

CENTRAL COUNTY FIRE DEPARTMENT

SERVING THE CITY OF BURLINGAME, TOWN OF HILLSBOROUGH,
AND THE CITY OF MILLBRAE, CALIFORNIA



FISCAL YEAR 2017 - 2018
ADOPTED BUDGET

CENTRAL COUNTY FIRE DEPARTMENT



FISCAL YEAR 2017-2018

ADOPTED BUDGET

TABLE OF CONTENTS

INTRODUCTION

Community Profile-----	1
Board of Directors-----	5
Executive and Command Staff-----	6
Organizational Chart-----	7
About Central County Fire-----	8
Fire Stations-----	10
Fire Apparatus-----	12

BUDGET MESSAGE-----	14
----------------------------	-----------

BUDGET PROCESS

Budget Policies-----	16
Budget Preparation and Adoption Process-----	17
Fund Structure and Basis of Budgeting-----	18

BUDGET GRAPHS AND SUMMARIES

Staffing Summary-----	20
Combined Revenues, Expenditures and Changes in Fund Balances-----	21
Where the Money Comes From and Goes – General Fund-----	22

BUDGET DETAILS

General Fund-----	23
Special Revenue – Joint Training Program Fund-----	26
Internal Service Fund – Workers Compensation and Dental Insurance-----	27
Internal Service Fund – Vehicle Replacement-----	28
Capital Projects Fund-----	29

PROGRAM DESCRIPTION AND ORGANIZATIONAL PERFORMANCE

Administration-----	30
Prevention and Emergency Preparedness-----	32
Suppression-----	35
Training and EMS-----	37

MISCELLANEOUS PROGRAMS

Shared Services-----	39
----------------------	----

STATISTICAL SECTION

Comparison to Other Cities-----	41
Total Responses-----	42
Call Frequency Analysis by Station-----	43
Call Frequency Analysis by Hour-----	44
Call Frequency Analysis by Day of Week-----	45
Emergency Response by Incident Type-----	46
Automatic Aid-----	47
Personnel Training Hours -----	48
Injury Report-----	49

REFERENCE MATERIALS

Budget Resolution-----	50
Master Fee Schedule-----	51
Glossary of Terms and Acronyms-----	54

Introduction

Community Profile

Board of Directors

Executive and Command Staff

Organizational Chart

About Central County Fire

Fire Stations

Fire Apparatus

COMMUNITY PROFILE

The Central County Fire Department (CCFD) was established through a Joint Powers Agreement (JPA) between the City of Burlingame and the Town of Hillsborough with essential support services provided by the two cities. This partnership and JPA structure promotes more efficient administration and effective delivery of services without the additional overhead of a completely independent JPA agency.

The Department is governed by a Board of Directors (“Board”) consisting of two representatives from each city, representing the cities in determining the level of fire, emergency medical and disaster preparedness services to be provided by the Department. All major decisions by the Board require ratification by the respective city councils. The model, together with the joint budget provides an effective tool in maximizing the delivery of fire services, controlling costs, and maintaining local control in determining service levels.

The Central County Fire Department is an all risk emergency response and community service organization. The Department’s core purpose is to make Burlingame, Hillsborough and Millbrae safe for all citizens to live and work through the protection of life, property, and the environment. It seeks to minimize risk to people, property and the environment by responding to all fire, medical, rescue, and hazardous materials incidents. Administrative and non-emergency safety services include fire prevention and hazardous materials regulations, emergency medical services system management and emergency preparedness and training. CCFD’s personnel (85.95 FTEs) serve the communities with six engine companies and one truck company, strategically located in six fire stations, and administrative offices that include fire prevention, public education, training and emergency preparedness. The total service area is 14.93 square miles with a population of 61,344. The value of property protected is in excess of \$16 billion. Legal counsel, human resources, and accounting services are contracted out to further streamline costs.

The City of Burlingame, Town of Hillsborough and City of Millbrae are located in San Mateo County on the western shore of the San Francisco Bay approximately 10 miles south of the City of San Francisco and 30 miles north of San Jose.

LARGEST EMPLOYERS - COUNTY OF SAN MATEO AND PENINSULA CITIES

	<u>Employer</u>	<u>Industry</u>	<u>Number of Peninsula Employees</u>	<u>Percentage of Labor Workforce San Mateo County (1)</u>
1	Stanford University	Private research university	13,634	3.05%
2	United Airlines	Airline	10,500	2.35%
3	Genentech Inc.	Biotechnology	10,000	2.24%
4	Oracle Cooperation	Computer software and hardware	6,750	1.51%
5	Facebook Inc.	Social networking website	6,068	1.36%
6	Stanford Health Care	Academic health care system	5,900	1.32%
7	County of San Mateo	County government	5,500	1.23%
8	VMware Inc.	Virtualization Software	3,891	0.87%
9	Lucile Packard Children’s Hospital	Hospital	3,771	0.84%
10	VISA Inc.	Global payments technology	3,500	0.78%
11	Gilead Sciences Inc.	Biopharmaceuticals	3,500	0.78%
12	VA Palo Alto Health Care System	Veteran hospital	3,500	0.78%
13	SAP	Enterprise software	3,000	0.67%
14	SSL	Satellite and space systems	2,800	0.63%
15	Mills-Peninsula Health Services	Hospital and health services	2,500	0.56%
16	Safeway Inc.	Retail grocer	2,393	0.54%
17	Electronic Arts Inc.	Videogame developer and publisher	2,367	0.53%
18	San Mateo Community College District	Community College	2,297	0.51%
19	Kaiser Permanente	Hospitals and health plan	2,023	0.45%
20	UPS	Mailing and shipping	1,795	0.40%
21	Palo Alto Unified School District	Public Education	1,746	0.39%
22	SLAC National Accelerator Laboratory	Science Laboratory	1,600	0.36%
23	Hewlett Packard	Computer hardware and software	1,500	0.34%
24	Seton Medical Center	Hospital	1,500	0.34%
25	Walmart Global e-commerce	Retail e-commerce	1,500	0.34%

Source: San Francisco Business Times, 2017 Book of Lists

COMMUNITY PROFILE

City of Burlingame

The City of Burlingame is an American suburban city in San Mateo County, California. It is located on the San Francisco Peninsula and has a significant shoreline on San Francisco Bay. The city is named after Anson Burlingame, an attorney, legislator and diplomat. Burlingame was settled by wealthy San Franciscans looking for a better climate.

It is known for its high residential quality of life and is often referred to as the City of Trees. Industrial growth was spurred in the 1960s and 1970s by proximity to the San Francisco International Airport. The City of Burlingame has many beautiful hotels along the San Francisco Bay front and is a significant spot for people wishing to visit the San Francisco Bay Area.

The City of Burlingame is a California general law city incorporated in 1908 that operates under the Council/Manager form of government. A five-member City Council is elected at large to four-year terms and serves as the Board of Directors. The Council selects a mayor and vice-mayor from its members annually. The City Manager is appointed by the Council and serves as the Chief Executive Officer. The City Manager is responsible for all municipal functions. A City Attorney is appointed by the Council to serve as Chief Legal Counsel for the governing body and the administration. A City Clerk is elected to a four-year term and serves as Elections Officer and Clerk to the Council and City.

Municipal services include: police and fire protection; public works; community development; parks and recreation; library services; water, sewer, parking, solid waste and storm drainage. General government activities include finance, human resources, legal services and city administration.

Town of Hillsborough

The Town of Hillsborough is an entirely residential community located in San Mateo County, California, west of Burlingame. In 1824, a 16-year old named William Davis Merry Howard, son of a wealthy Hillsboro, New Hampshire shipping magnate, sailed on one of his father's ships from Boston around Cape Horn to the West Coast. Upon returning home, he convinced his father of the fortunes to be made in the West and returned to California some fifteen years later. And thus, the Town is named after the city Mr. Howard came from.

Hillsborough was incorporated on May 5, 1910. Hillsborough's zoning laws have varied throughout the years, but the policies behind the laws have basically stayed the same. The Town has continually worked to preserve the "nature of Hillsborough". In 1953, the Town changed its minimum lot size to one-half acre which is still in effect today. Hillsborough residents have continually worked to preserve the Town's relaxed country setting. With only a few traffic lights and streetlights, trees, flowers and shrubbery continue to typify the Town's landscape. The Town offers its residents a rural charm. In addition to its quiet atmosphere, it offers excellent, award-winning public schools, outstanding police, fire and emergency services, public work services, as well as a sense of community.

The Town is a general law city operating with a Council/Manager form of government. Policy-making and legislative authority are vested in the governing City Council which consists of a Mayor, a Vice-Mayor and three City Council members. The City Council members are elected to overlapping four-year terms, in even numbered years. The members select the Mayor and Vice-Mayor every year. The City Council is responsible, among other things, for passing ordinances, adopting the budget, appointing committee and board members and hiring the City Manager and the City Attorney. The City Manager is responsible for carrying out the policies and ordinances of the City Council, overseeing the day-to-day operations and appointing the department heads.

COMMUNITY PROFILE

City of Millbrae

The City of Millbrae (the "City") was founded in 1856, incorporated in 1948 and operates as a General Law City serving a population of over 20,000. The City is located on the California Peninsula, 15 miles south of San Francisco. The boundaries of the City extend roughly from the Bayshore Freeway on the east to Skyline Boulevard on the west. This distance is approximately 1.7 miles. The distance between the north and south City limit line is approximately 2.05 miles.

Adjacent to the San Francisco International Airport and located in the heart of San Mateo County, Millbrae is gently cradled in the sun-warmed hills that separate the Pacific Ocean from the San Francisco Bay. Major freeways border both its eastern and western boundaries, making Millbrae easily accessible from all parts of the Bay Area. Many hillside homes enjoy beautiful bay views. Well-cared for middle-class neighborhoods, fourteen local parks and the Green Hills Country Club add to the charm of the residential community.

Millbrae's economic community is a vital mix of retail, shopping, restaurants, service businesses, hotels and public services. With the Bay Area Rapid Transit (BART) / San Francisco (SFO) Extension, the City has adopted the Millbrae Station Area Specific Plan in order to attract hotel, office, retail and housing development to the area around the Millbrae BART station. The Millbrae BART Station provides the only Intermodal rail connection west of the Mississippi, the first regional rail system in the Bay Area. This unique station, which is connected to and is adjacent to the San Francisco International Airport, allows BART, CalTrain and SamTrans to connect under one roof, thereby maximizing regional travel options for passengers in the Bay Area.

The City of Millbrae acknowledges the importance of and continually strives towards preserving, enhancing, and managing open spaces, trees, and wetlands. The City continues to implement sustainable programs that will improve the health of the community and environment, and will ensure future generations may live healthy, productive, and comfortable lives.

COMMUNITY PROFILE

The following shows the fact sheets for the City of Burlingame, Town of Hillsborough and City of Millbrae from the 2013 American Community Survey and compared to national data.

	BURLINGAME		HILLSBOROUGH		MILLBRAE		U.S.
	Number	Percent	Number	Percent	Number	Percent	
General Characteristics							
Total Population (1)	29,892		11,273		22,424		
Male	13,680	47.5%	5,618	51%	10,489	48%	49.3%
Female	15,126	52.5%	5,388	49%	11,378	52%	50.7%
Median age (years)	39.8	(X)	46.6	(X)	45.4	(X)	36.5
Under 5 years	1,877	6.5%	427	3.9%	925	4.2%	6.9%
18 years and over	22,550	78.3%	8,104	73.6%	17,523	80.1%	75.4%
65 years and over	4,046	14.0%	1,997	18.1%	4,252	19.4%	12.6%
One race	27,375	95%	10,353	94.1%	20,988	96.0%	97.8%
White	19,510	67.7%	7,121	64.7%	10,773	49.3%	74.5%
Black or African American	360	1.2%	51	0.5%	246	1.1%	12.4%
American Indian and Alaska Native	74	0.3%	7	0.1%	19	0.1%	0.8%
Asian	5,841	20.3%	3,165	28.8%	9,249	42.3%	4.4%
Native Hawaiian and Other Pacific Islander	139	0.5%	23	0.2%	142	0.6%	0.1%
Some other race	1,451	5.0%	109	1%	559	2.6%	5.6%
Two or more races	1,431	5.0%	653	5.9%	879	4.0%	2.2%
Hispanic or Latino (of any race)	3,966	13.8%	464	4.2%	2,991	13.7%	15.1%
Household population	28,806		11,006		21,867		
Group quarters population	449	1.6%	0	(X)	315	1.5%	(X)
Average household size	2.29	(X)	2.92	(X)	2.65	(X)	2.60
Average family size	3.02	(X)	2.93	(X)	3.15	(X)	3.19
Social Characteristics							
Population 25 years and over	21,006		7,496		16,105		
High school graduate or higher	(X)	95.5%	(X)	96.1%	(X)	91.6%	84.6%
Bachelor's degree or higher	(X)	58.3%	(X)	76.0%	(X)	41.1%	27.5%
Civilian veterans (18 years and over)	1,163	(X)	468	(X)	1206	(X)	10.1%
With a Disability	(X)	(X)	(X)	(X)	(X)	(X)	(X)
Foreign born	7,156	(X)	2,491	(X)	8,299	(X)	12.4%
Economic Characteristics							
In labor force (16 years and over)	23,295	(X)	8,551	(X)	18,069	(X)	65.0%
Mean travel time to work in minutes (16 years and over)	27.2	(X)	24.7	(X)	27.5	(X)	25.2
Median household income (in 2013 inflation-adjusted dollars)	84,854	(X)	236,528	(X)	88,451	(X)	51,425
Median family income (in 2013 inflation-adjusted dollars)	126,823	(X)	250,000	(X)	100,059	(X)	62,363
Per capita income (in 2013 inflation-adjusted dollars)	53,196	(X)	101,470	(X)	48,726	(X)	27,041
Families below poverty level	(X)	(X)	(X)	(X)	(X)	3.6%	9.9%
Individuals below poverty level	(X)	(X)	(X)	(X)	(X)	5.7%	13.5%
Housing Characteristics							
Total housing units	13,027		3,925		8,325		
Occupied housing units	12,361	94.9%	3,589	94.4%	8,098	96.6%	88.2%
Owner-occupied housing units	5,821	47.1%	3,342	93.1%	5,089	63.3%	66.9%
Renter-occupied housing units	6,540	52.9%	247	6.9%	2,949	36.7%	33.1%
Vacant housing units	666	5.1%	336	8.6%	287	3.4%	11.8%
Owner-occupied homes	5,821	(X)	3,342	(X)	5089	(X)	
Median value (dollars)	1,000,000+	(X)	1,000,000	(X)	901,700	(X)	\$185,400
With a mortgage	4,516	76.7%	2,473	74%	3,212	63.1%	1,486
No mortgage	1,373	23.3%	869	26%	1,877	36.9%	419

