TECH IMPROVEMENTS		15,233	-	90,200	-
Radios	6230	4,944	90,454	43,718	1,702,053
Computers	6230	42,899	-	32,137	67,885
Printers	6230	7,398	-	-	-
Telephones	6230	519	-	3,214	-
Data Centers	6230	35,219	-	-	-
Fire Station Alerting	6230	130	-	310,300	-
Software	6230	-	-	374,026	-
Fire Station Projects	6230	16,710	-	-	-
TOTAL TECHNOLOGY		107,819	90,454	763,395	1,769,938
Radios	6230	-	-	-	27,554
Computers	6230	4,523	-	-	-
Communications Center	6230	-	-	32,073	24,585
Audio Visual	6230	-	-	13,390	-
Printers	6230	-	-	-	3,326
Data Centers	6230	-	-	2,678	-
Software	6230	-	-	12,855	-
TOTAL COMMUNICATIONS CENTER		4,523	-	60,996	55,465

CAPITAL PROJECTS FUND

DESCRIPTION	GL CODE	ACTUAL FY 19-20	ESTIMATED ACTUAL FY 20-21	PROPOSED BUDGET FY 21-22	PROJECTED BUDGET FY 22-23
Turnout Replacement	6240	42,510	-	-	-
Hydrolic Rescue Tools	6240	-	-	98,981	-
Thermal Imaging Cameras	6240	30,858	-	-	-
Autopulse	6240	-	-	-	89,076
Rapid Response Kit	6240	-	-	-	16,897
Gurney	6240	-	-	-	34,442
Defibrillators	6240	-	-	160,684	166,308
EMS Batteries	6240	23,251	14,883	-	-
TOTAL EQUIPMENT		96,619	14,883	259,665	306,723
Ambulances	6250	-	-	351,900	-
Engines - Type 1	6250	-	-	-	1,484,649
Engines - Type 3	6250	-	-	-	475,463
Trucks	6250	1,887,044	-	1,446,024	-
Watertenders	6250	-	319,738	-	-
Staff Vehicles	6250	109,857	-	-	-
Vehicle Upfitting/Improvements	6250	25,922	51,440	150,000	150,000
TOTAL FLEET		2,022,823	371,178	1,947,924	2,110,112
TOTAL CAPITAL PROJECTS FUND		\$ 3,545,473	\$ 1,804,187	\$ 22,744,040	\$32,039,470

**RESOLUTION NO. 2021-03
APPROPRIATIONS LIMIT FOR FISCAL YEAR 2021-2022**

WHEREAS, Article XIII B of the California Constitution provides that the total annual appropriations subject to limitation of each governmental entity, including this District, shall not exceed the appropriation limit of such entity of government for the prior year adjusted for certain changes mandated by Proposition Four passed in November, 1979 and Proposition 111 in June, 1990 except as otherwise provided for in said Article XIII B and implementing State statutes; and

WHEREAS, pursuant to said Article XIII B, and Section 7900 et seq. of the California Government Code, the District is required to set its appropriation limit for each fiscal year; and

WHEREAS, the Controller of the District has conducted the necessary analysis and calculations to determine the appropriations limit for fiscal year 2021-2022, relying on the fiscal year 2020-2021 limit approved by the Board of Directors on June 24, 2020, and the following two adjustment factors: Change in Population and Change in Per Capita Income for January 1, 2021, as provided by the California Department of Finance; and

WHEREAS, based on such calculations the Controller has determined the said appropriation limit, and pursuant to Section 7910 of the Government Code, has made available to the public the documentation used in the determination of the limit;

NOW THEREFORE, BE IT RESOLVED by the San Ramon Valley Fire Protection District Board of Directors that:

1. The annual adjustment factors used to calculate the fiscal year 2021-2022 appropriations limit shall be the change in State Per Capita Income of 5.73% and the January 2021 District population change of 0.42%;
2. The new Appropriation Limit for fiscal year 2021-2022 shall be and is hereby set in the amount of \$192,435,268;
3. The fiscal year 2021-2022 Adopted Budget appropriations subject to the appropriation limit are \$83,222,816.

PASSED, APPROVED AND ADOPTED on this 23rd day of June, 2021 at a regular meeting of the District Board of Directors at San Ramon, State of California on a motion made by Director Parker, seconded by Vice President Crean and duly carried with the following roll call votes:


AYES: 5

NOES: None

ABSENT: None

ABSTAIN: None

Dated: June 23, 2021

DocuSigned by:

0A6E00FD2CC6425
Matthew J. Stamey
President, Board of Directors

ATTEST:

DocuSigned by:

Stephanie E. Sakai
41C3A3F37BD54B3...
Stephanie Sakai, District Clerk

APPROVED AS TO FORM:

DocuSigned by:

Stephanie E. Sakai
41C3A3F37BD54B3...
Stephanie Sakai, District Counsel

APPROVED TO CONTENT:

DocuSigned by:

