

Central County Fire Department

*Serving the City of Burlingame, Town of Hillsborough, and
City of Millbrae, California*



Fiscal Year 2016-2017 Adopted Budget



CENTRAL COUNTY FIRE DEPARTMENT



FISCAL YEAR 2016-2017

ADOPTED BUDGET

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Introduction

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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 (84.25 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	University	11,128	2.52%
2	United Airlines	Airline	10,000	2.27%
3	Genentech Inc.	Biotechnology	8,800	1.99%
4	Oracle Cooperation	Enterprise Software	6,524	1.48%
5	County of San Mateo	County Government	5,929	1.34%
6	Kaiser Permanente	Hospitals & Health Plans	3,911	.89%
7	VA Palo Alto Health Care System	Veteran Health Care System	3,850	.87%
8	VMware Inc.	Cloud Virtualization Software	3,596	.81%
9	Lucile Packard Children’s Hospital	Hospital	3,094	.70%
10	VISA Inc.	Payments Technology	2,895	.66%
11	Facebook Inc.	Social Network	2,865	.65%
12	Space Systems/Loral	Satellite Manufacturer	2,800	.63%
13	Hewlett Packard	Technology	2,600	.59%
14	Gilead Sciences	Biotechnology	2,596	.59%
15	Stanford Health Care	Hospital	2,360	.53%
16	Mills-Peninsula Health Services	Hospital	2,200	.50%
17	SAP	Business Software	2,200	.50%
18	Safeway Inc.	Retail Grocer	2,195	.50%
19	Virgin America	Airline	2,088	.47%
20	San Mateo Community College District	Higher Education	2,011	.46%
21	Walmart Global e-Commerce	Retail e-Commerce	1,883	.43%
22	Palo Alto Medical Foundation	Outpatient Healthcare	1,793	.41%
23	Electronic Arts Inc.	Videogame Developer & Publisher	1,700	.39%
24	San Mateo Foster City Elementary School District	School District	1,500	.38%
25	U.S. Postal Service	Mailing & Shipping	1,671	.38%

Source: San Francisco Business Times, 2015 Book of Lists

(1)The table above reflects the statistical data for San Mateo County as provided by the Employment Development Department of the State of California as of October July 2015