(X) NOT APPLICABLE

BOARD OF DIRECTORS



Ann Keighran, Council Member, City of Burlingame

CHAIR



Jess E. Benton, Council Member, Town of Hillsborough

VICE-CHAIR



Marie Chuang, Mayor, Town of Hillsborough

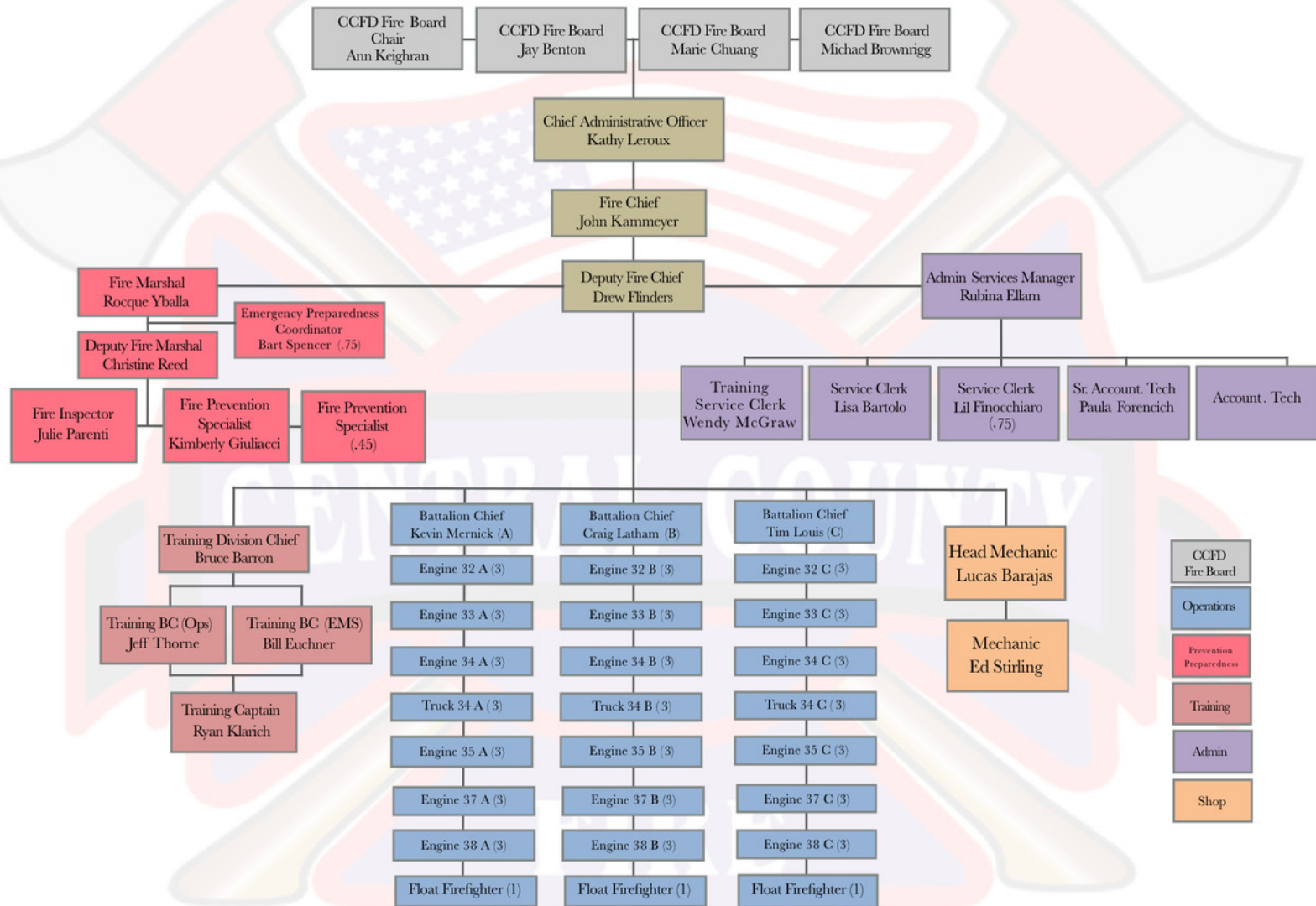


Michael Brownrigg, Vice Mayor, City of Burlingame

EXECUTIVE AND COMMAND STAFF

Chief Administrative Officer City Manager, Town of Hillsborough	Katharine Leroux
Fire Chief	John Kammeyer
Deputy Fire Chief	Drew Flinders
Fire Marshal	Rocque Yballa
Division Chief (Training)	Bruce Barron
Battalion Chiefs:	
A Shift	Craig Latham
B Shift	Kevin Mernick
C Shift	Tim Louis
Deputy Fire Marshal	Christine Reed
Fire Inspector	Julie Parenti
Fire Prevention Specialist	Kimberly Giuliacci
Administrative Services Manager/ Secretary to Board of Directors	Rubina Ellam
Service Clerks	Lisa Bartolo Lil Finocchiaro Wendy McGraw
Accounting Technician	TBA
Senior Accounting Technician	Paula Forencich
Emergency Preparedness Coordinator	Bart Spencer
Finance Director/Treasurer Finance Department, Town of Hillsborough	Jan Cooke
HR Manager City Manager's Office, Town of Hillsborough	Kristin Armbruster
General Legal Counsel	Jean Savaree

ORGANIZATIONAL CHART



ABOUT CENTRAL COUNTY FIRE DEPARTMENT

The Central County Fire Department was established on April 20, 2004 through a Joint Powers Agreement between the City of Burlingame and the Town of Hillsborough, California, to promote more efficient administration and effective delivery of services to the partner cities. Funding is essentially provided with the partner cities' general fund tax revenues. The initial merger included stipulations whereby personnel remained employees of the individual cities and responsibility for certain major costs such as replacement of vehicles and facilities and costs related to other post-employment benefits remained with the partner cities. On June 21, 2010 the operations moved onto a full merger transferring all employees to an independent single entity. Central County Fire Department (CCFD) is now a stand-alone entity with the partner cities only responsible for facilities respectively owned by the City or Town and post-employment benefits for those retirees having retired prior to June 21, 2010.

On December 29, 2014 CCFD entered into a contract for fire services with the City of Millbrae that includes suppression, fire prevention, and administrative oversight and support. With this contract came the addition of 19 fire personnel to the CCFD ranks.

Governance	Board of Directors consisting of two Council members each from the City of Burlingame and Town of Hillsborough with all major decisions to be ratified by the respective city councils.
Administration	The Board appoints the City Manager of each city to serve as Chief Administrative Officer for alternating two-year term. The Chief Administrative Officer appoints the Fire Chief who shall conduct the day-to-day operations of the Department.
Size of Area	City of Burlingame – 5.5 square miles City of Millbrae – 3.2 square miles Town of Hillsborough – 6.23 square miles Total – 14.93 square miles
Population	City of Burlingame – 29,892 City of Millbrae – 22,424 Town of Hillsborough – 11,273 Total – 63,589
Frontline Apparatus	6 Engines 1 Aerial Ladder Truck 1 SVI Rescue
Fire Stations	City of Burlingame – 2 City of Millbrae – 2 Town of Hillsborough – 2

ABOUT CENTRAL COUNTY FIRE DEPARTMENT

Personnel Strength	1	Fire Chief
	1	Deputy Chief
	1	Fire Marshal
	1	Division Chief (Training Division)
	1	Deputy Fire Marshal
	1	Fire Inspector
	1.45	Fire Prevention Specialists
	3	Battalion Chiefs
	1	Training Captain
	21	Captains
	45	Firefighters and Paramedics
	1	Non-Safety Lead Mechanic
	1	Non-Safety Mechanic
	1	Administrative Services Manager
	1	Senior Accounting Technician
	1	Accounting Technician
	2.75	Service Clerks
	0.75	Emergency Preparedness Coordinator
	85.95	FTE's

FIRE STATIONS



Fire Station 32
330 Ascot Road
Hillsborough, CA 94010



Fire Station 33
835 Chateau Drive
Hillsborough, CA 94010



Fire Station 34
799 California Drive
Burlingame, CA 94010

FIRE STATIONS



Fire Station 35
2832 Hillside Drive
Burlingame, CA 94010



Fire Station 37
511 Magnolia Drive
Millbrae, CA 94030



Fire Station 38
785 Crestview Drive
Millbrae, CA 94030



Fire Administration
1399 Rollins Road
Burlingame, CA 94010

APPARATUS



Engine 32 Pierce Dash Model Year 2016
Carries 680 Gallons of water and 20 gallons each of Class A and Class B Foam



Engine 33 Pierce Dash Model Year 2002
Carries 500 gallons of water and 20 gallons of each Class A and Class B Foam



Engine 34 Pierce Dash Model Year 2016
Carries 680 gallons of water and 20 gallons of each Class A and Class B Foam



Engine 35 Pierce Dash Model Year 2000
Carries 680 gallons of water and 10 gallons each of Class A and Class B Foam



Engine 37 Pierce Dash Model Year 2016
Carries 680 gallons of water and 20 gallons of each Class A and Class B Foam



Engine 38 Pierce Dash Model Year 2002
Carries 680 gallons of water and 20 gallons of each Class A and Class B Foam

APPARATUS



Truck 34 2007 Pierce Dash Cab 105" Aerial Ladder



SVI Rescue Model Year 2007

Budget Message

Fire Chief's Budget Message

FIRE CHIEF'S BUDGET MESSAGE

Date: April 12, 2017
To: Board of Directors, Central County Fire Department
From: John Kammeyer, Fire Chief
Subject: Budget Message for Fiscal Year 2017-2018



Fiscal year 2016/17 was a pivotal year for Central County Fire Department (CCFD) as we brought Worker's Compensation costs under control, hired and promoted key positions, adjusted to an unexpected loss in the Mechanics Division, responded to the inspection demands of a growing community, and continued to update our aging fleet. Above all, we held the standard of excellence in fire service that our community expects and deserves. In FY 2017/18, we will continue to set and meet these high expectations, as the direction given by our Board of Directors is clear; innovate and encourage the best service possible with fiscal responsibility. As we move into the phase of hiring firefighter/paramedics and promoting officers in response to extensive retirements over the next few years, we will carry forth the tradition of service, pride, and honor into the next generation. Summaries of what to expect in FY 2017/18 are outlined below by area of focus in CCFD.

Administration

Our goal of reducing the impact of Worker's Compensation through careful management has led to lower costs. We were informed by our carrier that we are now inline with and in some cases better than the industry average. We subsequently requested an updated actuarial for Worker's Compensation liability reserves, which revealed impressive news that our funding levels have dropped and that CCFD could possibly be fully funded by the end of FY 2016/17. That is a full three years ahead of schedule. I attribute this success to the diligence of CCFD personnel and the vigilance on this issue created by our Administration.

CCFD will continue to pay down Other Post-Employment Benefits (OPEB), as defined by our 2014 actuarial and we are forecasting for the coming PERS decreases in the discount rate. Therefore, we expect steep PERS rate increases for three years beginning in FY 2018/19.

Operations

CCFD made key promotions in FY 2016/17, including Training Division Chief and two Captains. These promotions will play a key role in our succession planning as the department sees a 40% turnover in the next five years. We have also highlighted the priority of training new personnel such that we establish a solid foundation of skills and ingrain our standards of excellence. This focus requires significant time and effort by CCFD senior personnel and officers, but will result in a new generation of CCFD that continues to uphold the level of service expected by our community.

Mechanics

A key division within CCFD, our mechanics service vehicles and apparatus for six agencies: Belmont, Central County, Colma, Foster City, San Bruno, and San Mateo. Unfortunately we suffered a devastating loss with the untimely death of lead mechanic Mark Goodman this past year. The division was able to move forward despite this set back due to the efforts of mechanic Lucas Barajas who has now taken over the position of Head Mechanic, and we have added back another mechanic. We have also implemented software that allows for better billing and inventory practices, which creates greater operational efficiencies. That software eliminated the need we indicated last year for additional administration resources.

FIRE CHIEF'S BUDGET MESSAGE

Prevention

Increased development in our communities and the recent fire code adoption by all three cities served by CCFD has placed an additional burden on the Fire Prevention Division. The scope of developments are significant as we are seeing at Burlingame Point and the Millbrae Specific Area plan. To accommodate the expanding workload, we will hire a part-time Fire Prevention Specialist in FY 2017/2018. The revenues from additional inspections will help offset the cost of this position. We will continue to monitor the workload to ensure that CCFD is effectively responding to the inspection needs of residents, developers, and businesses in our community.

Training

The Joint Training program continues to provide savings in training costs for all the six agencies involved. The relocation of the training offices to Fire Station 37 in Millbrae occurred in FY 2016/17 after an office remodel that included a state of the art classroom for our regional trainings. We have a new Division Chief of Training and an Operations Training Battalion Chief as a result of the retirement of Kevin McWhirter. This division is set for continued success with no immediate fiscal requirements.

Fleet

In FY 2016/17 CCFD began the process of replacing our fleet of fire engines. New engines that were purchased in FY 2015/16 and FY 2016/7 are now built. FY 2017/18 will see these engines placed into service. The trickle down effect means our reserve fleet will be replaced with more reliable apparatus. In FY 2017/18 we will purchase a Command Vehicle that will be utilized by CCFD Battalion Chiefs. We can expect to see the budget impact of replacing the fleet over the next four years as we continue this process.

Looking forward beyond FY 2017/18, we foresee and are preparing for increased fiscal liabilities for the next five fiscal years as the fleet is replaced and PERS cost increase, but we expect that to normalize over time as 'traditional plan' fire fighters retire and the next generation of CCFD takes hold.

As CCFD continues to renew and serve our community with outstanding services, I would like to pause and thank Kathy Leroux, Chief Administrative Officer for CCFD for her support and wisdom and our Board of Directors for their trust, commitment and vision. Your insights and direction are greatly appreciated.

Every day I am grateful to be a part of the hard-working CCFD family and am proud to be serving alongside the men and women of our department. CCFD is a leader in fire service locally and nationally and we remain committed to serving our community in a professional manner. I look forward to another successful year moving CCFD forward.

Respectfully,



John J. Kammeyer II
Fire Chief

Budget Process

Budget Policies

Budget Preparation and Adoption

Fund Structure and Basis of Budgeting

BUDGET POLICIES

The Central County Fire Department operates under a set of budget policies which guide the development and administration of this budget.

Balanced Budget

The Department will adopt and maintain a balanced budget in the General Fund in which

- Operating revenues must fully cover operating expenditures, including debt service.
- Total expenditures can exceed revenues in a given year to fund capital improvement plan projects, other “one-time” non-recurring expenditures if there are sufficient funds from the prior years’ reserves to cover such expenditures.

Budgeting for all other governmental funds will be project specific and will be subject to available individual fund balances.

Budget Basis

The budget is adopted on a basis consistent with generally accepted accounting principles (“GAAP”). The modified accrual basis is used for budgeting. Governmental funds, such as the General Fund, utilize the modified accrual basis of accounting under which revenues and related assets are recorded when measurable and available to finance operations during the year.

Proprietary funds, such as enterprise funds and internal service funds, utilize the accrual basis of accounting, which recognizes revenues when earned and expenses when incurred.

Budget Administration and Level of Control

The Board of Directors may amend or supplement the budget at any time after its adoption by a majority vote of the members. The Chief Administrative Officer or his designee may make administrative adjustments to the budget as long as those changes will not have a significant policy impact nor affect budgeted year-end fund balances. Control of expenditures is at the fund level where all expenditures are tracked against appropriations.

The department may transfer budgeted amounts within the Fund, but interfund transfers can only be made in accordance with the adopted budget. All other transfers must be approved by the Board of Directors.

Budget Term

The Central County Fire Department follows the fiscal year of the funding entities – City of Burlingame, Town of Hillsborough and City of Millbrae, which runs from July to June. Annual budgets are prepared and adopted for each fund except the Capital Projects Fund. The Capital Projects Fund establishes budgetary control on a project-by-project basis.

User Fee Cost Recovery Levels

Whenever possible, fees, charges and other revenues should cover the full cost of those services and activities.

BUDGET PREPARATION AND ADOPTION PROCESS

The budget development is headed by the Department's Management and the Finance Director, together with the City Managers of the member agencies.