Paige Meyer
F5CC8122F442487...
Paige Meyer, District Fire Chief

San Ramon Valley Fire Protection District
Salary Schedule - Full-Time, Monthly and Annual
June 1, 2021

Job Title	Group	Hours	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Administrative Assistant	Non-Rep	40	7,295.23	7,659.49	8,041.57	8,447.04	8,867.00	9,310.35
Battalion Chief 0	IAFF (A)	56	87,542.71	91,913.83	96,498.83	101,364.54	106,404.03	111,724.23
Battalion Chief 1	IAFF (A)	56	13,516.43	14,106.24	14,768.78	15,425.64	16,099.55	16,904.14
Battalion Chief 2	IAFF (A)	56	162,197.14	169,274.87	177,225.38	185,107.70	193,194.57	202,849.74
Battalion Chief 3	IAFF (A)	56	14,111.13	14,700.94	15,363.48	16,020.34	16,694.25	17,498.84
Battalion Chief 4	IAFF (A)	56	169,333.52	176,411.25	184,361.75	192,244.07	200,330.95	209,986.11
Battalion Chief 5	IAFF (A)	56	14,705.82	15,295.64	15,958.18	16,615.04	17,288.94	18,093.54
Battalion Chief 6	IAFF (A)	56	176,469.90	183,547.62	191,498.13	199,380.45	207,467.33	217,122.49
Battalion Chief 7	IAFF (A)	56	15,003.17	15,592.98	16,255.53	16,912.39	17,586.29	18,390.89
Battalion Chief 8	IAFF (A)	40	180,038.09	187,115.81	195,066.32	202,948.64	211,035.52	220,690.68
Battalion Chief 9	IAFF (A)	40	15,389.62	16,035.11	16,759.02	17,477.25	18,213.66	19,094.40
Battalion Chief 10	IAFF (A)	40	184,675.41	192,421.36	201,108.27	209,727.01	218,563.93	229,132.79
Battalion Chief 11	IAFF (A)	40	15,984.32	16,629.81	17,353.72	18,071.95	18,808.36	19,689.10
Battalion Chief 12	IAFF (A)	40	191,811.79	199,557.73	208,244.65	216,863.38	225,700.31	236,269.17
Battalion Chief 13	IAFF (A)	40	16,281.66	16,927.16	17,651.07	18,369.30	19,105.71	19,986.45
Battalion Chief 14	IAFF (A)	40	195,379.97	203,125.92	211,812.84	220,431.57	229,268.50	239,837.35
Captain 0	IAFF	56	10,269.86	10,715.66	11,219.97	11,718.43	12,230.93	12,842.88
Captain 1	IAFF	56	123,238.33	128,587.97	134,639.67	140,621.16	146,771.14	154,114.61
Captain 2	IAFF	56	10,783.07	11,250.97	11,780.74	12,304.87	12,842.51	13,484.75
Captain 3	IAFF	56	129,396.89	135,011.69	141,368.83	147,658.49	154,110.12	161,816.97
Captain 4	IAFF	56	10,881.66	11,327.47	11,831.77	12,330.23	12,842.73	13,454.69
Captain 5	IAFF	56	130,579.96	135,929.60	141,981.30	147,962.78	154,112.77	161,456.24
Captain 6	IAFF	56	11,493.47	11,939.27	12,443.58	12,942.03	13,454.53	14,066.49
Captain 7	IAFF	56	137,921.59	143,271.23	149,322.92	155,304.41	161,454.40	168,797.87
Captain 8	IAFF	56	11,799.37	12,245.17	12,749.48	13,247.94	13,760.43	14,372.39
Captain 9	IAFF	56	141,592.40	146,942.04	152,993.74	158,975.23	165,125.21	172,468.68
Captain 10	IAFF	40	11,872.88	12,360.81	12,911.92	13,457.18	14,018.82	14,686.94
Captain 11	IAFF	40	142,474.57	148,329.69	154,943.03	161,486.16	168,225.87	176,243.31
Captain 12	IAFF	40	12,484.84	12,972.76	13,523.88	14,069.14	14,630.78	15,298.90
Captain 13	IAFF	40	149,818.05	155,673.16	162,286.50	168,829.63	175,569.34	183,586.78
Captain 14	IAFF	40	12,790.23	13,278.16	13,829.27	14,374.53	14,936.17	15,604.29
Captain 15	IAFF	56	153,482.76	159,337.88	165,951.22	172,494.35	179,234.05	187,251.50
Captain 16	IAFF	56	11,394.32	11,863.52	12,393.57	12,915.43	13,454.84	14,096.05
Captain 17	IAFF	56	136,731.78	142,362.25	148,722.84	154,985.15	161,458.08	169,152.58
Captain 18	IAFF	56	12,002.81	12,471.88	13,001.78	13,523.48	14,273.29	14,708.63
Captain 19	IAFF	56	144,033.71	149,662.55	156,021.31	162,281.81	171,279.53	176,503.60
Captain 20	IAFF	56	12,312.86	12,780.95	13,310.48	13,833.86	14,371.98	15,014.53
Captain 21	IAFF	56	147,754.32	153,371.44	159,725.72	166,006.29	172,463.77	180,174.41
Captain 22	IAFF	56	11,799.37	12,245.17	12,749.48	13,247.94	13,760.43	14,372.39
Captain 23	IAFF	56	141,592.40	146,942.04	152,993.74	158,975.23	165,125.21	172,468.68
Captain 24	IAFF	56	12,411.17	12,856.97	13,361.28	13,859.74	14,372.24	14,984.19
Captain 25	IAFF	56	148,934.03	154,283.67	160,335.37	166,316.86	172,466.84	179,810.31