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



Marie Chuang, Vice Mayor, Town of Hillsborough

CHAIR



Ann Keighran, Mayor, City of Burlingame

VICE-CHAIR



Jess E. Benton, Council Member, Town of Hillsborough

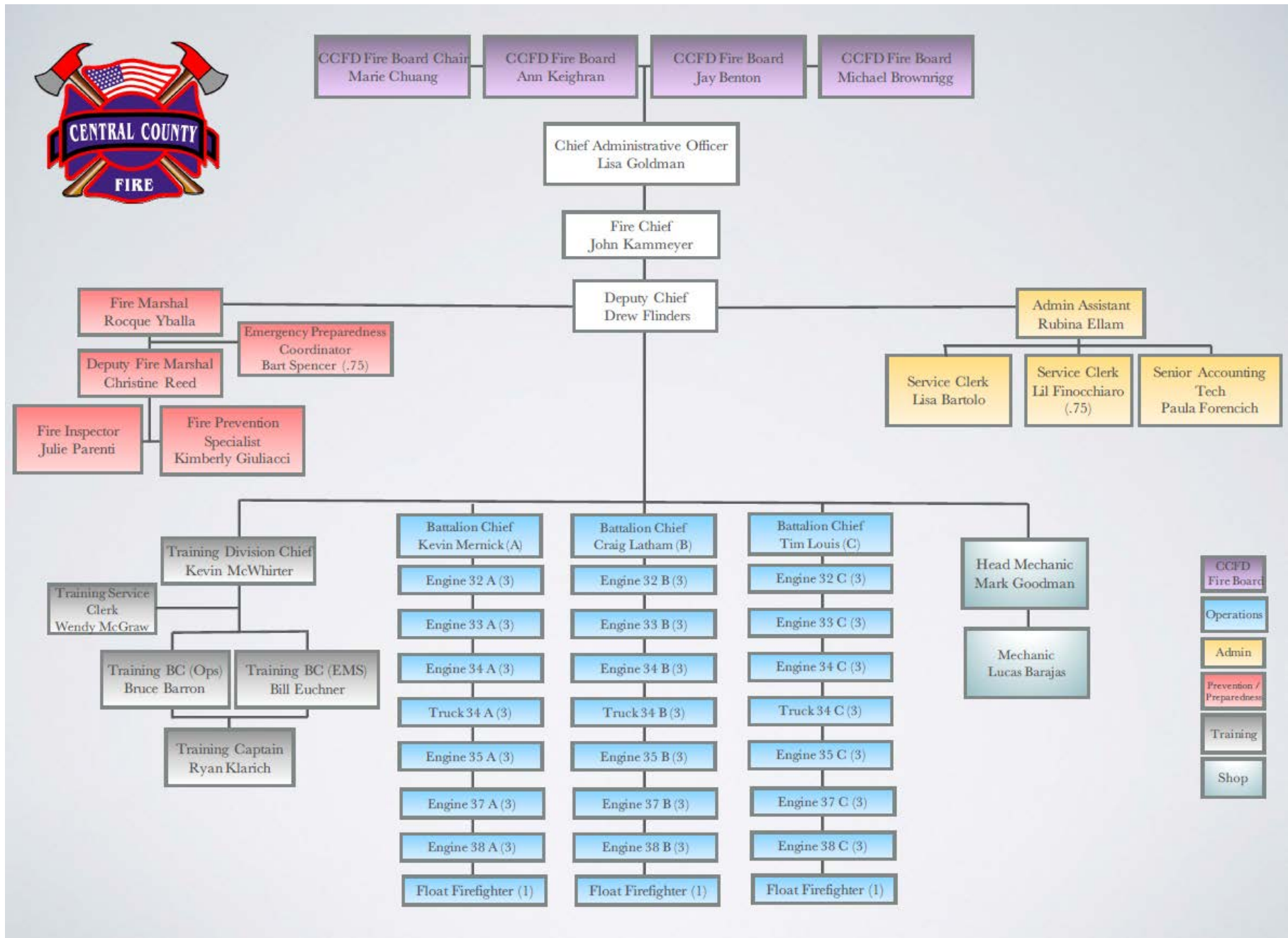


Michael Brownrigg, Council Member, City of Burlingame

EXECUTIVE AND COMMAND STAFF

Chief Administrative Officer City Manager, City of Burlingame	Lisa Goldman
Fire Chief	John Kammeyer
Deputy Fire Chief	Drew Flinders
Fire Marshal	Rocque Yballa
Battalion Chiefs:	
A Shift	Kevin Mernick
B Shift	Craig Latham
C Shift	Tim Louis
Training	Bruce Barron
Deputy Fire Marshal	Christine Reed
Fire Inspector	Julie Parenti
Fire Prevention Specialist	Kimberly Giuliacci
Administrative Assistant & Board Secretary	Rubina Ellam
Service Clerks	Lisa Bartolo Lil Finocchiaro Wendy McGraw
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	Deputy Fire Marshal
	1	Fire Inspector
	1	Fire Prevention Specialist
	3	Battalion Chiefs
	1	Training Battalion Chief
	1	Training Captain
	21	Captains
	45	Firefighters and Paramedics
	2	Non-Safety Mechanics
	1	Administrative Assistant
	1	Senior Accounting Technician
	2.5	Service Clerks
	0.75	Emergency Preparedness Coordinator
	84.25	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 2002
Carries 500 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 2002
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 2002
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 13, 2016

To: Board of Directors, Central County Fire Department

From: John Kammeyer, Fire Chief

Subject: Budget Message for Fiscal Year 2016-2017



As fiscal year 2015/16 comes to a close, Central County Fire Department (CCFD) has embarked on a clear course for excellence. The men and women of CCFD have embraced the direction set by our Board of Directors and are moving into the future in all divisions. We have long predicted a coming wave of succession and this past year has seen the beginning of that. New Firefighters, Captains and Chief Officers within CCFD have started to put their touch on service delivery to CCFD's communities. They will carry the standing CCFD traditions of service, pride and honor into the next generation.

With over one full year of providing fire protection services to the City of Millbrae, which as of July 1, 2015 includes Fire Prevention, CCFD has completed a full integration of fire services to the City of Millbrae. CCFD will continue to work with the City of Millbrae to ensure Fire Prevention services and processes to achieve the goal of excellent customer service and safety to its residents.

As a new generation of CCFD Firefighters begin their careers, we look to the future. The hiring of new personnel will bring vital energy, as succession continues. New personnel will help to reconcile long-term workers' compensation claims and help to reduce overtime costs. We have audited current and past workers' compensation claims with our carrier and developed strategies and streamlined processes. Our goal of significantly reducing the average claim amount in line with equivalent fire agencies remains as we ensure a culture of responsibility in the area of workers' compensation. We expect this to be an ongoing process that establishes new expectations on how workers' compensation is handled moving forward.