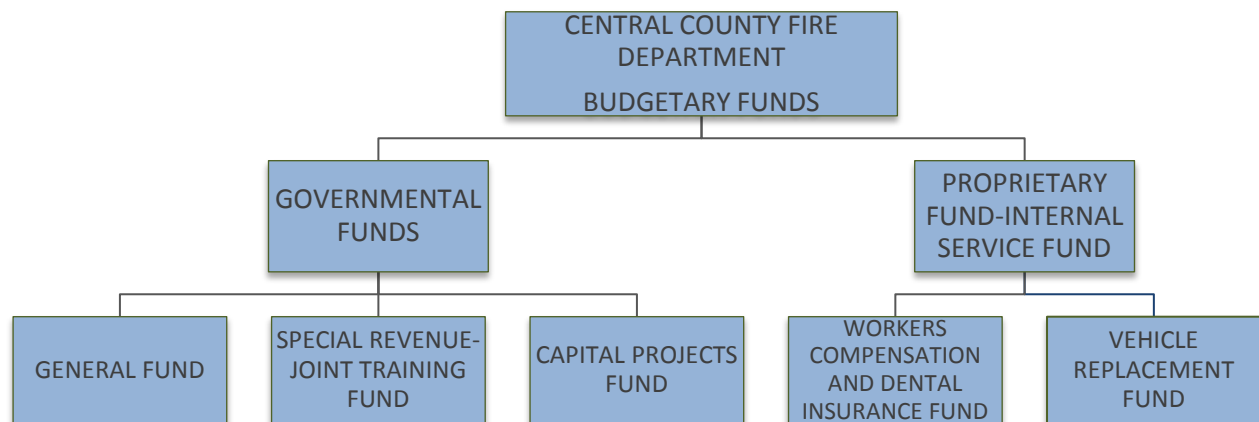
The following discusses the general approach and time schedule of the budget preparation:

January	<p>Department begins planning for the coming fiscal year by preparing budget requests</p> <p>Department submits capital improvement requests for the next fiscal year</p>
February	<p>Department submits estimates of current year expenditures and budget requests covering current and proposed programs to the Chief Administrative Officer and the Finance Director.</p> <p>The Finance Director prepares an analysis of expected revenues.</p> <p>Fire Management meets with the Chief Administrative Officer and the other City Manager to review current year department program results, priorities and budget issues mid-year for informed budget planning.</p> <p>Determination is made of funding available for the current budget.</p>
March	<p>Budget requests are reviewed and analyzed by the Chief Administrative Officer. Preliminary comparison of total requests with total anticipated revenue is made in consultation with the Finance Director.</p> <p>The Chief Administrative Officer makes preliminary expenditure adjustments to bring proposed total expenditures in line with total anticipated revenues.</p> <p>The Chief Administrative Officer meets with Fire Management to discuss budget requests and financing limits.</p> <p>The Department amends their requests and the Chief Administrative Officer prepares the final recommendation for balanced budget based on the latest available information.</p>
April	<p>The Department prepares the Proposed Budget.</p> <p>Public notice for fees and charges is issued.</p> <p>The Proposed Budget is presented to the Board of Directors at a public hearing.</p> <p>The Board adopts the budget and the Schedule of Fees and Charges.</p>
May or June	<p>The Adopted Budget is presented to the respective Council of the member agencies for ratification.</p>
July	<p>The Adopted Budget and the Adopted Fees and Charges take effect.</p>

FUND STRUCTURE AND BASIS OF BUDGETING

In accordance with generally accepted accounting principles, the Department's financial reporting system is organized on a fund basis consisting of two major types – governmental and proprietary – and when they become applicable in the future, two self-balancing account groups: general fixed assets and general long-term debt. The Department's funds are structured to segregate and identify those financial transactions and resources associated with providing specific activities or programs in conformance with special regulations, restrictions or limitations.

The basis of accounting used for purposes of financial reporting, is in accordance with generally accepted accounting principles (GAAP) and is determined based on the type of funds. The basis for each of the funds is not necessarily the same as the basis used in preparing the budget document. The Central County Fire Department uses the modified accrual basis for budgeting. This basis is the method under which revenues and other financial resources are recognized when they become both "measurable" and "available" to finance expenditures of the current period. However, whenever applicable, reconciling items are presented to convert the respective funds to the accounting basis used for financial reporting.



Budgets for major funds are individually presented while budget is aggregated for non-major funds. Funds whose revenues or expenditures constitute more than 10 percent of the budget are considered a major fund for budgeting purposes.

FUND DESCRIPTIONS

The **General Fund** is used to account for the financial resources and expenditures associated with most Department operations not accounted for and reported in another fund. Revenues collected in this fund are not restricted as to which division or purpose they may be expended. The sources of revenue for the General Fund are primarily from service charges, contributions from the two member agencies, program revenues from fees and other reimbursements for shared services.

FUND STRUCTURE AND BASIS OF BUDGETING

The **Special Revenue – Joint Training Program Fund** accounts for the operations of a joint Training and Emergency Medical Services (EMS) program that includes administrative support for six fire agencies.

The **Capital Project Fund** accounts for financial resources to be used for major projects or capital outlay. The General Fund generally provides funding to this fund.

The **Internal Service Fund – Workers Compensation and Dental** accounts for the activities associated with administering the workers compensation and dental insurance programs. The Department is self-insured for workers compensation claims up to \$250,000 per occurrence. Claims in excess of this amount are covered with excess coverage obtained through a JPA. The Department uses the services of a third party claims administrator whose costs are accounted for in this fund. Likewise, the Department also self-insures for the dental program.

The **Internal Service Fund – Vehicle Replacement** accounts for the purchase of vehicles and equipment such as vehicles, fire apparatus, and other fire equipment. The General Fund generally provides funding to this fund.

Budget Graphs and Summaries

Staffing Summary

Combined Revenues, Expenditures and Changes in Fund Balance

Where the Money Comes From and Goes – General Fund

BUDGET GRAPHS AND SUMMARIES – STAFFING SUMMARY

	Adopted Budget 2014/15	Adopted Budget 2015/16	Adopted Budget 2016/17	Adopted Budget 2017/18	Preliminary Budget 2018/19	Preliminary Budget 2019/20
Sworn:						
Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal		1.00	1.00	1.00	1.00	1.00
Division Chief	1.00			1.00		
Fire Inspector	2.00	1.00	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00
Training Battalion Chief	1.00	1.00	1.00			
Captain	17.00	22.00	21.00	21.00	21.00	21.00
Training Captain	1.00	1.00	1.00	1.00	1.00	1.00
Firefighter and Paramedics	33.00	45.00	45.00	45.00	45.00	45.00
Total Sworn	61.00	77.00	76.00	76.00	76.00	76.00
Non-Sworn:						
Administrative Services Manager				1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00			
Senior Accounting Technician		1.00	1.00	1.00	1.00	1.00
Accounting Technician				1.00	1.00	1.00
Service Clerk	2.50	2.50	2.50	2.75	2.75	2.75
Fire-Mechanic		2.00	2.00	2.00	2.00	2.00
Fire Prevention Specialist		1.00	1.00	1.45	1.45	1.45
Emergency Preparedness Coordinator		0.45	.75	.75	.75	.75
Total Non-Sworn	3.50	7.95	8.25	9.95	9.95	9.95
TOTAL	64.50	84.95	84.25	85.95	85.95	85.95

STAFFING SUMMARY BY FUNCTION

	Adopted Budget 2014/15	Adopted Budget 2015/16	Adopted Budget 2016/17	Adopted Budget 2017/18	Preliminary Budget 2018/19	Preliminary Budget 2019/20
ADMINISTRATION:						
Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Services Manager				1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00			
Sr. Accounting Technician		1.00	1.00	1.00	1.00	1.00
Accounting Technician				1.00	1.00	1.00
Service Clerk	2.50	2.50	2.50	2.75	2.75	2.75
	5.50	6.50	6.50	7.75	7.75	7.75
PREVENTION & PREPAREDNESS						
Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal		1.00	1.00	1.00	1.00	1.00
Fire Inspector	2.00	1.00	1.00	1.00	1.00	1.00
Fire Prevention Specialist		1.00	1.00	1.45	1.45	1.45
Emergency Preparedness Coordinator		0.45	.75	.75	.75	.75
	3.00	4.45	4.75	5.20	5.20	5.20
TRAINING						
Division Chief				1.00	1.00	1.00
Training Battalion Chief	1.00	1.00	1.00			
Training Captain	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	2.00	2.00	2.00	2.00	2.00
SUPPRESSION						
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00
Captain	17.00	22.00	21.00	21.00	21.00	21.00
Firefighter and Paramedics	33.00	45.00	45.00	45.00	45.00	45.00
Fire Mechanic		2.00	2.00	2.00	2.00	2.00
	53.00	72.00	71.00	71.00	71.00	71.00
TOTAL	64.50	84.95	84.25	85.95	85.95	85.95

BUDGET GRAPHS AND SUMMARIES

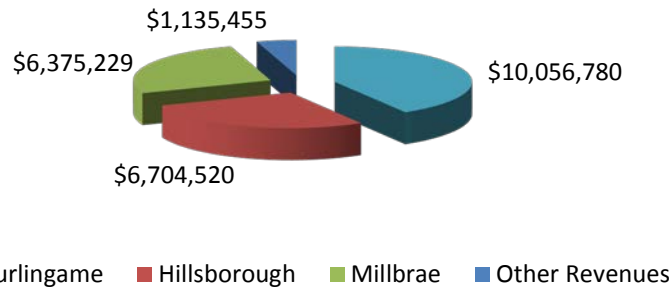
COMBINED REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES/NET POSITION

	<u>General Fund</u>	<u>Special Revenues- Joint Training Fund</u>	<u>Capital Projects Fund</u>	<u>TOTAL Governmental Funds</u>	<u>Risk Mgmt. Internal Service Fund</u>	<u>Vehicle Replacement Fund</u>
REVENUES:						
Permits & Licenses	\$150,000			\$150,000		
Intergovernmental:						
City of Burlingame	10,056,780			10,056,780		
Town of Hillsborough	6,704,520			6,704,520		
City of Millbrae	6,375,229			6,375,229		
Other Agencies	347,854	\$125,981		473,835		
Service Charges:						
Program Revenues	365,000	41,600		406,600		\$875,000
Workers Compensation Premiums	220,000			220,000	\$1,000,000	
Dental and Vision Charges				-	162,674	
All Others	52,600		\$100,000	152,600		
Total Revenues	24,271,984	167,581	100,000	24,539,565	1,162,674	875,000
EXPENDITURES:						
Operating	23,396,984	156,000		23,552,984	1,665,619	
Capital Outlay			100,000	100,000		272,758
Total Expenditures	23,396,984	156,000	100,000	23,652,984	1,665,619	272,758
Excess of Revenues over (under)						
Expenditures	875,000	11,581	-	886,581	(503,025)	602,242
OTHER FINANCING SOURCES (USES):						
Operating Transfers In				-		
Operating Transfers Out	(875,000)	(100,000)		(975,000)		
Total Other Financing Sources (Uses)	(875,000)	(100,000)	-	(975,000)	-	-
Excess of Revenues and Other Sources						
Over (Under) Expenditures and Other Uses	-	(88,419)	-	(88,419)	(503,025)	602,242
CONVERSION TO GAAP:						
Capitalize Equipment						272,758
Depreciation						(192,471)
Total Conversion to GAAP						80,287
Beg. Fund Balance/Net Position	-	378,822	226,114	604,936	1,392,274	2,654,567
End. Fund Balance/Net Position	\$ -	\$290,403	\$226,114	\$516,517	\$888,249	\$3,337,096

BUDGET GRAPHS AND SUMMARIES

WHERE THE MONEY COMES FROM – GENERAL FUND

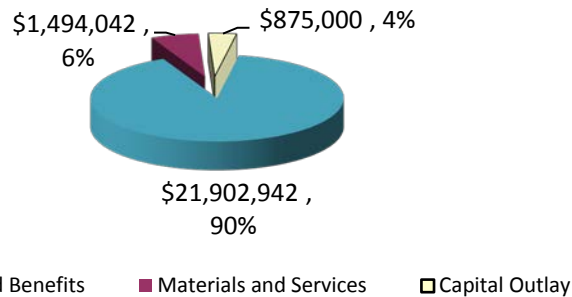
WHERE THE MONEY COMES FROM



	Actual 2014/15	Actual 2015/16	Adopted 2016/17	Adopted 2017/2018
Burlingame	\$9,735,724	\$9,947,519	\$10,160,782	\$10,056,780
Hillsborough	6,490,483	6,631,879	6,773,854	6,704,520
Millbrae	2,076,725	5,486,052	6,117,373	6,375,229
Other Revenues	1,418,363	1,753,639	1,420,554	1,135,455
Total	\$19,721,295	\$23,801,089	\$24,472,563	\$24,271,984
% of Change	16.9%	20.6%	2.8%	-0.8%

WHERE THE MONEY GOES BY CLASSIFICATION – GENERAL FUND

EXPENDITURES BY CLASSIFICATION



	Actual 2014/15	Actual 2015/16	Adopted 2016/17	Adopted 2017/18
Salaries and Benefits	\$17,495,521	\$20,567,509	\$22,161,297	\$21,902,942
Materials & Services	1,426,769	1,911,579	1,636,311	1,494,042
Capital Outlay	799,000	1,322,000	674,955	875,000
Total	\$19,721,290	\$23,801,089	\$24,472,563	\$24,271,984
% of Change	16.9%	20.6%	2.8%	-0.8%

Budget Details

General Fund

Special Revenue – Joint Training Fund

Internal Service Fund – Workers Compensation & Dental

BUDGET DETAILS

GENERAL FUND

The General Fund accounts for all resources not accounted for and reported in another fund. It includes program revenues and the contributions from the City of Burlingame, City of Millbrae and the Town of Hillsborough. In accordance with the contract for fire services with the City Of Millbrae, Millbrae is responsible for 30% of the operational budget. The remaining 70% is split between the City of Burlingame and the Town of Hillsborough based on a 60/40 cost allocation formula (60% Burlingame/40% Hillsborough).

Costs Excluded From Allocation

The following items remain excluded from the allocation and will remain the responsibility of the individual cities; they are therefore not included in the adopted budget:

- ❖ Other Post-Employment Benefits (OPEB) costs attributed to the fire personnel who retired prior to 6/21/2010 and OPEB costs for the new personnel hired from Millbrae on 12/29/2014
- ❖ Facilities (fire stations) including replacement and/or significant repairs
- ❖ Debt service costs for the pay-off of the retirement side funds
- ❖ Addition of full-time Accounting Technician and part-time Fire Prevention Specialist
- ❖ Workers Compensation Funding of \$1,000,000 based on actuarial valuation at a 70% confidence level
- ❖ CalPERS rates:
 - 36.125% (Safety Plan),
 - 17.873% (Miscellaneous Plan)
 - 13.023% (Safety PEPR Plan),
 - 7.121% (Miscellaneous PEPR Plan)
 less 4% being shared by employees for non-PEPR plans.
- ❖ Health insurance premium – 4% increase starting January 1, 2018
- ❖ Vehicle and Capital purchase
 - \$110,000 for Command Vehicle
 - \$54,400 for radios
 - \$108,350 for safety gear

Additional Notes

Central County Fire Department is self-insured for workers compensation and dental coverage. Appropriations and expenditures for these line items are shown in the Internal Service Fund.

Funding from Member Agencies

	Adopted FY17/18 Funding to CCFD	% Share of FY 17/18 Budget	% increase FY17/18 over FY16/17
Burlingame	\$10,056,780	43%	-3%
Hillsborough	\$6,704,520	29%	-3%
Millbrae	\$6,375,229	28%	2%
Total	\$23,136,530	100%	-2%

Key Assumptions

- ❖ Replacement funding for known upcoming vehicle and equipment expenditures over the next five years
- ❖ Active employees will contribute 7.5% towards medical
- ❖ Other Post-Employment Benefits (OPEB) funding at \$1,425,000
- ❖ COLA increases; Fire Administrators, 3% and Fire, 2.5%

The adopted FY17/18 funding for the CCFD operations reflects a significant decrease in workers' compensation funding resulting in a decrease of 2% from FY16/17 projected budget. Funding for the fire operations comes from the City of Burlingame, Town of Hillsborough, and City of Millbrae.