San Ramon Valley Fire Protection District
Salary Schedule - Full-Time, Monthly and Annual
June 1, 2021

Job Title	Group	Hours	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Captain 12	IAFF	56	12,717.07	13,162.87	13,667.18	14,165.64	14,678.14	15,290.09
Captain 13	IAFF	40	152,604.85	157,954.49	164,006.18	169,987.67	176,137.65	183,481.12
Captain 14	IAFF	40	12,790.23	13,278.16	13,829.27	14,374.53	14,936.17	15,604.29
Captain 15	IAFF	40	153,482.76	159,337.88	165,951.22	172,494.35	179,234.05	187,251.50
Captain 16	IAFF	40	13,402.19	13,890.11	14,441.22	14,986.48	15,548.13	16,216.25
Captain 17	IAFF	40	160,826.23	166,681.35	173,294.69	179,837.82	186,577.52	194,594.97
Captain 18	IAFF	40	13,707.58	14,195.51	14,746.62	15,291.88	15,853.52	16,521.64
Captain 19	IAFF	40	164,490.95	170,346.07	176,959.40	183,502.53	190,242.24	198,259.68
Captain 20	IAFF	40	12,798.42	13,286.35	13,837.46	14,382.72	14,943.19	15,611.31
Captain 21	IAFF	40	153,581.05	159,436.17	166,049.50	172,592.63	179,318.30	187,335.74
Captain 22	IAFF	40	13,410.38	13,898.30	14,449.41	14,994.68	15,555.15	16,223.27
Captain 23	IAFF	40	160,924.52	166,779.64	173,392.98	179,936.11	186,661.77	194,679.21
Captain 24	IAFF	40	13,715.77	14,203.70	14,754.81	15,300.07	15,860.54	16,528.66
Captain 25	IAFF	56	164,589.23	170,444.35	177,057.69	183,600.82	190,326.49	198,343.93
Captain 26	IAFF	56	12,312.86	12,780.95	13,310.48	13,833.86	14,371.98	15,014.53
Captain 27	IAFF	56	147,754.32	153,371.44	159,725.72	166,006.29	172,463.77	180,174.41
Captain 28	IAFF	56	12,924.66	13,392.76	13,922.28	14,445.66	14,983.78	15,626.34
Captain 29	IAFF	56	155,095.95	160,713.07	167,067.35	173,347.91	179,805.40	187,516.04
Captain 30	IAFF	56	13,230.56	13,698.66	14,228.18	14,751.56	15,289.68	15,932.24
Captain 31	IAFF	56	158,766.76	164,383.89	170,738.17	177,018.73	183,476.21	191,186.85
Captain 32	IAFF	56	12,125.83	12,596.17	13,128.23	13,654.11	14,194.80	14,840.43
Captain 33	IAFF	56	145,510.01	151,154.06	157,538.71	163,849.26	170,337.60	178,085.12
Captain 34	IAFF	56	12,663.20	13,158.08	13,717.13	14,267.55	15,058.61	15,517.90
Captain 35	IAFF	56	151,958.44	157,896.98	164,605.60	171,210.56	180,703.33	186,214.82
Captain 36	IAFF	56	12,448.57	12,918.90	13,450.96	13,976.84	14,517.53	15,163.16
Captain 37	IAFF	56	149,382.80	155,026.85	161,411.50	167,722.06	174,210.40	181,957.92
Captain 38	IAFF	56	13,094.03	13,564.36	14,096.42	14,622.30	15,163.00	15,808.63
Captain 39	IAFF	56	157,128.39	162,772.30	169,157.09	175,467.64	181,955.98	189,703.50
Captain 40	IAFF	56	13,416.76	13,887.09	14,419.15	14,945.04	15,485.73	16,131.36
Captain 41	IAFF	56	161,001.18	166,645.09	173,029.74	179,340.43	185,828.77	193,576.29
Captain 42	IAFF	56	13,115.75	13,561.55	14,065.86	14,564.32	15,076.82	15,688.77
Captain 43	IAFF	40	157,389.01	162,738.65	168,790.35	174,771.84	180,921.82	188,265.30
Captain 44	IAFF	40	13,378.61	13,891.05	14,470.76	15,043.79	15,632.87	16,336.30
Captain 45	IAFF	56	160,543.28	166,692.58	173,649.17	180,525.49	187,594.47	196,035.59
Captain 46	IAFF	56	13,208.53	13,654.33	14,158.64	14,657.10	15,169.60	15,781.55
Captain 47	IAFF	40	158,502.38	163,852.02	169,903.71	175,885.20	182,035.18	189,378.66
Chief Financial Officer	Non-Rep	40	-	14,892.24	15,636.85	16,418.69	17,239.63	18,101.61
			-	178,706.85	187,642.20	197,024.31	206,875.52	217,219.30