BUDGET DETAILS – GENERAL FUND

	<u>Account Description</u>	<u>Adopted 2015-2016</u>	<u>Actual 2015-2016</u>	<u>Adopted 2016-2017</u>	<u>Revised 2016-2017</u>	<u>Adopted 2017-2018</u>
1	REVENUES:					
2	PERMITS & LICENSES					
3	Construction Permits	75,000	112,553	105,000	95,000	115,000
4	Fire Code Permit	20,000	57,229	30,000	30,000	35,000
5	Penalty Fees	2,000	4,118	2,100		
6	Total Permits & Licenses	97,000	173,900	137,100	125,000	150,000
7	INTERGOVERNMENTAL REVENUES:					
8	Burlingame	10,449,012	9,947,519	10,160,782	10,346,561	10,056,780
9	Hillsborough	6,966,008	6,631,679	6,773,854	6,897,707	6,704,520
10	Millbrae	5,386,538	5,486,052	6,117,373	6,250,072	6,375,229
11	Sub-total from Partner Cities	22,801,558	22,065,250	23,052,009	23,494,341	23,136,530
12	ALS JPA	218,201	214,692	210,000	210,000	210,000
13	Joint Training Program	462,803	354,566	387,854	205,352	137,854
14	Merged Participating Agencies	200,000	55,406			
15	Sub-total from Other Agencies	881,004	624,664	597,854	442,703	347,854
16	Total Intergovernmental Revenues	23,682,562	22,689,914	23,649,863	23,937,044	24,234,494
17	CHARGES FOR SERVICES					
18	Fire Plan Review	60,000	61,600	80,000	80,000	85,000
19	Inspections/Re-Inspections	120,000	132,278	170,000	150,000	155,000
20	Station 34 Mechanic Shop	206,156	160,721	183,000	125,000	125,000
21	Total Charges for Services	431,756	354,863	433,000	355,000	365,000
22	OTHERS					
23	Workers Compensation Reimbursement	200,000	155,425	220,000	220,000	220,000
24	Investment Earnings	200	817	600	600	600
25	Strike Team Reimbursement		366,391		-	-
26	Donations & Other Contributions					
27	Miscellaneous	30,000	57,182	30,000	50,000	50,000
28	Imaging/Microfiche Services	2,000	2,597	2,000	2,000	2,000
29	Total Others	232,200	582,412	252,600	272,600	272,600
30	TOTAL REVENUES	24,374,762	23,801,089	24,472,563	24,271,984	25,022,094
31						
32	EXPENDITURES:					
33	SALARIES & BENEFITS					
34	Regular Salaries - Safety	9,536,356	9,411,949	9,820,598	10,254,898	10,376,410
35	Regular Salaries - Non Safety	460,624	455,592	564,758	540,058	708,243
36	Part-time Salaries	118,000	145,247	165,630	165,630	122,413
37	Overtime:	1,719,000	2,060,942	1,699,000	1,768,277	1,835,425
38	Disability Leave	470,000	263,029	470,000	100,000	100,000
39	Vacation Leave	664,000	822,467	664,000	754,000	754,000
40	Sick Leave	245,000	214,546	245,000	282,425	282,425
41	Family Sick Leave/Bereavement	155,000	93,702	155,000	155,000	155,000
42	Special Assignment	50,000	179,379	50,000	125,000	125,000
43	Shop Mechanic	10,000	1,129	5,000	5,000	5,000
44	Reimbursable	10,000	1,185	10,000	14,000	14,000
45	Shared Staffing	15,000				
46	Strike Team		124,247		136,127	
47	Miscellaneous	100,000	354,970	100,000	196,725	400,000
48	Holiday Pay	499,542	438,123	526,110	526,110	486,288
49	FLSA	249,785	218,681	263,051	263,051	243,143
50	Uniform Allowance	66,465	68,154	68,165	68,165	66,465
51	Medicare/FICA	142,810	194,752	185,323	185,323	166,750
52	Retirement	3,045,921	2,559,340	2,945,035	2,945,035	3,348,726
53	Health Insurance	1,403,093	1,503,109	1,585,950	1,585,950	1,578,786
54	Dental Insurance		121,690	114,552	114,552	137,600
55	Vision	27,782	28,070	38,184	38,184	26,281

BUDGET DETAILS – GENERAL FUND

	<u>Account Description</u>	<u>Adopted 2015-2016</u>	<u>Actual 2015-2016</u>	<u>Adopted 2016-2017</u>	<u>Revised 2016-2017</u>	<u>Adopted 2017-2018</u>
56	Life Insurance	17,490	12,515	21,989	21,989	21,939
57	Long-term Disability Insurance	4,044	4,681	4,834	4,834	5,204
58	Retirement Health Savings	5,400	59,900	45,122	51,308	69,269
59	Health Insurance - Retirees	1,450,869	1,165,179	1,427,996	1,397,000	1,425,000
60	Workers' Compensation	1,901,150	1,901,150	2,400,000	2,400,000	1,000,000
61	Leave payouts – vacation	40,000	68,708	85,000	85,000	85,000
62	Leave payouts – sick		93,198	80,000	80,000	80,000
63	Leave payouts at retirement	246,000	56,530	120,000	120,000	120,000
64	TOTAL SALARIES & BENEFITS	21,091,871	20,567,509	22,161,297	22,615,364	21,902,942
65						
66	MATERIALS & SERVICES:					
67	Office Expense	23,740	16,538	19,040	30,000	21,040
68	Expendable Supplies	21,700	28,587	2,150	30,000	22,500
69	Postage	2,000	2,873	22,000	2,150	3,200
70	EMS Supplies	15,000	14,255	15,000	15,000	15,000
71	Special Departmental Expense	30,000	27,741	30,000	30,000	30,000
72	Small Tools	67,500	76,894	72,500	94,500	72,500
73	Respiratory Equipment Expense			28,200	28,200	29,200
74	Public Education	5,000	5,456	8,000	8,000	10,000
75	Safety Equipment	65,000	81,368	65,000	80,000	85,000
76	Communications	57,000	45,919	40,000	40,000	62,250
77	Utilities	75,000	78,309	78,000	79,000	88,600
78	Building/Grounds/Facilities Maintenance	154,000	143,450	154,000	154,000	154,000
79	Gas, Diesel, Oil	111,000	49,560	85,000	65,000	75,000
82	Apparatus Maintenance	94,850	124,843	94,850	170,000	95,000
83	Mechanic Shop Service Agreement	25,000	143,868	100,000	150,000	120,000
84	Mechanic Shop (Inventory/Stock)					5,000
85	Hose and Nozzles	25,000	13,574	15,000	15,000	15,000
86	Radio Maintenance	16,250	15,911	16,250	16,250	16,250
87	Contractual Services	531,462	462,638	336,601	336,601	299,534
88	Auditing	12,000		13,000	13,000	13,000
89	Dues & Subscriptions	6,100	10,952	8,400	8,400	8,650
90	Travel, Conferences & Meetings	15,000	14,093	18,000	18,000	18,000
91	Training & Safety	59,000	67,847	62,000	62,000	67,500
92	Emergency Preparedness	50,000	38,243	30,000	15,000	12,000
93	Wellness & Safety	30,800	28,278	30,800	30,800	31,800
94	Canyon Weed Control - Other Charges	1,000	-	1,000	1,000	1,000
95	Liability, property and other insurances	247,488	187,136	179,520	39,065	41,018
96	Computer, Telephone & Other IT Costs	140,000	217,929	105,000	105,000	75,000
97	Miscellaneous	5,000	15,318	7,000	7,000	7,000
98	TOTAL MATERIALS & SERVICES	1,960,890	1,911,579	1,616,311	1,642,966	1,494,042
99	TOTAL OPERATIONS COST	23,052,761	22,479,089	23,797,608	24,258,330	23,396,984
100						
101	CAPITAL PROJECTS:					
102	Capital Outlay					
103	Vehicle Replacement Reserve	1,322,000	1,322,000	674,955	674,955	875,000
104	Total Capital Outlay Reserve	1,322,000	1,322,000	674,955	674,955	875,000
106	TOTAL INCLUDING CAPITAL	24,374,761	23,801,089	24,472,563	24,933,285	24,271,984
107						
108	OPERATIONS NET OF REVENUE	21,479,557	20,743,249	22,377,054	22,819,386	22,261,530
109						
110	OPERATIONS & CAPITAL NET OF REVENUE	22,801,557	22,065,249	23,052,009	23,494,341	23,136,530

BUDGET DETAILS

SPECIAL REVENUE - JOINT TRAINING PROGRAM FUND

This fund accounts for the operations of a joint Training and Emergency Medical Services (EMS) program that includes administrative support for six fire agencies. The program costs are allocated among the participating agencies based on the number of engine companies and number of personnel each agency provides to the program.

<u>Account Description</u>	<u>Actual 2014-2015</u>	<u>Actual 2015-2016</u>	<u>Adopted 2016-2017</u>	<u>Revised 2016-2017</u>	<u>Adopted 2017-2018</u>
REVENUES:					
JPA	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Classes	-		5,000	2,000	5,000
Academy	5,691	11,953	5,000	98,800	5,000
Education	81,316	40,894	20,000	10,743	20,000
Communication	7,920	2,714	5,000	7,542	5,000
Participating Agencies	122,529	191,987	125,981	231,723	125,981
Investment Earnings		-	-	-	-
Sub-total	224,056	254,148	167,581	357,408	167,581
Miscellaneous	405	(33,656)	-	-	-
TOTAL REVENUES	224,461	220,492	167,581	357,408	167,581
EXPENDITURES:					
Contractual Services	55,414	21,997	22,000	22,000	22,000
Administrative	6,796	6,309	15,000	15,000	15,000
Operations	16,950	21,989	23,000	23,000	30,000
Special Ops	8,128	8,013	15,000	15,000	10,000
EMS	24,974	9,740	35,000	35,000	45,000
IT	20,827	15,055	12,000	12,000	12,000
Academy	7,150	8,405	5,000	5,000	5,000
Classes	3,928	9,526	10,000	10,000	10,000
Special Department Expense	-	672	8,557	8,557	2,000
Communications	4,935	6,515	5,000	5,000	-
Travel, Conferences & Meetings	24	-	-	-	-
Miscellaneous	1,862	366	-	-	5,000
TOTAL EXPENDITURES	150,986	108,509	150,557	150,557	156,000
CAPITAL					
Transfer to Vehicle Replacement Fund			30,000	30,000	-
Transfer to Capital Fund			100,000	100,000	100,000
TOTAL CAPITAL OUTLAY/RESERVE	-	-	130,000	130,000	100,000
EXCESS	73,475	111,903	(112,976)	76,851	(88,419)
BEGINNING FUND BALANCE	116,593	190,068	301,971	301,971	378,822
ENDING FUND BALANCE	\$190,068	\$301,971	\$188,995	\$378,822	\$290,403

BUDGET DETAILS

INTERNAL SERVICE FUND – WORKERS COMPENSATION AND DENTAL INSURANCE

Central County Fire Department is self-insured for dental coverage for safety employees and workers compensation for claims up to \$250,000 per occurrence. This fund accounts for the accumulation of monies through departmental charges to pay for costs related to these two programs. Workers compensation excess coverage is through the California State Association of Counties Excess Insurance Authority (CSAC-EIA) Joint Powers Authority.

The targeted level of funding for Workers Compensation reserves is at a 70% confidence level of actuarial estimated outstanding losses. The FY 2017-2018 budget reflects a \$4.8 million reserve using the latest actuarial valuation completed in January 2017. The over funded status will be closer to 100% in the next fiscal year based on outstanding loss projections.

<u>Account Description</u>	<u>Actual 2012-2013</u>	<u>Actual 2013-2014</u>	<u>Actual 2014-2015</u>	<u>Actual 2015-2016</u>	<u>Adopted 2016-2017</u>	<u>Revised 2016-2017</u>	<u>Adopted 2017-2018</u>
REVENUES:							
Workers Compensation Premiums	\$602,860	\$1,335,930	\$1,401,150	\$1,901,150	\$2,400,000	\$2,400,000	\$1,000,000
Dental and Vision Premiums	120,400	118,970	120,870	121,690	162,674	162,674	162,674
TOTAL REVENUES	\$723,260	\$1,454,900	\$1,522,020	\$2,022,840	\$2,562,674	\$2,562,674	\$1,162,674
EXPENDITURES:							
Contractual Services – Athens	31,577	37,552	38,893	39,599	40,000	40,000	40,000
Excess Workers Comp Insurance	85,044	85,832	86,697	141,608	155,769	173,199	175,000
Workers Compensation Claims:							
Payments for Third Party Services	305,892	333,338	426,432	436,470	458,293	458,293	450,000
Industrial Disability Payments	214,383	147,084	219,834	155,425	220,000	-	220,000
Reserves	1,080,352	781,165	423,571	1,251,137	2,001,137	(1,968,300)	643,099
Dental and Vision Claims	77,248	100,570	113,354	129,529	136,005	137,600	137,600
TOTAL EXPENDITURES	1,794,496	1,485,541	1,308,781	2,153,767	3,011,204	(939,208)	1,665,699
EXCESS/(SHORTFALL)	(1,071,236)	(30,641)	213,239	(130,927)	(448,530)	3,501,882	(503,025)
BEGINNING FUND BALANCE	282,280	(788,956)	(819,597)	(606,358)	(2,109,608)	(2,109,608)	1,392,274
PRIOR PERIOD ADJUSTMENT				(1,372,323)			
ENDING FUND BALANCE	\$(788,956)	\$(819,597)	\$(606,358)	\$(2,109,608)	\$(2,558,138)	\$1,392,274	\$889,249
ENDING CASH BALANCE	689,181	1,426,960	2,063,770	3,183,980	4,736,587	4,717,562	4,857,636
ACTUARIAL-ESTIMATED OUTSTANDING LOSSES	1,757,101	2,246,559	4,042,453	5,293,590	6,399,504	3,325,290	3,968,389
Funded Status (%)	39%	64%	51%	60%	74%	142%	122%

BUDGET DETAILS

INTERNAL SERVICE FUND – VEHICLE REPLACEMENT

The Internal Service Fund – Vehicle Replacement accounts for the purchase of vehicles, apparatus, and other fire equipment. The General Fund generally provides funding to this fund.

<u>Account Description</u>	<u>Actual 2014-2015</u>	<u>Actual 2015-2016</u>	<u>Adopted 2016-2017</u>	<u>Revised 2016-2017</u>	<u>Adopted 2017-2018</u>
REVENUES:					
Donations & Other Contributions ¹	\$799,000	\$1,322,000	\$704,955	\$704,955	\$875,000
TOTAL REVENUES	799,000	1,322,000	704,955	704,955	875,000
EXPENDITURES:					
Capital Equipment	158,644	1,777,514	674,955	674,955	272,758
TOTAL EXPENDITURES	158,644	1,777,514	674,955	674,955	272,758
Excess (Deficit) – Budgetary Basis	640,356	(455,514)	30,000	30,000	602,242
CONVERSION TO GAAP					
Capitalization of Equipment	158,644	1,777,514	674,955	674,955	272,758
Depreciation	(46,039)	(32,471)	(112,471)	(112,471)	(192,471)
BEGINNING NET POSITION	-	772,554	2,062,083	2,062,083	2,654,567
ENDING NET POSITION	772,554	2,062,083	2,654,567	2,654,567	3,337,096
ENDING CASH POSITION	\$640,356	\$184,842	\$214,842	\$214,842	\$817,084

¹ Contributions in FY 17/18 are from General Fund for purchase of one command vehicle (\$110,000), equipment replacement, and to build reserves.

BUDGET DETAILS

CAPITAL PROJECTS FUND

The Capital Projects Fund is used to account for the acquisition and construction of capital assets other than those that remain with the member agencies.

<u>Account Description</u>	<u>Actual 2015-2016</u>	<u>Adopted 2016-2017</u>	<u>Revised 2016-2017</u>	<u>Adopted 2017-2018</u>
REVENUES:				
Transfers In	-	\$100,000	\$100,000	\$100,000
Federal and State Grants				
Contribution from others (Millbrae)				
Investment Earnings				
TOTAL REVENUES	-	100,000	100,000	100,000
EXPENDITURES:				
Capital Outlay				
Communications & Others	-			
Capital Equipment	10,514	280,000	280,000	100,000
Temporary Fire Station				
TOTAL EXPENDITURES	10,514	280,000	280,000	100,000
EXCESS	(10,514)	(180,000)	(180,000)	-
BEGINNING FUND BALANCE	416,628	406,114	406,114	226,114
ENDING FUND BALANCE	\$406,114	\$226,114	\$226,114	\$226,114

Program Descriptions **and Organizational Performance**

Administration

Prevention and Emergency Preparedness

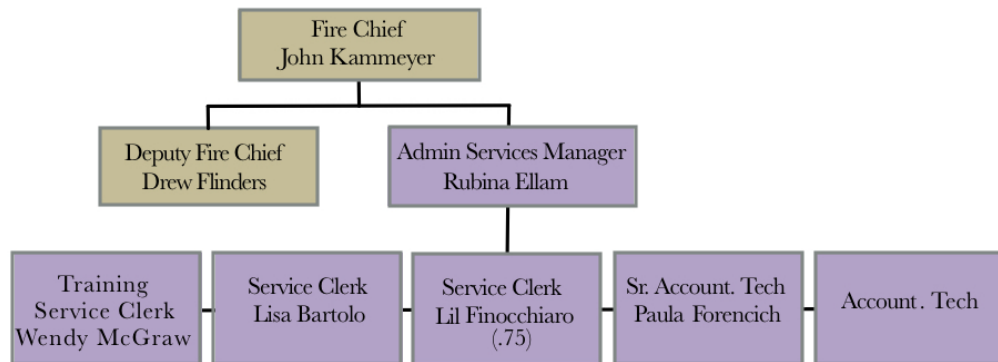
Suppression

Training and EMS

ADMINISTRATION

MISSION

The primary mission of the Administrative Division is to create an environment that fosters a collaborative, proactive approach to planning for fire operations that serve the needs of the City of Burlingame, Town of Hillsborough and City of Millbrae.



PROGRAM FUNCTIONS

- Develop a long-range plan for the department based upon evolving administrative and financial conditions.
- Keep Fire Board, City Managers and Councils of the partner cities and participating agencies informed of service level best practices that CCFD is considering.
- Actively pursue shared resource opportunities between cities and allied agencies to maximize the effectiveness and efficiency of CCFDs service delivery.
- Analyze and plan for the department's capital and personnel needs based upon budget cycle.
- Keep current on legislation that affects fire-related services.
- Seek out and consider cost-effective innovations in equipment purchasing and methodologies.

KEY PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2017/18

- Develop a two to five-year Succession Plan
- Hire Account Technician to assist with accounting and budget functions
- Create a social media strategic plan and committee
- Develop and implement financial policies
- Provide a needs assessment and impact for electronic and credit card payment for customer services

ADMINISTRATION

SIGNIFICANT BUDGET CHANGES

Fiscal year 2016/17 was a pivotal year for Central County Fire Department (CCFD) as we brought Worker's Compensation costs under control, hired and promoted key positions, adjusted to an unexpected loss in the Mechanics Division, responded to the inspection demands of a growing community, and continued to update our aging fleet. Above all, we held the standard of excellence in fire service that our community expects and deserves. In FY 2017/18, we will continue to set and meet these high expectations, as the direction given by our Board of Directors is clear; innovate and encourage the best service possible with fiscal responsibility. As we move into the phase of hiring firefighter/paramedics and promoting officers in response to extensive retirements over the next few years, we will carry forth the tradition of service, pride, and honor into the next generation. Summaries of what to expect in FY 2017/18 are outlined below by area of focus in CCFD.

Our goal of reducing the impact of Worker's Compensation through careful management has led to lower costs. We were informed by our carrier that we are now in line with and in some cases better than the industry average. We subsequently requested an updated actuarial for Worker's Compensation liability reserves, which revealed impressive news that our funding levels have dropped and that CCFD could possibly be fully funded by the end of FY 2016/17. That is a full three years ahead of schedule. I attribute this success to the diligence of CCFD personnel and the vigilance on this issue created by our Administration.

CCFD will continue to pay down Other Post-Employment Benefits (OPEB), as defined by our 2014 actuarial and we are forecasting for the coming PERS decreases in the discount rate. Therefore, we expect steep PERS rate increases for three years beginning in FY 2018/19.

CCFD made key promotions in FY 2016/17, including Training Division Chief and two Captains. These promotions will play a key role in our succession planning as the department sees a 40% turnover in the next five years. We have also highlighted the priority of training new personnel such that we establish a solid foundation of skills and ingrain our standards of excellence. This focus requires significant time and effort by CCFD senior personnel and officers, but will result in a new generation of CCFD that continues to uphold the level of service expected by our community.

In FY 2016/17 CCFD began the process of replacing our fleet of fire engines. New engines that were purchased in FY 2015/16 and FY 2016/7 are now built. FY 2017/18 will see these engines placed into service. The trickle-down effect means our reserve fleet will be replaced with more reliable apparatus. In FY 2017/18 we will purchase a Command Vehicle that will be utilized by CCFD Battalion Chiefs. We can expect to see the budget impact of replacing the fleet over the next four years as we continue this process.

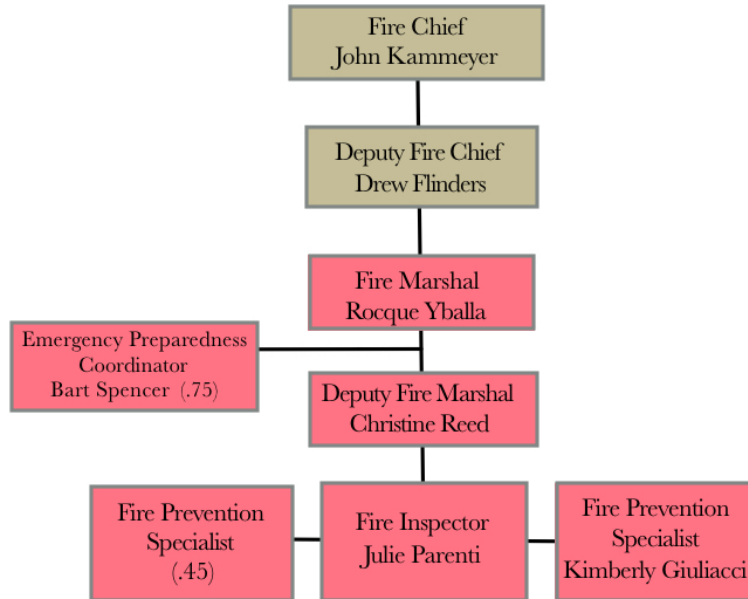
PRIOR PERIOD'S MAJOR ACCOMPLISHMENTS

- Completed recruitment of three new firefighters
- Promoted two Company Officers
- Promoted one Division Chief
- Developed new fee schedule
- Implemented new payroll software
- Completed negotiations with Fire and Fire Administrators units

PREVENTION AND EMERGENCY PREPAREDNESS

MISSION

The mission of the Prevention and Emergency Preparedness Division is to manage and provide resources to assist in delivery of the Department's mandated fire code enforcement and to work towards emergency preparedness of the community.



PROGRAM FUNCTIONS

- Maintain an ongoing fire prevention program, fire investigation, and hazardous materials program.
- Review plans and inspect new construction projects for compliance with applicable codes and ordinances.
- Provide annual training and coordination for staff and community on emergency preparedness and response and recovery, working closely with the Emergency Preparedness Coordinator.
- Maintain the Emergency Operations Center (EOC) in a state of readiness.

KEY PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2017/18

- Hire an additional fire prevention specialist position (part-time) to assist with engine company inspection program and other related fire prevention duties related to the job specification.
- Research and recommend for implementation an electronic inspection programs for annual, company, business license, inspections.
- Implement the use of Millbrae's new software for construction, code enforcement, and business license tracking.
- Implement a Fall Prevention Public Education Program throughout all three cities.
- Conduct a threat assessment to identify Cyber Terrorism targets within the City of Burlingame and the Town of Hillsborough for updating the Local Hazard Mitigation Plan.
- Increase Deputy Fire Marshal exposure to Emergency Management Program and responsibilities.

PREVENTION AND EMERGENCY PREPAREDNESS

SIGNIFICANT BUDGET CHANGES

As CCFD continues to evolve through attrition and manage the increase of probationary firefighters; CCFD is seeking to employ a part-time fire prevention specialist to take over specific fire company assigned inspections. Additionally, the part-time position can further assist with the public education services impacted by the increase in construction inspections across the region.

With the CCFD's switch to independent networking and IT solutions, the department will now transition to new software for the tracking of inspections utilizing the software which records the department's incident records management system. This system was purchased with last year's budget. Additionally, the records management system for new construction inspections and business license inspections in the City of Millbrae was purchased last year by the City of Millbrae but the department will start utilizing the software sometime around August of 2017.

The Fall Prevention Program is a new program we are offering this year. The intent is to augment our existing public education program with introduction of our Fall Prevention Program. The program hopes to reduce the number of EMS calls associated with preventable fall occurrences within a vulnerable population. The program will include courtesy inspection, flyers, public service announcements, and coordination with other stakeholders in the area. Another impact to our public education program is the re-introduction of the Junior Fire Marshal Program with the City of Millbrae. This program in particular is specified in our service contract with the City of Millbrae.

PRIOR PERIOD'S MAJOR ACCOMPLISHMENTS

- Assisted in the creation of policies & procedures for construction permitting & inspections in Millbrae including modifying some changes by ordinances to ensure consistent reviews.
- Reprioritized & established inspections based on target hazards, created revenue stream for cost recovery specific to fire prevention specialist position.
- Adopted the 2015 International Code Council series as adopted by the state of California in 2016 effective January 1st, 2017.
- Expanded Fire Public Education/Community Risk Reduction for non-English speaking population by incorporating written Chinese public educational materials.
- Relocated Prevention & Preparedness Division to main Fire Administration building.
- Updating Emergency Operations Plans for the City of Burlingame and the Town of Hillsborough, first draft for adoption is scheduled May 1st, 2017.

PREVENTION AND EMERGENCY PREPAREDNESS

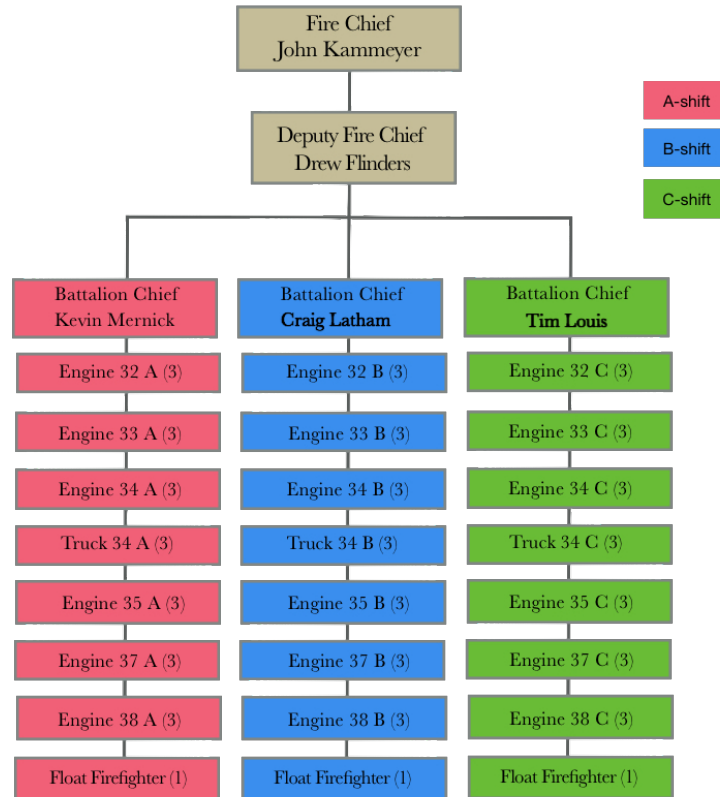
PERFORMANCE/WORKLOAD MEASURES

	<u>2015</u>	<u>2016</u>	<u>2017</u> <u>to 2/28/17</u>
% of plan checks completed within 10 working days	100%	100%	100%
Average days to complete	8	8	8
# of plan checks:	197	210	23
% of plan review completed within target	100%	100%	100%
Average days to complete	10	10	10
# of plan reviews	332	407	39
% of citizen inquiries responded to within 1 working day	100%	100%	100%
Fire education activities and events (number of children)	1,500	1,500	1,500
Public Education activities	21	19	8
Station Tours	23	20	0
Fire origin and cause investigations	11	19	1
Fire Code Permits (special events, underground storage tank removal/modifications)	57	63	5
Engine Company inspections *reflects implementation of self-inspection program	1,459	1,264	586
Construction inspections	404	425	44
Fire and life safety inspections	41	54	5
Junior Fire Marshal Picnic (number of children)	234	228	N/A
Car seat inspections	107	97	22
General public trained for disaster response (CERT)	47	45	-
General public trained for disaster response (GET READY)	56	62	-
City employees trained in city-wide disaster drills or other classes	63	163	-
CPR training (Number of adults)	193	112	11

SUPPRESSION

MISSION

The mission of the suppression division is to effectively respond to and mitigate emergency and non-emergency incidents.



PROGRAM FUNCTIONS

- Respond safely to all emergencies and take appropriate actions to reduce loss of life, property and environmental.
- Effectuate safe operations for personnel and citizens on all incidents.
- Participate in ongoing fire and life safety, public education, community training.
- Provide fire prevention inspections and pre-fire planning to all commercial, business, multi-residential and high rise locations.
- Maintain a professional level of operational readiness as Firefighters, Paramedics, Emergency Medical Technicians, Hazardous Materials First-Responders, Hazardous Materials Technicians and Rescuers.

KEY PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2017/18

- Create and implement Standard Operating Procedures
- Establish a promotional process and eligibility list for Company Officer
- Establish a promotional process and eligibility list for Battalion Chief
- Provide guidance, training and testing for probationary employees

SUPPRESSION

PRIOR PERIOD'S MAJOR ACCOMPLISHMENTS

- Determined and implemented industry best practices.
- Developed succession plan for short and long-term anticipated vacancies.
- Developed and implemented a robust training program for training for new Firefighters and Captains.
- Provided for leadership training to all new and existing supervisors.
- Ensured familiarity with all jurisdictions with all personnel

PERFORMANCE/WORKLOAD MEASURES

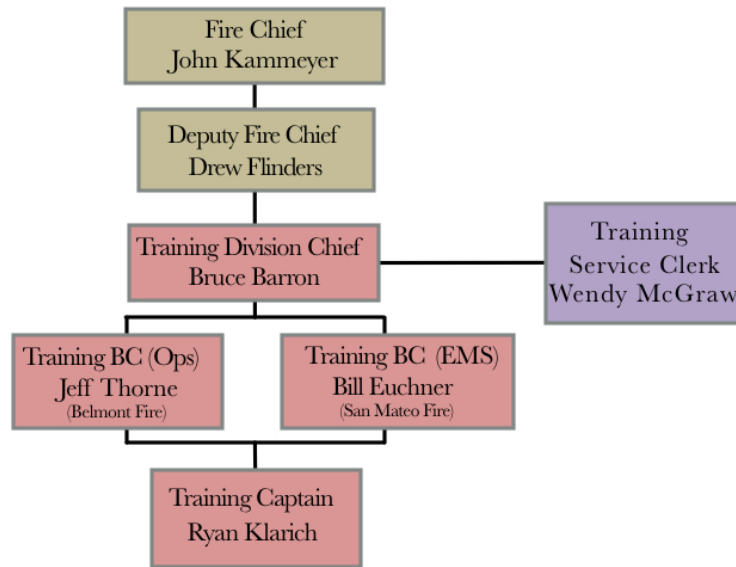
	<u>2015</u>	<u>2016</u>	<u>2017 to 2/28/17</u>
Percent of time a first in fire engine arrives on a structure fire scene within six minutes of dispatch	100%	100%	100%
Priority 1 (emergency response calls)	<6:59	<6:59	<6:59
Priority 3 (non-emergency response calls)	<6:59	<6:59	<6:59
All calls for service	<6:59	<6:59	<6:59
Total calls for service	5,947	6,046	1,269
Medical responses	3,389	3,791	751
Fire suppression responses	167	114	10
Hazardous conditions responses	524	175	51
Other responses	1,867	1,966	457
SPECIAL EVENTS:			
Fund raising events conducted by off-duty firefighters	3	3	3

SUPPRESSION

TRAINING AND EMERGENCY MEDICAL SERVICES (EMS)

MISSION

The primary mission of the Training and EMS Division is to provide annual training for all fire personnel in all areas of fire suppression and EMS.



PROGRAM FUNCTIONS

- Provide annual mandated and continuing education to all personnel through a shared Training and EMS program.
- Ensure all training and certifications received by personnel are documented.
- Ensure standardized operations within the central area of San Mateo County fire agencies through on-going training and evaluation.
- Ensure that all personnel receive all mandated local, State and/or Federal emergency medical services training.
- Provide representation to the participating agencies' EMS interests within the San Mateo County EMS system.
- Provide career development guidance and support.

TRAINING AND EMERGENCY MEDICAL SERVICES (EMS)

KEY PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2017/18

- Establish a strategic training plan
- Provide “Back to Basics” fire ground training
- Maintain and improve existing Training Sites
- Develop Feasibility study and needs assessment for purchase of live fire burn container and, or Vent Fire Prop
- Provide for Emergency Vehicle Operations training
- Host Strike Team Leader and Company/Chief Officer State Certification classes
- Maintain all mandated emergency medical certifications for paramedics and EMTs
- Assist with Spring BFD/FCFD/SMFD in-house fire Academy
- Seek grant opportunities for training and equipment replacement
- Coordinate Fall 2017 San Mateo County Recruit Academy

SIGNIFICANT BUDGET CHANGE

The Division’s budget has experienced modest increases in FY 2017/18. Additionally, cost sharing formulas for participating agencies that host a division position have increased as projected by 5% each year. The projected increases are to reach a goal of funding Training Division hosted positions at full salary recovery in FY 2017/18. In FY 2017/18 the Joint Training agreement will be reviewed and updated to reflect changes within the training division.