San Ramon Valley Fire Protection District
Salary Schedule - Full-Time, Monthly and Annual
June 1, 2021

Job Title	Group	Hours	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Deputy Chief	Non-Rep	40	17,493.16	18,227.30	19,055.76	19,873.99	20,720.64	21,726.38
Director of Emergency Communications	Non-Rep	40	209,917.93	218,727.58	228,669.12	238,487.93	248,647.67	260,716.62
District Counsel/Clerk	Non-Rep	40	14,183.08	14,892.24	15,636.85	16,418.69	17,239.63	18,101.61
District Counsel/Clerk	Non-Rep	40	170,196.96	178,706.85	187,642.20	197,024.31	206,875.52	217,219.30
District Counsel/Clerk	Non-Rep	40	15,997.00	16,796.84	17,636.69	18,518.52	19,444.45	20,416.67
EMS Coordinator/ Registered Nurse	Non-Rep	40	191,964.00	201,562.08	211,640.28	222,222.24	233,333.40	245,000.04
EMS Coordinator/ Registered Nurse	Non-Rep	40	11,346.02	11,799.86	12,271.86	12,762.73	13,273.24	13,819.43
EMS Coordinator/ Registered Nurse	Non-Rep	40	136,152.20	141,598.29	147,262.27	153,152.73	159,278.86	165,833.14
Engineer 0	IAFF	56	8,995.54	9,394.46	9,824.71	10,289.92	10,739.45	11,276.42
Engineer 0	IAFF	56	107,946.50	112,733.52	117,896.55	123,478.99	128,873.43	135,317.10
Engineer 1	EMT IAFF	56	9,607.34	10,006.26	10,436.52	10,901.72	11,351.25	11,888.23
Engineer 1	EMT IAFF	56	115,288.13	120,075.15	125,238.18	130,820.62	136,215.06	142,658.73
Engineer 2	Rescue or Hazmat IAFF	56	10,219.15	10,618.06	11,048.32	11,513.52	11,963.06	12,500.03
Engineer 2	Rescue or Hazmat IAFF	56	122,629.76	127,416.77	132,579.81	138,162.25	143,556.68	150,000.36
Engineer 3	Rescue and Hazmat IAFF	56	10,525.05	10,923.97	11,354.22	11,819.42	12,268.96	12,805.93
Engineer 3	Rescue and Hazmat IAFF	56	126,300.57	131,087.59	136,250.62	141,833.07	147,227.50	153,671.17
Engineer 4	Paramedic IAFF	56	10,525.05	10,923.97	11,354.22	11,819.42	12,268.96	12,805.93
Engineer 4	Paramedic IAFF	56	126,300.57	131,087.59	136,250.62	141,833.07	147,227.50	153,671.17
Engineer 5	Rescue or Hazmat IAFF	56	11,136.85	11,535.77	11,966.02	12,431.22	12,880.76	13,417.73
Engineer 5	Rescue or Hazmat IAFF	56	133,642.20	138,429.22	143,592.25	149,174.70	154,569.13	161,012.80
Engineer 6	Rescue and Hazmat IAFF	56	11,442.75	11,841.67	12,271.92	12,737.13	13,186.66	13,723.63
Engineer 6	Rescue and Hazmat IAFF	56	137,313.02	142,100.03	147,263.07	152,845.51	158,239.94	164,683.61
Engineer 7	Rescue, Hazmat and Investigator IAFF	56	11,104.13	11,525.00	11,978.93	12,469.73	12,944.00	13,510.51
Engineer 7	Rescue, Hazmat and Investigator IAFF	56	133,249.60	138,300.01	143,747.19	149,636.77	155,327.96	162,126.12
Engineer 8	EMS Liaison IAFF	56	11,229.63	11,628.55	12,058.80	12,524.00	12,973.54	13,510.51
Engineer 8	EMS Liaison IAFF	56	134,755.55	139,542.57	144,705.60	150,288.04	155,682.48	162,126.09
Engineer 9	Rescue or Hazmat and EMS Liaison IAFF	56	11,841.43	12,240.35	12,670.60	13,135.81	13,585.34	14,122.31
Engineer 9	Rescue or Hazmat and EMS Liaison IAFF	56	142,097.18	146,884.20	152,047.23	157,629.67	163,024.11	169,467.78
Engineer 10	Rescue, Hazmat and EMS Liaison IAFF	56	12,147.33	12,546.25	12,976.50	13,441.71	13,891.24	14,428.22
Engineer 10	Rescue, Hazmat and EMS Liaison IAFF	56	145,767.99	150,555.01	155,718.05	161,300.49	166,694.92	173,138.59
Engineer 11	Paramedic Mechanic Coordinator IAFF	56	11,934.21	12,333.13	12,763.38	13,228.58	13,678.12	14,215.09
Engineer 11	Paramedic Mechanic Coordinator IAFF	56	143,210.57	147,997.61	153,160.61	158,743.01	164,137.49	170,581.13
Engineer 12	Rescue, Hazmat and Social Media Liaison IAFF	56	12,147.33	12,546.25	12,976.50	13,441.71	13,891.24	14,428.22
Engineer 12	Rescue, Hazmat and Social Media Liaison IAFF	56	145,768.00	150,555.02	155,718.06	161,300.50	166,694.93	173,138.60
Finance Controller	Non-Rep	40	-	-	11,715.73	12,244.66	13,284.17	13,948.50
Finance Controller	Non-Rep	40	-	-	140,588.73	146,935.94	159,410.07	167,381.95
Fire and Life Safety Inspector 1	IAFF	40	7,291.49	7,656.36	8,039.57	8,441.15	8,863.38	9,306.26
Fire and Life Safety Inspector 1	IAFF	40	87,497.93	91,876.27	96,474.90	101,293.83	106,360.58	111,675.17