PRIOR PERIOD’S MAJOR ACCOMPLISHMENTS

- Successfully relocated Training Division offices and classroom to Station 37
- Coordinated the San Mateo County Fire Recruit Academy for 29 recruits, including three CCFD recruits
- Administered Probationary Testing for 4 CCFD Personnel.
- Conducted Promotional Examination for Training Battalion Chief and Division Chief
- Assisted in development and implementation of Probationary Training Programs
- Advanced Pediatric Training in conjunction with Lucile Packard
- Live Fire Night Drill for all personnel
- Continued Long-Term Succession Plan for Training Division
- Provided Annual State and County Required Training
- Participated in Joint San Mateo County Wildland exercise in three county zones

PERFORMANCE/WORKLOAD MEASURES

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>To 2/28/17</u>
Complete required annual continuing education training for all paramedics and Emergency Medical Technicians (EMTs)	1,845	1,127	188
Training hours completed	2989	2549	814
Driver training hours	1,322	1,232	394
EMS training hours	1,845	1,127	188

Miscellaneous Programs

Shared Services

MERGED SERVICES WITH OTHER JURISDICTIONS

Central County Fire Department (CCFD) is party to various agreements that enable an increased level of service and cost efficiencies.

California Urban Search and Rescue Task Force #3

This program is managed by the Menlo Park Fire Protection District. It is part of the Federal Emergency Management Agency's (FEMA) national response plan. CCFD personnel participate in training provided by this program that has allowed for increased knowledge base and expertise. This program also supports the knowledge and skill level need for CCFD's Special Operations program. CCFD has participated in this program since the early 1990's. CCFD is reimbursed for personnel responses when the team is activated as well as costs associated with certain training exercises.

San Mateo County Pre-Hospital Emergency Medical Services Advanced Life Support (ALS) Joint Powers Agreement (JPA)

Beginning in 1999 CCFD has participated in the county-wide ALS program that provides paramedic first response and emergency transportation services. Partners in the joint powers agreement include San Mateo County EMS, the private ambulance provider, American Medical Response (AMR) and all 13 San Mateo County fire agencies. Each agency receives reimbursement for their services through the County (approximately \$20,000 per engine after dispatch costs).

San Mateo County Public Safety Communication (PSC)

Located in Redwood City, PSC serves as joint dispatch center for all fire agencies, ambulances and several law agencies in the county. It provides dispatch the closest resources to incidents as directed by the San Mateo County ALS-JPA Automatic Aid Agreement. The result is seamless response, more coordinated efforts to major incidents, and cross-jurisdictional support without the time delays on mutual aid requests. PSC costs for dispatch services are deducted from the ALS program revenues before distribution.

San Mateo County Recruit Academy

All fire agencies in San Mateo County participate in a standardized Fire Academy Program for new recruits. CCFD's Joint Training Division oversees and facilitates with participating agencies to support the academy.

Mechanic Shop Services

In addition to providing service to CCFD's fleet, the mechanic shop continues to provide apparatus maintenance to Belmont, San Bruno and San Mateo Fire Departments.

Special Operations

This is a partnership with San Mateo Fire Department to provide local USAR capabilities independent of Task Force 3 discussed above. Grant funding opportunities have allowed for CCFD to provide for apparatus, equipment and training. To participate in this program personnel are required to become trained in the specialties of trench, confined space, and high and low-angle rescue. The State of California recognizes the training and resources that CCFD has acquired and has declared CCFD's program a Type I Heavy Rescue approved for state-wide deployment. This is a unique distinction and the only one of its kind in San Mateo County.

MERGED SERVICES WITH OTHER JURISDICTIONS

Tactical Emergency Medical Services Team

CCFD has taken the lead role in this joint San Mateo County Tactical Medic program that is staffed by personnel from San Mateo County Fire agencies and American Medical Response. The Tactical Paramedics support San Mateo County law enforcement Special Weapons And Tactics (SWAT) teams. Tactical Medic's first priority is the safety of all officer's as well as citizens who may have fallen in harm's way due to someone's actions. CCFD has 5 participating members that make up the team and commit 144 hours each of training per year. .

Statistical Information

Comparison to Other Cities

Total Responses

Call Frequency Analysis by Station

Call Frequency Analysis by Hour

Call Frequency Analysis by Day of Week

Emergency Response by Incident Type

Automatic Aid Given and Received

Personnel Training Hours

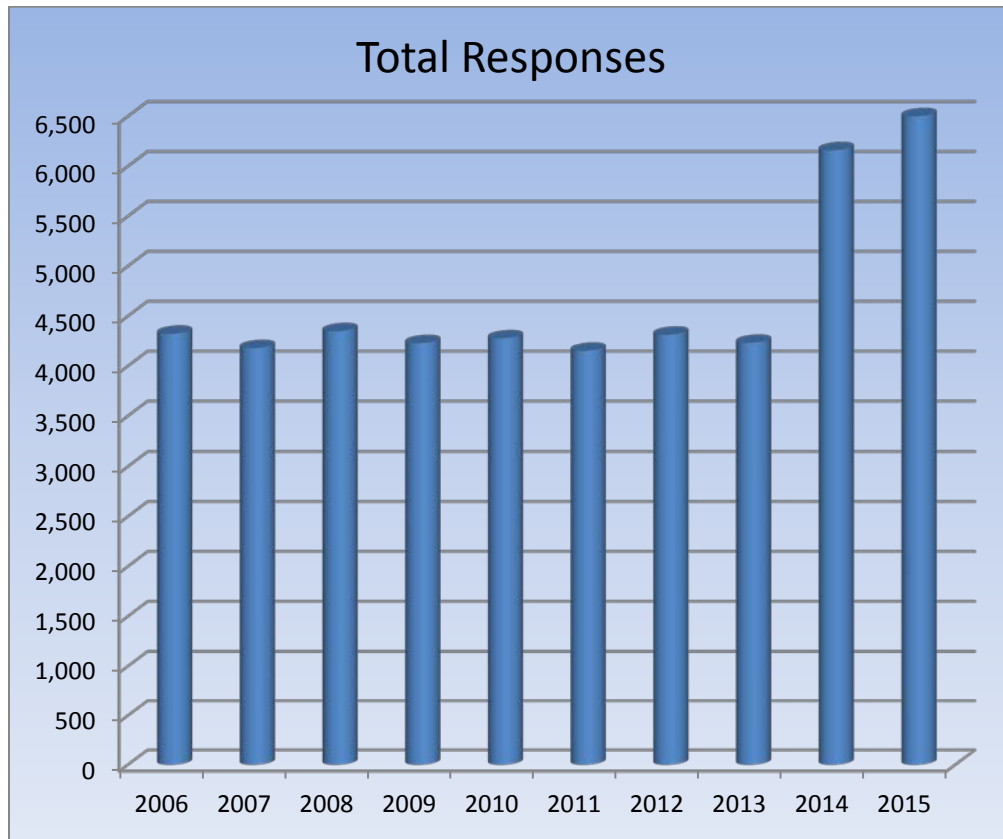
Injury Report by Type

STATISTICAL INFORMATION

RESOURCES COMPARISON TO PENINSULA CITIES & SIMILAR JURISDICTIONS

JURISDICTION	AREA (SQ MILES)	NO OF FIRE STATIONS	AREA (SQ MILES) COVERED PER FIRE STATION	NO OF APPARATUS	AREA (SQ MILES) COVERED PER APPARATUS	POPULATION IN THOUSANDS	POPULATION PER FIRE STATION (IN THOUSANDS)	NO OF BATTALION CHIEF ON DUTY PER SHIFT
Redwood City	19.5	5	3.9	6	3.3	79	15.8	1.0
Menlo Park	30.0	7	4.3	8	3.8	93	13.3	1.0
Belmont	4.6	2	2.3	2	1.6	26	13.0	0
San Carlos	5.5	2	2.8	2	1.4	28	14.0	0
Foster City	3.76	1	3.7	3	1.2	31	31	0
San Mateo	12.2	6	2.0	7	1.7	92	15.3	1.0
San Bruno	5.5	2	2.8	3	1.8	40	20.0	0.5
South San Francisco	9.0	5	1.8	5	1.8	62	12.4	1.0
Daly City	8.0	5	1.6	6	1.3	103	20.6	1.0
Woodside	22.2	3	7.4	3	7.4	25	8.3	1.0
Livermore/Pleasanton	46.0	10	4.6	10	4.6	149	14.9	1.0
Moraga/Orinda	47.0	5	9.4	5	9.4	42	8.4	1.0
AVERAGE	17.8	4.4	3.9	5.0	3.3	64.2	15.6	0.7
Central County Fire	15.4	6	2.6	7	2.2	61	10	1

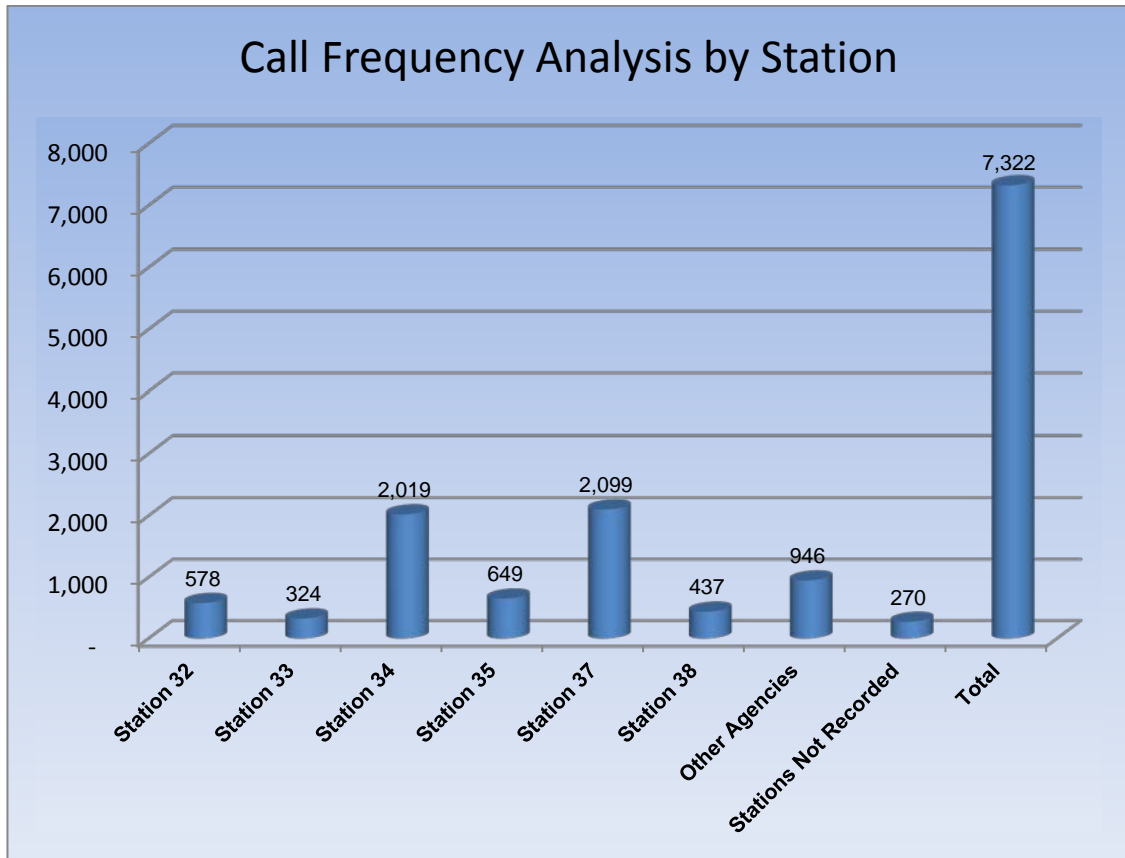
STATISTICAL INFORMATION



<u>Fiscal Year</u>	<u>Total Calls</u>
2006	4,323
2007	4,179
2008	4,348
2009	4,229
2010	4,277
2011	4,152
2012	4,313
2013	4,232
2014	6,160
2015	7,322

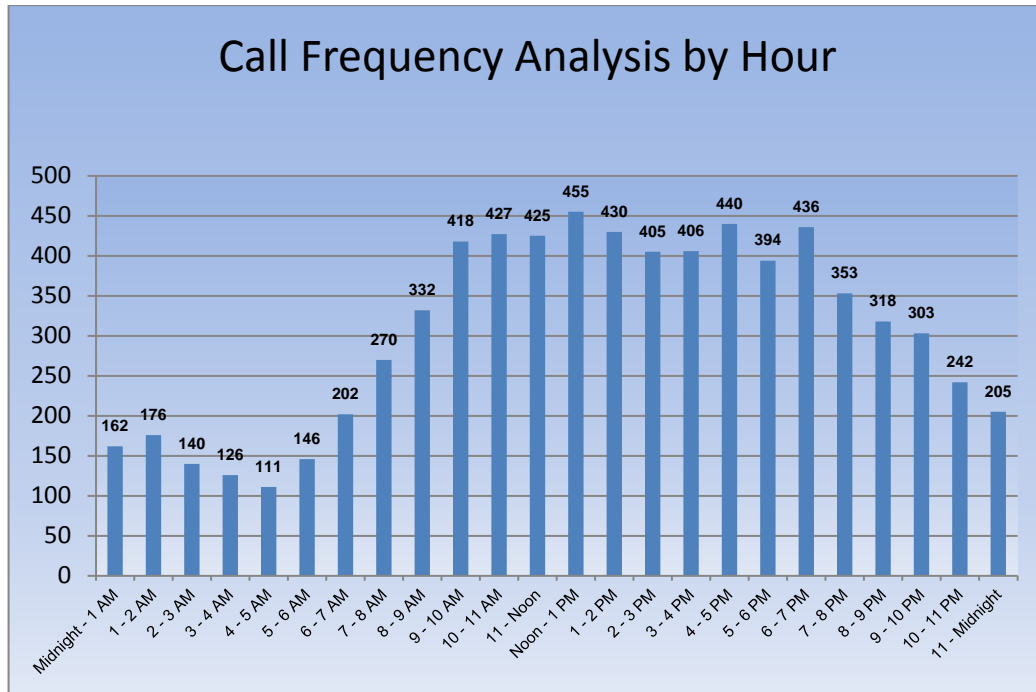
Source: Department Records Management Systems, Fiscal Year 2015-2016

STATISTICAL INFORMATION



Station Location	Total Calls	% to Totals
Station 32	578	7.89%
Station 33	324	4.43%
Station 34	2,019	27.57%
Station 35	649	8.86%
Station 37	2,099	28.67%
Station 38	437	5.97%
Other Agencies	946	12.92%
Stations Not Recorded	270	3.69%
Total	7,322	100.00%