San Ramon Valley Fire Protection District
Salary Schedule - Full-Time, Monthly and Annual
June 1, 2021

Job Title	Group	Hours	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Fire and Life Safety Inspector 2	IAFF	40	8,123.33	8,529.50	8,956.32	9,404.94	9,874.21	10,368.72
Fire and Life Safety Inspector 3	IAFF	40	9,479.99	102,353.99	107,475.82	112,859.25	118,490.51	124,424.67
Fire and Life Safety Inspector 4	IAFF	40	8,956.32	9,404.94	9,874.21	10,368.72	10,887.33	11,432.33
Investigator	IAFF	40	107,475.82	112,859.25	118,490.51	124,424.67	130,647.97	137,187.94
Hazmat and	IAFF	40	9,774.39	10,265.46	10,781.77	11,325.62	11,878.65	12,472.99
Fire and Life Safety Inspector 6/Fire Inspector	IAFF	40	117,292.66	123,185.52	129,381.28	135,907.48	142,543.83	149,675.84
Fire and Life Safety Permit Technician	IAFF	40	10,937.33	11,455.04	11,999.37	12,572.72	13,155.76	13,782.34
Fire and Life Safety Plans Examiner 1	IAFF	40	131,247.91	137,460.48	143,992.40	150,872.68	157,869.08	165,388.04
Fire and Life Safety Plans Examiner 2	IAFF	40	5,874.50	6,168.23	6,475.72	6,800.42	7,140.04	7,496.87
Investigator	IAFF	40	70,494.00	74,018.70	77,708.62	81,605.07	85,680.51	89,962.47
Fire Chief	Non-Rep	40	9,278.73	9,744.56	10,236.78	10,748.50	11,276.29	11,840.79
Academy	IAFF	40	111,344.73	116,934.68	122,841.31	128,982.00	135,315.44	142,089.48
Firefighter 1	IAFF	40	9,774.39	10,265.46	10,781.77	11,325.62	11,878.65	12,472.99
Firefighter 2	IAFF	56	117,292.66	123,185.52	129,381.28	135,907.48	142,543.83	149,675.84
Firefighter 3	IAFF	56	-	-	-	-	-	27,500.00
Firefighter 4	IAFF	56	8,252.63	8,622.38	9,015.53	9,440.27	9,848.63	10,341.24
Firefighter 5	IAFF	56	99,031.55	103,468.53	108,186.32	113,283.22	118,183.55	124,094.83
Firefighter 6	IAFF	56	8,864.43	9,234.18	9,627.33	10,052.07	10,460.43	10,953.04
Firefighter 7	IAFF	56	106,373.18	110,810.16	115,527.95	120,624.85	125,525.18	131,436.46
Firefighter 8	IAFF	56	9,476.23	9,845.98	10,239.13	10,663.87	11,072.23	11,564.84
Firefighter 9	IAFF	56	113,714.81	118,151.78	122,869.58	127,966.48	132,866.81	138,778.09
Firefighter 10	IAFF	56	9,782.14	10,151.88	10,545.03	10,969.77	11,378.14	11,870.74
Paramedic	IAFF	56	117,385.63	121,822.60	126,540.39	131,637.30	136,537.62	142,448.91
Paramedic	IAFF	56	9,782.14	10,151.88	10,545.03	10,969.77	11,378.14	11,870.74
Paramedic	IAFF	56	117,385.63	121,822.60	126,540.39	131,637.30	136,537.62	142,448.91
Paramedic	IAFF	56	117,385.63	121,822.60	126,540.39	131,637.30	136,537.62	142,448.91
Paramedic	IAFF	56	10,393.94	10,763.69	11,156.84	11,581.58	11,989.94	12,482.54
Paramedic	IAFF	56	124,727.26	129,164.23	133,882.02	138,978.93	143,879.25	149,790.54
Paramedic	IAFF	56	10,699.84	11,069.59	11,462.74	11,887.48	12,295.84	12,788.45
Investigator	IAFF	56	128,398.07	132,835.04	137,552.84	142,649.74	147,550.07	153,461.35
Investigator	IAFF	56	9,352.15	9,742.25	10,157.03	10,605.13	11,035.96	11,555.68
Investigator	IAFF	56	112,225.81	116,906.95	121,884.36	127,261.59	132,431.58	138,668.16
Rescue or Hazmat and EMS Liaison	IAFF	56	11,098.52	11,468.27	11,861.42	12,286.16	12,694.52	13,187.13
Rescue or Hazmat and EMS Liaison	IAFF	56	133,182.23	137,619.21	142,337.00	147,433.90	152,334.23	158,245.52
Paramedic	IAFF	40	10,608.10	11,012.88	11,443.29	11,908.28	12,355.33	12,894.62
Paramedic	IAFF	40	127,297.16	132,154.57	137,319.42	142,899.30	148,263.98	154,735.41
Fleet Mechanic	Non-Rep	40	6,935.81	7,281.17	7,641.44	8,026.95	8,427.38	8,848.47
Fleet Mechanic	Non-Rep	40	83,229.74	87,374.01	91,697.28	96,323.45	101,128.61	106,181.59
GIS Analyst	Non-Rep	40	7,071.32	7,424.44	7,795.39	8,186.38	8,594.09	9,024.07
GIS Analyst	Non-Rep	40	84,855.87	89,093.32	93,544.65	98,236.58	103,129.03	108,288.82
Human Resources Generalist	Non-Rep	40	7,115.95	7,469.34	7,839.93	8,233.48	8,644.24	9,076.79
Human Resources Generalist	Non-Rep	40	85,391.37	89,632.02	94,079.21	98,801.75	103,730.83	108,921.50