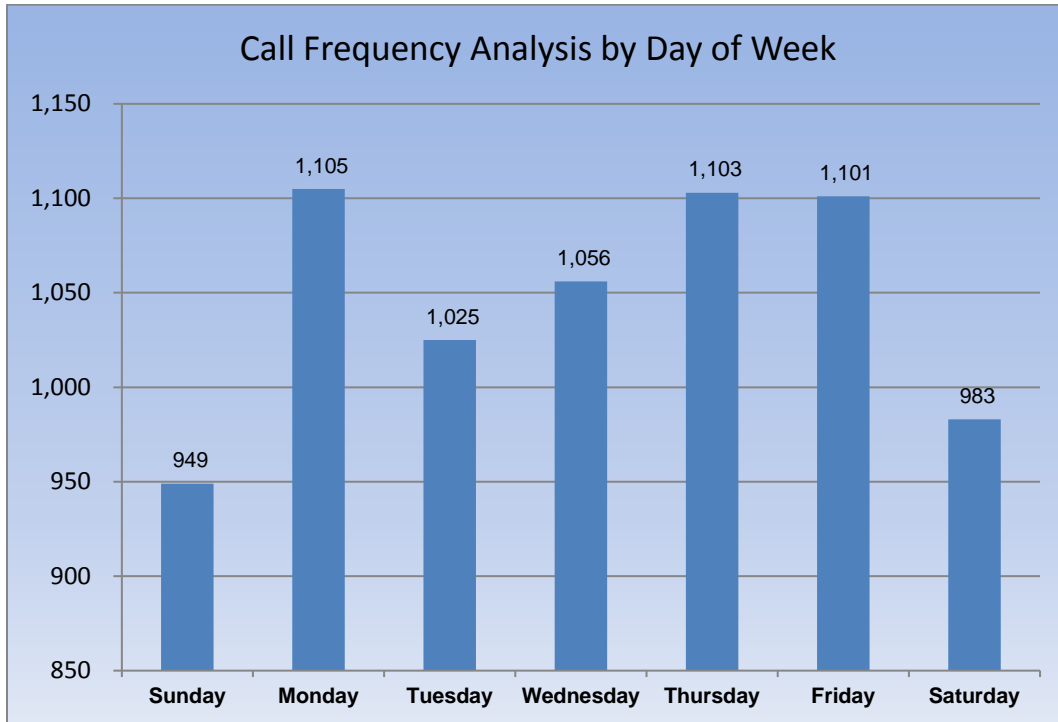
STATISTICAL INFORMATION



Hour	Total Calls	% to Totals
Midnight - 1 AM	162	2.21%
1 - 2 AM	176	2.40%
2 - 3 AM	140	1.91%
3 - 4 AM	126	1.72%
4 - 5 AM	111	1.52%
5 - 6 AM	146	1.99%
6 - 7 AM	202	2.76%
7 - 8 AM	270	3.69%
8 - 9 AM	332	4.53%
9 - 10 AM	418	5.71%
10 - 11 AM	427	5.83%
11 - Noon	425	5.80%
Noon - 1 PM	455	6.21%
1 - 2 PM	430	5.87%
2 - 3 PM	405	5.53%
3 - 4 PM	406	5.54%
4 - 5 PM	440	6.01%
5 - 6 PM	394	5.38%
6 - 7 PM	436	5.95%
7 - 8 PM	353	4.82%
8 - 9 PM	318	4.34%
9 - 10 PM	303	4.14%
10 - 11 PM	242	3.31%
11 - Midnight	205	2.80%
Total	7,322	100.00%

Source: Department Records Management Systems, Fiscal Year 2015-2016

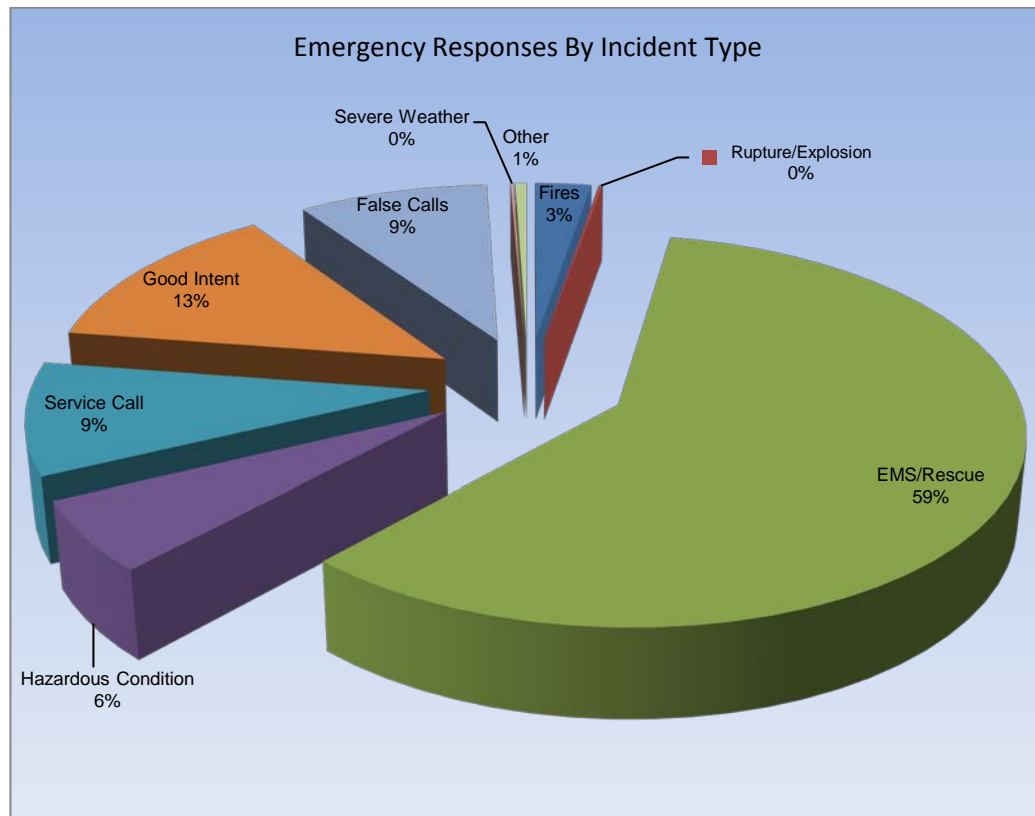
STATISTICAL INFORMATION



<u>Day of Week</u>	<u>Total Calls</u>	<u>% to Totals</u>
Sunday	949	12.96%
Monday	1,105	15.09%
Tuesday	1,025	14.00%
Wednesday	1,056	14.42%
Thursday	1,103	15.06%
Friday	1,101	15.04%
Saturday	983	13.43%
Total	7,322	100.00%

Source: Department Records Management Systems, Fiscal Year 2015-2016

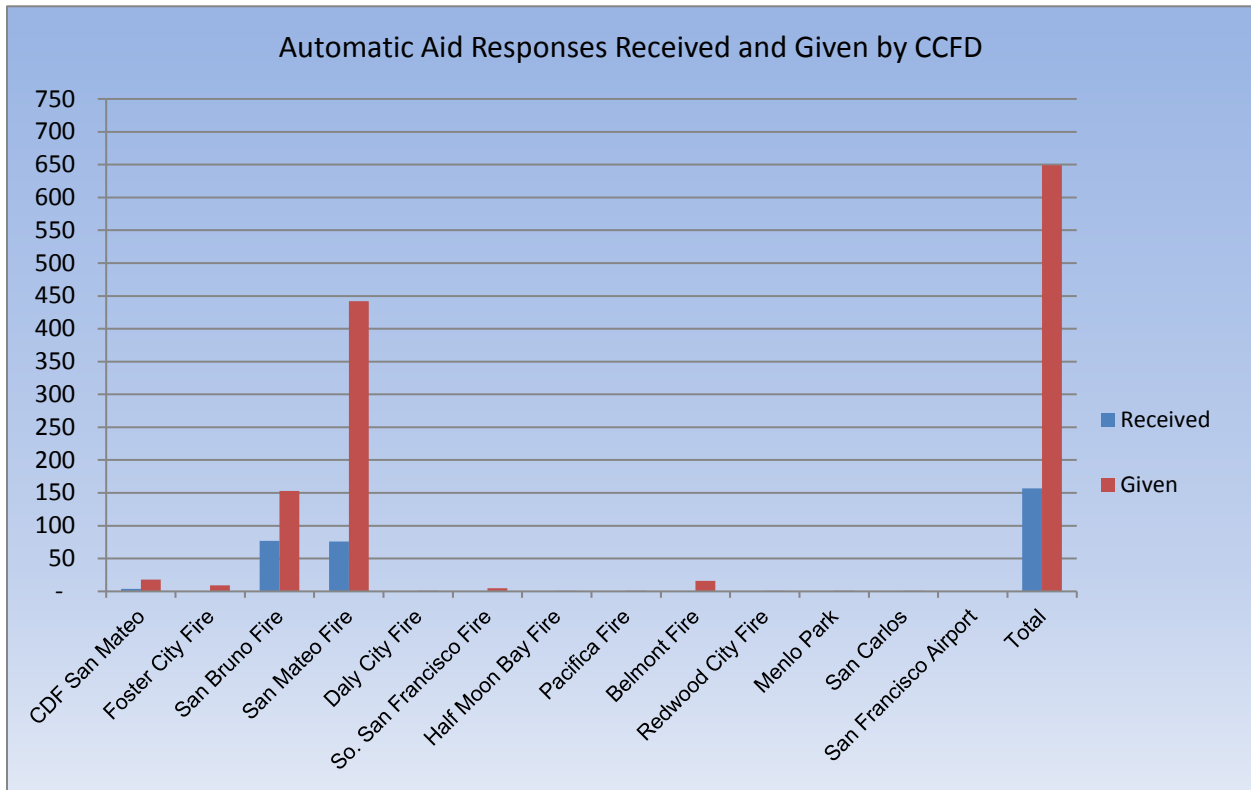
STATISTICAL INFORMATION



<u>Incident Type</u>	<u>Total Responses</u>
Fires	193
Rupture/Explosion	14
EMS/Rescue	4329
Hazardous Condition	436
Service Call	695
Good Intent	953
False Calls	653
Severe Weather	10
Other	39
Total	7,322

Source: Department Records Management Systems, Fiscal Year 2015-2016

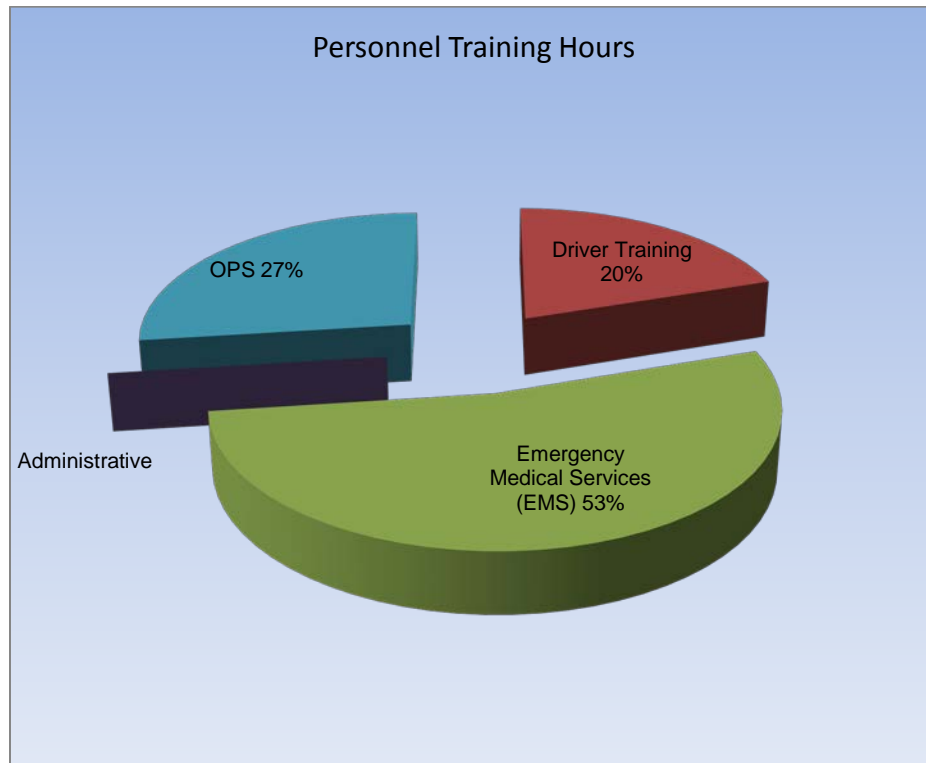
STATISTICAL INFORMATION



<u>Agency</u>	<u>Automatic Aid</u>	<u>Automatic Aid</u>	<u>Total</u>
	<u>Received</u>	<u>Given</u>	
CDF San Mateo	4	18	22
Foster City Fire	-	9	9
San Bruno Fire	77	153	230
San Mateo Fire	76	442	518
Daly City Fire	-	1	1
So. San Francisco Fire	-	5	5
Half Moon Bay Fire	-	1	1
Pacifica Fire	-	1	1
Belmont Fire	-	16	16
Redwood City Fire	-	1	1
Menlo Park	-	1	1
San Carlos	-	1	1
San Francisco Airport	-	-	-
Total	157	649	806

Source: Department Records Management Systems, Fiscal Year 2015-2016

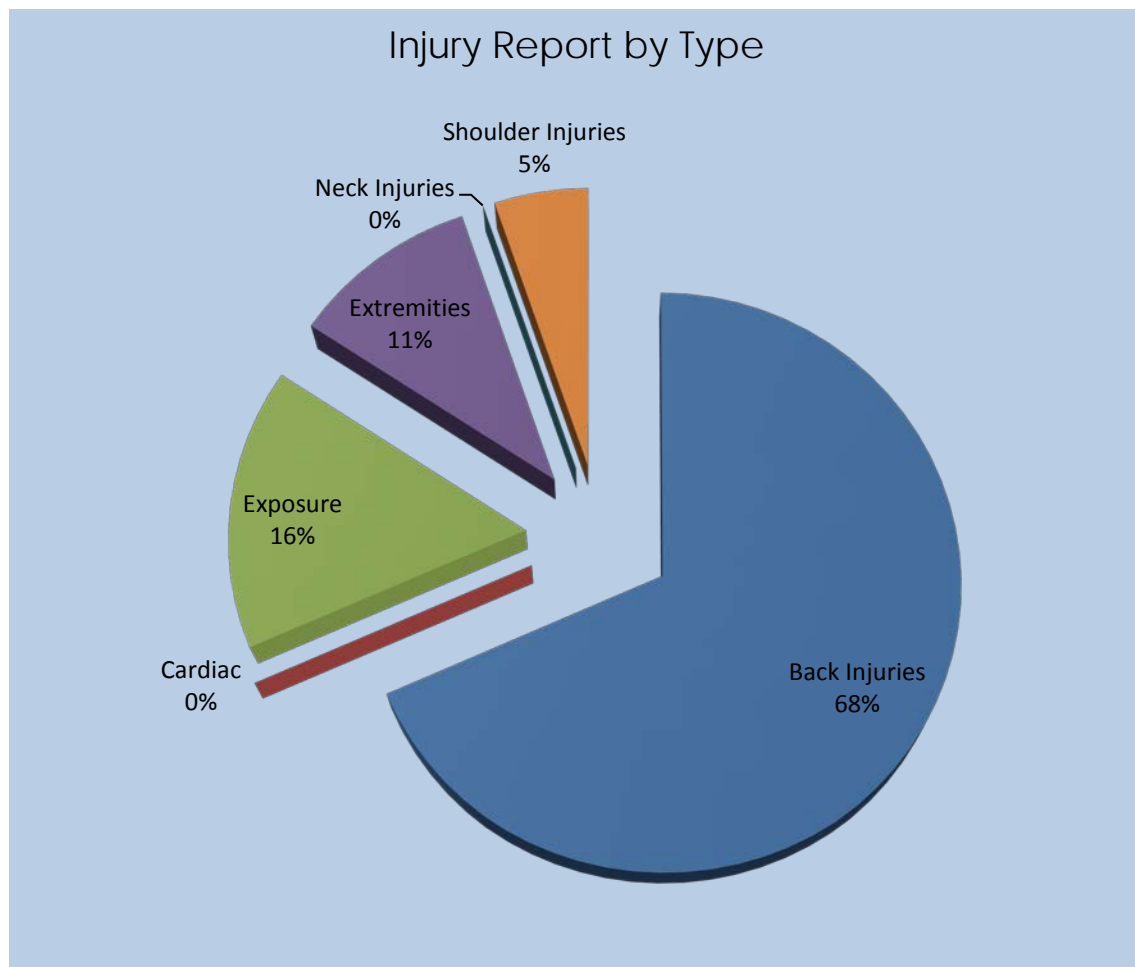
STATISTICAL INFORMATION



<u>Description</u>	<u>Training</u>
Prevention	-
Driver Training	782
Emergency Medical Services (EMS)	2,084
Administrative	-
OPS	1,060
Safety	-
Career	-
Total Training Hours	<u>3,926</u>

Source: Department Records Management Systems, Fiscal Year 2015-2016

STATISTICAL INFORMATION



Description	Number	% to Totals
Back Injuries	13	59%
Cardiac	0	0%
Exposure	3	14%
Extremities	2	9%
Neck Injuries	0	0%
Shoulder Injuries	1	5%
Knee Injuries	3	14%
Total Injuries	22	100%

First Aid Injuries	17	77%
Disability Injuries	5	23%
	22	100%

Source: Department Records Management Systems, Fiscal Year 2015-2016

Reference Materials

Budget Resolution

Master Fee Schedule

Glossary of Terms and Acronyms

BUDGET RESOLUTION

RESOLUTION NO. 17-05

RESOLUTION OF THE BOARD OF DIRECTORS OF THE CENTRAL COUNTY FIRE DEPARTMENT ADOPTING THE BUDGET FOR FISCAL YEAR 17/18

RESOLVED, by the Board of Directors of the Central County Fire Department, County of San Mateo, State of California that,

WHEREAS, the Joint Powers Agreement establishing the Central County Fire Department became effective April 20, 2004; and

WHEREAS, Section 16.1 of the Joint Powers Agreement requires that the Department adopt a budget for maintenance and operation costs and costs of special services in time to allow approval by the Member Agencies prior to June 30th of each year; and

WHEREAS, the budget for fiscal year 17/18 has been prepared and reviewed by staff and

WHEREAS, the budget for Central County Fire Department operations has been submitted and reviewed by the Board of Directors.