San Ramon Valley Fire Protection District
Salary Schedule - Full-Time, Monthly and Annual
June 1, 2021

Job Title	Group	Hours	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Information Systems Technician	Non-Rep	40	7,350.01	7,717.17	8,102.68	8,506.55	8,933.37	9,379.70
Media Communications and Public Education Analyst	Non-Rep	40	88,200.12	92,605.99	97,232.16	102,078.62	107,200.45	112,556.34
Public Safety Dispatch Supervisor	EMD IAFF	56	5,704.91	5,990.16	6,289.67	6,604.15	6,934.36	7,282.82
Public Safety Dispatcher 1	IAFF	56	68,458.95	71,881.90	75,476.02	79,249.77	83,212.34	87,393.85
Public Safety Dispatcher 2	EMD IAFF	56	8,954.15	9,426.73	9,913.45	10,423.73	10,946.98	11,494.97
Public Safety Systems Specialist	Non-Rep	40	107,449.80	113,120.71	118,961.39	125,084.73	131,363.79	137,939.69
Senior Accounting Technician	Non-Rep	40	7,532.44	7,928.28	8,343.63	8,772.74	9,227.10	9,688.34
Senior Office Assistant	Non-Rep	40	90,389.28	95,139.37	100,123.52	105,272.88	110,725.15	116,260.03
Technology Systems Manager	Non-Rep	40	7,736.78	8,143.36	8,569.97	9,010.72	9,477.40	9,951.16
			92,841.32	97,720.26	102,839.62	108,128.67	113,728.85	119,413.88
			7,637.21	8,019.29	8,420.31	8,841.38	9,282.50	9,747.02
			91,646.48	96,231.48	101,043.72	106,096.58	111,390.04	116,964.23
			7,115.95	7,469.34	7,839.93	8,233.48	8,644.24	9,076.79
			85,391.37	89,632.02	94,079.21	98,801.75	103,730.83	108,921.50
			5,875.65	6,172.81	6,479.16	6,803.86	7,143.48	7,501.46
			70,507.77	74,073.78	77,749.93	81,646.38	85,721.81	90,017.54
			12,016.12	12,558.62	13,126.73	13,726.03	14,352.07	15,040.49
			144,193.50	150,703.39	157,520.73	164,712.36	172,224.81	180,485.82

Items NOT included in Base Monthly Salary (BMS):

Holiday Pay = PBMS* x 6%
FLSA

*Premium Base Monthly Salary (PBMS) = BMS x ARC
Average Retirement Contribution (ARC) = 10.04%

San Ramon Valley Fire Protection District
 Salary Schedule - Part-Time, Hourly
 June 1, 2021

Job Title	Group	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
CERT Coordinator	Non-Rep	-	-	-	-	-	61.61
Chaplain Coordinator	Non-Rep	-	-	-	-	-	46.35
District Aide	Non-Rep	-	-	-	-	-	22.28
District Transporter	Non-Rep	-	-	-	-	-	25.00
Emergency Preparedness Coordinator	Non-Rep	58.68	61.61	64.70	67.93	71.32	74.89
Medical Director	Non-Rep	-	-	-	-	-	160.00
Project Assistant (Temporary)	Non-Rep	65.40	68.02	70.74	73.57	76.51	79.57
Temporary Public Safety Dispatcher	Non-Rep	50.84	53.39	56.05	58.86	61.80	64.89
Volunteer Coordinator	Non-Rep	-	-	-	-	-	47.74



SRVFPD – POLICY AND PROCEDURE

TOPIC:	Fund Balance Reserve Policy			
EFFECTIVE DATE:	9/2014		DOC NO:	ADM-GEN
REVISED DATE:	02/2019			
CROSS REF:				

FUND BALANCE/RESERVE POLICY

INTRODUCTION

Responsible financial practices necessitate adoption of specific procedures for reporting fund balance classifications, minimum reserve requirements and hierarchy of fund balance expenditures in conformance with Governmental Accounting Standards Board guidelines.

PURPOSE

To provide procedures for reporting fund balance classifications, establish prudent reserve requirements, and establish a hierarchy of fund balance expenditures.

DEFINITIONS

Fund balance – The difference between assets and liabilities.

Dry Period Funding — 50% of the operating revenues (excluding grant and one-time revenues) in the General Fund at fiscal year-end.

Budget Stabilization Fund – 20% of General Fund operating expenditures (excluding capital contributions) and debt service expenditures; plus a contingency for future payments related to open claims under the District’s self-insured workers’ compensation program.

POLICY

The District will report fund balance in accordance with Governmental Accounting Standards Board Statement No. 54. The following five components will be used:

1. *Non-Spendable Fund Balance* – Fund Balance amounts set aside for items that do not represent available, spendable resources such as prepaid expenses or inventory amounts.
2. *Restricted Fund Balance* - Fund Balance amounts that have external restrictions imposed by creditors, grantors, contributors, laws, regulations, or enabling legislation which requires the funds to be used only for a specific purpose.
3. *Committed Fund Balance* - Fund Balance amounts that have constraints imposed by formal action of the Board. Once adopted, the limitation imposed by the resolution remains in place until a similar action is taken (the adoption of another resolution) to remove or reverse the limitation.
4. *Assigned Fund Balance* - Fund Balance amounts that are constrained by the District’s intent to be used for a specific purpose, but are neither restricted nor committed.
5. *Unassigned Fund Balance* - represents residual amounts that have not been restricted, committed or assigned.

AUTHOR:	Ken Campo, Interim CFO			Page 1 of 3
REVIEWED:	Davina Hatfield, Controller			
APPROVED:	Paige Meyer, Fire Chief			
ORIGIN DATE:	9/2014	REVISED DATE:	02/2019	



SRVFPD – POLICY AND PROCEDURE

TOPIC:	Fund Balance Reserve Policy			
EFFECTIVE DATE:	9/2014		DOC NO:	ADM-GEN
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The District will maintain in the General Fund at fiscal year-end a Dry Period Funding balance equivalent to at least 50% of General Fund operating revenues, excluding grant and other one-time revenues, for the current fiscal year. Such amount establishes the minimum Fund Balance for the General Fund.

The District will maintain a Budget Stabilization Fund separate from the General Fund with a minimum Fund Balance equivalent to 20% of General Fund operating expenditures (excluding capital contributions) and debt service expenditures, plus an amount related to open claims under the District’s self-insured workers’ compensation program (with such amount currently set at \$3,000,000).

The District will report the following amounts as Committed Fund Balance at fiscal year- end:

1. *Dry Period Funding* – Fund Balance committed to covering operational costs during the “dry period” between the receipt of property taxes in April and the receipt of property taxes in December, when expenditures typically far outpace revenues. The amount will be equal to 50% of General Fund operating revenues (excluding grant and other one-time revenues, for the current fiscal year) and will be maintained in the General Fund.
2. *Workers’ Compensation Claims* - Fund Balance committed to pay for future costs associated with the District’s self-insured workers' compensation program. The amount will be maintained in the Budget Stabilization Fund with funding based upon the estimated liability for unpaid losses as determined by an independent actuarial review of the District’s Self-Insured Workers’ Compensation Program. The goal of this policy is to establish a minimum funding level equal to the “expected” liability for open workers’ compensation claims as determined in the actuarial review; and because actuarial estimates of claims costs are subject to some uncertainty, it is deemed appropriate to include an amount in addition to the “expected” loss amount be set aside as a margin for contingencies. The District will continue to set funds aside, over time as overall funding permits, until such time as the funding goal is met.
3. *Budget Stabilization* – Fund Balance committed to provide a source of funds to mitigate the effects to the General Fund during a prolonged economic downturn or fund an unanticipated major expenditure and can only be used pursuant to action taken by the Board of the Directors. The amount will be equal to 20% of General Fund operating expenditures (excluding capital contributions) and debt service expenditures for the current fiscal year, and will be maintained in the Budget Stabilization Fund.