NOW THEREFORE, BE IT FURTHER RESOLVED that the Board of Directors of the Central County Fire Department adopts the submitted budget for the operations of the Central County Fire Department for fiscal year 17/18.

General Fund	\$24,271,984
Joint Training Program Fund	256,000
Capital Project Fund	<u>100,000</u>
Sub-total	\$24,627,984
Internal Service Fund – Insurance	1,665,699
Internal Service Fund – Vehicle Replacement	<u>272,758</u>
GRAND TOTAL	<u>\$26,566,441</u>

Approved at a regular meeting of the Board of Directors at Hillsborough, CA this 12th day of April, 2017.

Signed: _____

Ann Keighran, Chair

Attest: _____

Rubina Eham, Secretary

I hereby certify that the foregoing is a true and correct copy of Resolution 17-05 adopted by the Fire Board of the Central County Fire Department, San Mateo County California, at its regular meeting held on the 12th day of April, 2017, by the following vote of the members thereof:

AYES:	Board Members:	<u>Benton, Brownrigg, Chuang, Keighran</u>
NOES:	Board Members:	_____
ABSENT:	Board Members:	_____
ABSTAIN:	Board Members:	_____

MASTER FEE SCHEDULE

CENTRAL COUNTY FIRE DEPARTMENT Master Fee Schedule			
SERVICE	REFERENCE	ADOPTED FY 2016/17	ADOPTED FY 2017/18
Care Facilities Inspections			
Pre-inspection of licensed community care (per hour)	H&S Code §13235	\$160	\$160
Residential Care Facility for Elderly serving 6 or fewer persons – fire inspection enforcement	H&S Code §1569.84	No Charge	No Charge
Residential Care Facility		\$284	\$309
Large Family Day Care		\$150	\$161
Skilled Nursing Facilities		\$551	\$570
Hospital/Institution		\$2,154	\$2,208
Re-Inspections			
Second re-inspection (fee per inspection)		\$133	\$146
Third and subsequent re-inspection (fee per inspection)		\$335	\$350
Construction Fees			
General Fire & Life Safety Services <ul style="list-style-type: none"> • Consultation & Research • Pre-application meetings & Design Review • Property Survey • General Construction Inspections • Processing, Scheduling, and Record Keeping 		12% of Building Permit fees for Commercial and Multi-Family Residential	12% of Building Permit fees for Commercial and Multi-Family Residential
Building or Planning Plan Check Fees (per hour)	Per hour	\$155	\$166
Expedite Building or Planning Check Fees (per hour with 2 hour minimum)	Per hour	\$310	\$332
Consultation and Planning (per hour)		\$181	\$189
Alternate Means of Protection Review (per hour)		\$176	\$189
Fire Alarm Systems:			
Permit for Monitoring System		\$160	\$173
Permit for Manual System		\$160	\$173
Permit for Automatic System		\$294	\$310
Permit for combination System		\$425	\$446
Fixed Fire Extinguishing System Permit		\$227	\$241
Standpipe System Permit		\$294	\$310
Storage Tank (above or below ground) Permit		\$160	\$173
Sprinkler Systems			
One or two Family Dwelling Fire Sprinkler System (NFPA 13D) - flat fee including 2 inspections (additional inspections will be charged at the hourly rate of the staff who actually perform each inspection)		\$427	\$446
Fire Pump Permit		\$160	\$173
Multi-Residential or Commercial Fire sprinkler System (NFPA 13 or 13R) Permit – Single Story (incl. T.I.) Permit – Multi-story – flat fee including 2 inspections (additional inspections will be charged at the hourly rate of the staff who actually perform each inspection)		\$695	\$719
Fire Sprinkler Remodel or Repair (Sprinkler head relocation/adjustment)		\$160	\$173
Fire Service Line Inspection		\$160	\$173
Emergency Responder Radio Coverage System Permit	§510, CFC Title 24 Part 9	-	\$370
Miscellaneous Fees and Permits:			
Labor Rate for Mechanic Services		\$90	\$110
Vegetation Management Inspection plus 50% of contractor's fee		\$160	\$173

MASTER FEE SCHEDULE

CENTRAL COUNTY FIRE DEPARTMENT Master Fee Schedule			
<u>SERVICE</u>	<u>REFERENCE</u>	<u>ADOPTED FY 2016/17</u>	<u>ADOPTED FY 2017/18</u>
Change of Use Inspection (usually triggered by new business license)		\$169	\$105
Accounts referred to Collection Agencies		+47% of original invoice	+47% of original invoice
Photographs from investigations		Cost of Reproduction	Cost of Reproduction
Fire Incident Reports (not including photographs)		\$10	\$10
Work without a construction permit (fees to be determined at Fire Marshal's discretion)		Up to 10 times the permit fees	Up to 10 times the permit fees
Emergency Response Costs for Driving under the Influence. (Billing upon conviction)	Govt. Code §53150-58	Costs according to Personnel Schedule below plus Apparatus cost of \$1,360 as set by State	Costs according to Personnel Schedule below plus Apparatus cost of \$91/hr. as set by State
False Alarms		\$570 for 3 to 5 and \$1071 for 6 or more	\$315 for 3 to 5 and \$630 for 6 or more
Hazardous Materials Clean-up/Response		Costs according to Personnel Schedule below plus Apparatus cost of \$1,360 as set by State	Costs according to Personnel Schedule below plus Apparatus cost of \$91/hr. as set by State
Standby Service			
Firefighter (per hour – minimum of 3 hours)		\$123	\$87
Fire Captain (per hour – minimum of 3 hours)		\$146	\$141
Battalion Chief (per hour – minimum of 3 hours)		\$163	\$170
Engine Company (per hour – minimum of 3 hours plus apparatus costs – per day as set by the State)		\$501 per hour + \$1,360 per day for apparatus	\$315 per hour + \$91 per hour for apparatus
Personnel Costs (per hour)			
Administration		\$54	\$57
Firefighter		\$123	\$87
Fire Captain		\$146	\$141
Fire Administrative Captain		\$153	\$141
Fire Prevention Specialist	New Fee	-	\$80
Fire Inspector		\$134	\$137
Deputy Fire Marshal	New Fee	-	\$146
Battalion Chief		\$163	\$170
Division Chief or Fire Marshal		\$176	\$186
Deputy Fire Chief		\$154	\$189
Fire Chief		\$182	\$208
General Permits			
Aerosol Products		\$250	\$263
Amusement Buildings		\$284	\$297
Apartments, Hotels and Motels – 10 or less units		\$181	\$177
Apartments, Hotels and Motels – 11 to 25 units		\$218	\$212
Apartments, Hotels and Motels – 26 or more units		\$308	\$247
Apartments Assigned to Prevention		\$200	\$236
Aviation Facilities		\$450	\$468
Battery System		\$450	\$468

MASTER FEE SCHEDULE

CENTRAL COUNTY FIRE DEPARTMENT Master Fee Schedule			
<u>SERVICE</u>	<u>REFERENCE</u>	<u>ADOPTED FY 2016/17</u>	<u>ADOPTED FY 2017/18</u>
Carnivals and Fairs		\$417	\$433
Christmas Tree Lot		\$150	\$161
Combustible Fiber Storage		\$250	\$263
Combustible Material Storage		\$250	\$263
Commercial Occupancy Assigned to Prevention		\$155	\$97
Commercial Rubbish-Handling Operation		\$250	\$263
Compressed Gasses		\$250	\$263
Cryogenes		\$250	\$263
Dry Cleaning Plants		\$250	\$263
Dust-Producing Operations		\$250	\$263
Exhibits & Trade Shows – Display Booth		\$250	\$263
Exhibits & Trade Shows – With Open Flame		\$250	\$263
Exhibits & Trade Shows – Display Fuel Powered Equipment		\$250	\$263
Explosives or Blasting Agents		\$450	\$468
Fire Hydrants and Water Control Valves		\$247	\$261
Fireworks		\$450	\$468
Flammable or Combustible Liquids		\$450	\$468
Hazardous Materials		\$450	\$468
High-Piled Combustible Storage – 20,000 square feet or less		\$450	\$475
High-Piled Combustible Storage – more than 20,000 square feet		\$583	\$578
Highrise	H&S§13214(b)	\$417	\$444
Hot-Work Operations		\$250	\$263
Liquefied Petroleum Gasses		\$450	\$468
Liquid-or gas-fueled Vehicles or Equipment in Assembly Buildings		\$450	\$468
Live Audiences		\$450	\$468
Lumber Yards storing in excess of 100,000 board feet		\$350	\$366
Magnesium Working		\$250	\$263
Motor Vehicle Fuel-Dispensing Stations		\$211	\$263
Open Burning		\$250	\$263
Organic Coating		\$250	\$263
Ovens, Industrial Baking and Drying		\$211	\$263
Parade Floats		\$250	\$263
Places of Assembly		\$475	\$434
Production Facilities		\$417	\$434
Pyrotechnical and Special Effects Material		\$450	\$468
Radioactive Materials		\$250	\$281
Refrigeration Equipment		\$350	\$391
Repair Garage		\$284	\$297
Spraying and Dipping		\$284	\$297
Tents, Canopies, and Temporary Membrane Structures		\$380	\$398
Tire Storage		\$250	\$263
Wood Products		\$250	\$263

BUDGET GLOSSARY AND ACRONYMS

BUDGET TERMS

Accrual Basis of Accounting. Method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Appropriation. An authorization made by the Board that permits the Department to incur obligations and to make expenditures of resources.

Assessed Valuation. A value established for real property for use as a basis in levying property taxes. In California, assessed value is established by the County for the secured and unsecured property tax rolls while the utility property tax roll is valued by the State Board of Equalization. Under Article XIII of the State Constitution (Proposition 13 adopted by the voters on June 6, 1978), properties are assessed at 100% of full value and property taxes for general purposes cannot exceed 1% of assessed value. This law rolled back values for fiscal 1979 to fiscal 1976 levels and limits increases to a maximum of 2% per year. However, increases to full value are allowed for property improvements or upon change in ownership. Personal property is subject to annual reappraisal.

Audit. Prepared by an independent certified public account (CPA). An audit's primary objective is to determine if the Department's financial statements fairly present its financial position and results of operations in conformity with generally accepted accounting principles. In conjunction with performing an audit, independent auditors normally issue a Management Letter stating the adequacy of the Department's internal controls as well as recommending improvements to its financial management practices.

Balanced Budget. A balanced budget in the general fund requires operating revenues to fully cover operating expenditures, including debt service except reserves can be used to fund capital improvement plan projects, or other "one-time" non-recurring expenditures.

A balanced budget for all other governmental funds requires that resources including available individual fund balances, fully cover operating expenditures.

Budget. A financial plan for a specified period of time that matches projected revenues and planned expenditures for fire operations.

Budget Amendment. Pursuant to the Department's budget and fiscal policies, the Board may amend or supplement the budget at any time after it is adopted by majority vote of the members. The Administrative Officer may make administrative adjustments to the budget as long as those changes will not have a significant policy impact nor affect budgeted year-end fund balances.

Budget Message. Included in the Introduction Section of the budget document, it provides the Board and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the Fire Chief.

Budget and Fiscal Policies. General and specific guidelines adopted by the Department that govern budget preparation and administration.

Capital Projects Fund. This fund is used to account for financial resources used in acquiring, building or renovating major capital facilities.

Cash Basis of Accounting. Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

BUDGET GLOSSARY AND ACRONYMS

Department Goals. Provides policy guidance and direction for the objectives to be accomplished during a budget period.

Consumer Price Index (CPI). A measure of inflation in area of consumer products.

Cost-reimbursement Basis. Setting of charges so that costs are systematically recovered on a break-even basis over time.

Department. A major organizational unit of the Department that has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

Expenditure. The outflow of funds paid or to be paid for an asset, goods or services regardless of when the invoice is actually paid. This term applies to all funds.

Expenditure Savings. Under the Department's budgeting procedures, staffing cost projections are based on all positions being filled throughout the year. Cost projections for major supply purchases and service contracts are projected on a similar basis. However, costs may be less, due to vacancies and purchase cost-savings. Past experience indicates that actual expenditures are likely to be less than budgeted amounts, due in large part to this costing methodology.

Fiscal Year. The beginning and ending period for recording financial transactions. The Department's fiscal year covers the period from July 1 to June 30.

Fixed Assets. Assets of long-term nature such as land, buildings, machinery furniture and other equipment. The Department has defined such assets as those with an expected life in excess of one year and an acquisition cost in excess of \$2,000.

Fund. Fiscal and accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. The four general fund types used by the Department are: General Fund, Special Revenue, Capital Project and the Internal Service Funds.

Fund Balance. Fund balance is the excess of a fund's assets over its liabilities in a governmental fund while **Net Assets** is the equity associated with the general government's assets and liabilities.

General Fund. The primary operating fund of the Department, all resources that are not accounted for and reported in another fund. Except for subvention or grant revenues restricted for specific uses, General Fund resources can be utilized for any legitimate governmental purpose. (See Fund)

Generally Accepted Accounting Principles (GAAP). Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

Goal. A statement of broad direction, purpose or intent.

Governmental Accounting Standards Board (GASB). Ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds. Funds generally used to account for general revenue activities. The Department has three governmental funds: the general fund, special revenue fund and the capital projects fund.

BUDGET GLOSSARY AND ACRONYMS

Interfund Transfers. Flows of assets (such as cash or goods) between funds without equivalent flows of assets in return and without a requirement for repayment.

Internal Control. Integrated set of policies and procedures designed to assist management to achieve its goals and objectives. A government's internal control framework must (a) provide a favorable control environment, (b) provide for the continuing assessment of risk, (c) provide for the design, implementation, and maintenance of effective control-related policies and procedures, (d) provide for the effective communication of information, and (e) provide for the ongoing monitoring of the effectiveness of control-related policies and procedures as well as the resolution of potential problems identified by controls.

Internal Service Fund. This fund is used to report any activity that provides goods or services to other funds and departments. The Department uses this fund to account for activities related self-insured programs including workers compensation and dental program for fire safety personnel.

Legal Level of Budgetary Control. Level at which the department's management may not reallocate resources without special approval from the Board.

Line-Item Budget. A budget that lists detailed expenditure categories (Salaries, Postage, Utilities, Travel, etc.) separately, along with the amount budgeted for each specified category. The Department presents a program budget in the main budget document as well as a detail line-item budget in the Appendix for use of the departments. The line-item budget is maintained and recorded for financial reporting and control purposes.

Modified Accrual Basis of Accounting. Basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis of accounting in two important ways 1) revenues are not recognized until they are measurable and available, and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

Objective. A statement of specific direction, purpose, or intent based on the needs of the community and the goals established for a specific program.

Operating Budget. The portion of the budget that pertains to daily operations and delivery of basic governmental services.

Other Post Employment Benefits (OPEB). Post employment benefits other than pension benefits. Other post employment benefits include healthcare benefits and all post employment benefits provided separately from a pension plan, excluding benefits defined as termination offers and benefits.

Reserve. An account used to indicate that a portion of the fund balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Special Revenue Fund. This fund type is used to account for the proceeds from specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes. (See fund)

BUDGET GLOSSARY AND ACRONYMS

ACRONYMS

ALS – Advanced Life Support
BNN – Burlingame Neighborhood Network
CERT – Community Emergency Response Team
CPR – Cardiopulmonary Resuscitation
EOC – Emergency Operations Center
EMS – Emergency Medical Service
EMT – Emergency Medical Technicians
HNN – Hillsborough Neighborhood Network
JPA – Joint Powers Agreement
RIC – Rapid Intervention Crew
USAR – Urban Search and Rescue