The Fire Chief or Chief Financial Officer is designated to determine and define the amounts of those components of fund balance that are classified as "Assigned Fund Balance". The District will report the following amounts as Assigned Fund Balance:

1. *Budgetary Deficit* – Fund balance committed to pay for the subsequent year's budget deficit, if any. The amount is equal to the projected excess of budgeted expenditures over budgeted revenues by fund.

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2. *Other Assigned Fund Balance* categories as determined by the Fire Chief or Chief Financial Officer.

The District considers restricted amounts to have been spent prior to unrestricted amounts when an expenditure is incurred for purposes for which both are available. Committed, assigned and unassigned amounts, in this order, are considered to be spent when an expenditure is incurred for purposes for which either is available.

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SRVFPD – POLICY AND PROCEDURE

TOPIC:	OPEB Funding Policy		
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OTHER POST EMPLOYMENT BENEFITS (OPEB) FUNDING POLICY

INTRODUCTION

The purpose of this OPEB Funding Policy (“Policy”) is to establish a methodology for funding current and future costs associated with the District’s contractual obligation to provide retiree medical benefits as set forth in District labor agreements. It is anticipated that current assets, plus future assets from employer contributions, employee contributions, and investment earnings will be sufficient to fund the retiree medical benefits when due. The Policy is intended to reflect a reasonable, conservative approach to funding which, to the greatest extent possible, funds the cost of the benefits as they are earned. This Policy recognizes that there will be investment market place volatility and that actual economic and demographic experience will differ from assumed experience. Accordingly, this Policy is intended to provide flexibility to smooth such volatility and experience in a reasonable, systematic, and financially sound manner. Further, it is the intent that this Policy comply with Governmental Accounting Standard No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions* (“GASB 45”).

It is the policy of the Board that the OPEB liability associated with retiree medical benefits, along with the annual contributions required to both fully fund the cost of retiree medical benefits as they are earned on a going forward basis and fully amortize any unfunded liability, be determined through an actuarial valuation, performed biannually, in accordance with GASB 45. This annual funding concept is the same as that utilized to fund CCCERA pension obligations on an ongoing basis.

NORMAL COSTS

The District incurs an annual OPEB retirement obligation for current employees. The on-going service cost for retiree medical benefits earned by current employees during the current year is referred to as the “normal” cost. In order to keep the District’s OPEB obligations current, the normal cost for service will be paid for on an annual basis and included as part of the overall District budget. The payment of these funds will be made to the OPEB retirement trust fund.

UNFUNDED ACTUARIAL ACCRUED LIABILITY (UAAL)

The actuarial valuation calculates an Unfunded Actuarial Accrued Liability (UAAL) as of the valuation date. The UAAL represents the difference between OPEB assets available in the trust fund and the OPEB liability related to prior employment service for former and existing employees. The UAAL (or funding shortfall) is amortized as a level dollar amount over a closed period (23 years as of July 1, 2015), and is also paid annually along with the normal cost into the OPEB retirement trust fund.

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Also, the assumptions used in the actuarial valuations may vary from actual results. Significant assumptions include the discount rate (or assumed annual investment earnings rate; currently 7.25%) and health care costs increases ranging from 8.5% in 2015 to 4.50% in 2024 and beyond. To the extent these assumptions vary from the actual results, the District could incur additional liabilities resulting from these differences.

ANNUAL REQUIRED CONTRIBUTIONS (ARC)

The annual required contributions (ARC) to fund retiree medical benefits, as determined by the actuarial valuation, reflect the normal costs plus amortization of the UAAL, until such time as the UAAL is fully amortized.

Active employees have agreed to contribute toward the cost of medical benefits through a monthly, pre-tax payroll deduction. In exchange, the District has committed to use such amount paid by employees to help fund the District’s obligation to provide retiree medical benefits. It is the District’s policy, through a combination of employee and District contributions, to fully fund the annual ARC into an irrevocable trust fund.

ADDITIONAL CONTRIBUTION

If financial conditions warrant, and until such time as the UAAL is fully amortized, it is the District’s policy to make an additional contribution to the OPEB trust fund to further pay down the UAAL. When the General Fund budget projects an operating surplus (i.e., operating revenues exceed expenditures and transfers), the Districts shall make an additional contribution into the OPEB trust fund equal to 10% of the projected surplus amount, but not to exceed \$200,000 during the budget year.

INVESTMENT/TRUST VEHICLE

In order to maximize the earnings rate of the OPEB deposits, the District will utilize an irrevocable trust fund. Once the funds are invested into the trust, they can only be used to fund ongoing OPEB retirement obligations.

The Board of Directors approved using the California Employers' Retiree Benefits Trust (CERBT), which is managed by CalPERS. From time to time, the Board may evaluate this trust advisor/organization to determine if the service and safety goals are being met for these funds.

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