In FY 2015/16 CCFD made several promotions including Deputy Fire Chief, Battalion Chief and Captain. Each of these promotions will play a key role in leadership within CCFD and instilling our values in our new firefighters.

In FY 2015/16 our Fire Board ended CCFD's partnership with the City of San Bruno. While not closing the door to further mergers CCFD will continue to seek out partnerships in areas that make operational and or financial sense. CCFD currently maintains many partnerships with surrounding agencies that have demonstrated value to the agencies and communities.

Our mechanic's division is a key division within CCFD, as they service the vehicles and apparatus for six agencies: Belmont, Central County, Colma, Foster City, San Bruno and San Mateo. As the mechanic's division continues to grow we will look to add administrative support to assist with scheduling as well as other administrative tasks related to the division.

The joint training program will undergo significant personnel changes in FY16/17. The Joint Training program continues to provide savings in training costs for the agencies involved. A total of five agencies: Belmont, Central County, Foster City, San Bruno and San Mateo, now make up the joint training program. We look for FY 2016/17 to be the year that sees full reimbursement of salary and benefits for personnel assigned to the training division. FY 15/16 we added Division Chief McWhirter to the CCFD family. Chief

FIRE CHIEF'S BUDGET MESSAGE

McWhirter has been contracted to work for CCFD in the training division to assist with succession planning through the end of 2016. It is anticipated that a new Division Chief of Training will be appointed in the second quarter FY16/17. Additionally, the training division will have some capital purchases as well as relocation of offices to Fire Station 37 in Millbrae once a remodel of office spaces is completed. In FY 2016/17 CCFD will receive \$387,854 in net revenues from the joint training program.

A strong economy has provided for increased development in our communities. Ensuring fire safety in these developments continue to be a focus for our Fire Prevention division. In turn this has made for a higher workload for our Fire Prevention division. We will continue to monitor the workload to ensure that CCFD can effectively respond to the needs of residents, developers, and our communities. Fire Prevention has also reached out to business owners who may have English as a second language. CCFD, in conjunction with the Millbrae Chamber of Commerce and Peninsula Chinese Business Owners, is developing a Chinese language guide for how our business inspections work and what is expected to keep their business fire safe. CCFD will continue this outreach to all residents and business owners to ensure we can communicate our message of fire safety effectively.

CCFD will continue to pay down Other Post-Employment Benefits (OPEB), as defined by our 2014 actuarial. The valuation also reflected a mandated actuarial method change for implied subsidy, which was recommended for early adoption. The FY 2015/16 contribution was \$1,355,000, including \$189,000 for the implied subsidy. The contribution is required starting in FY 2016/17 and the amount is \$1,427,996.

The FY 2016/17 budget includes the purchase of 1 fire engine in addition to the 3 that were purchased in the FY15/16 budget. The turnaround from order to delivery can be as much as nine months, we anticipate delivery of the first 3 engines in October of 2016, with implementation in December.

I would like to take this opportunity to thank Lisa Goldman, Chief Administrative Officer for CCFD for her continued support and guidance. To our Board of Directors, I thank you for your commitment to setting the standard for CCFD that ensures our communities continue receiving the highest level of services available. Your insight and direction are greatly appreciated.

Each and every day I am grateful to be part of the CCFD family, and am proud of the men and women I serve with. We are leaders in the fire service both locally and nationally and remain committed to serving our communities in a professional manner. I look forward to another successful year in moving CCFD forward.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "John Kammeyer". The signature is fluid and cursive, with a long horizontal stroke at the end.

John Kammeyer
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.

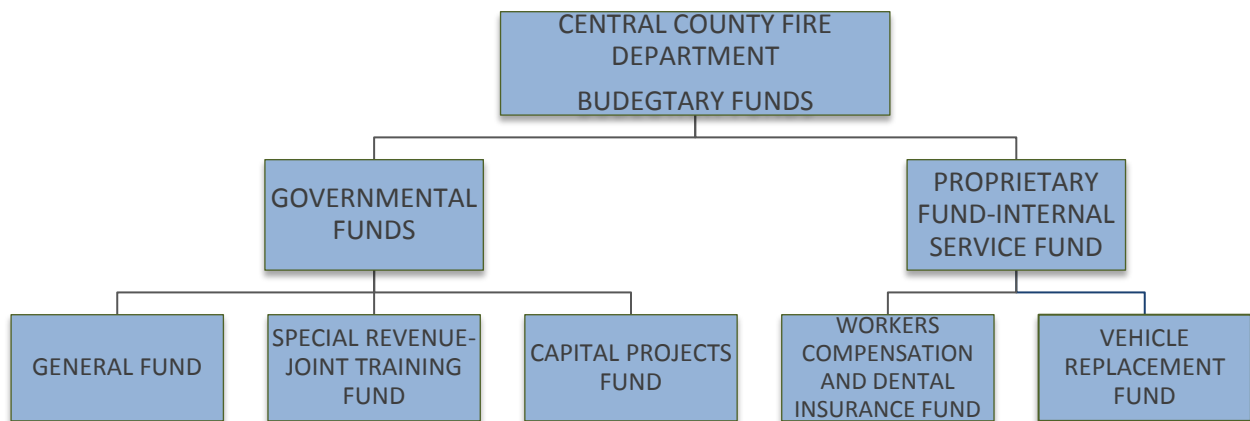
The following discusses the general approach and time schedule of the budget preparation:

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 adopted 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 adopted 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 adopted Budget.</p> <p>Public notice for fees and charges is issued.</p> <p>The adopted 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

	BEFORE April 2004 MERGE	Adopted Budget 2013/14	Adopted Budget 2014/15	Adopted Budget 2015/16	Adopted Budget 2016/17	Preliminary Budget 2017/18	Preliminary Budget 2018/19
Sworn:							
Fire Chief	2.00	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	1.00
Fire Marshal	1.00	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
Assistant Chief	4.00						
Division Chief		1.00	1.00				
Fire Inspector	1.00	2.00	2.00	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Training Battalion Chief			1.00	1.00	1.00	1.00	1.00
Captain	21.00	18.00	17.00	22.00	21.00	21.00	21.00
Training Captain		1.00	1.00	1.00	1.00	1.00	1.00
Firefighter and Paramedics	57.00	33.00	33.00	45.00	45.00	45.00	45.00
Fire Mechanic							
Total Sworn	91.00	61.00	61.00	77.00	76.00	76.00	76.00
Non-Sworn:							
Administrative Assistant		1.00	1.00	1.00	1.00	1.00	1.00
Secretary	2.00						
Service Clerk	1.25	2.50	2.50	2.50	2.50	2.50	2.50
Senior Accounting Technician				1.00	1.00	1.00	1.00
Fire-Mechanic				2.00	2.00	2.00	2.00
Fire Prevention Specialist				1.00	1.00	1.00	1.00
Emergency Preparedness Coordinator				0.45	.75	.75	.75
Total Non-Sworn	3.25	3.50	3.50	7.95	8.25	8.25	8.25
TOTAL	94.25	64.50	64.50	84.95	84.25	84.25	84.25

STAFFING SUMMARY BY FUNCTION

	BEFORE April 2004 MERGE	Adopted Budget 2013/14	Adopted Budget 2014/15	Adopted Budget 2015/16	Preliminary Budget 2016/17	Preliminary Budget 2017/18	Preliminary Budget 2018/19
ADMINISTRATION:							
Fire Chief	2.00	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	1.00
Assistant Chief	2.00						
Administrative Support Officer	1.00						
Administrative Assistant		1.00	1.00	1.00	1.00	1.00	1.00
Secretary	1.00						
Service Clerk	1.25	2.50	2.50	2.50	2.50	2.50	2.50
Sr. Accounting Technician				1.00	1.00	1.00	1.00
	8.25	5.50	5.50	6.50	6.50	6.50	6.50
PREVENTION & PREPAREDNESS							
Fire Marshal	1.00	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	1.00	2.00	2.00	1.00	1.00	1.00	1.00
Fire Prevention Specialist				1.00	1.00	1.00	1.00
Emergency Preparedness Coordinator				0.45	.75	.75	.75
	3.00	3.00	3.00	4.45	4.75	4.75	4.75
TRAINING							
Assistant Chief	1.00						
Training Battalion Chief			1.00	1.00	1.00	1.00	1.00
Training Captain		1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	2.00	2.00	2.00	2.00
EMERGENCY MEDICAL SERVICES							
Division Chief	1.00						
	1.00						
SUPPRESSION							
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Captain	21.00	18.00	17.00	22.00	21.00	21.00	21.00
Firefighter and Paramedics	57.00	33.00	33.00	45.00	45.00	45.00	45.00
Fire Mechanic				2.00	2.00	2.00	2.00
	81.00	54.00	53.00	72.00	71.00	71.00	71.00
TOTAL	94.25	64.50	64.50	84.95	84.25	84.25	84.25

BUDGET GRAPHS AND SUMMARIES

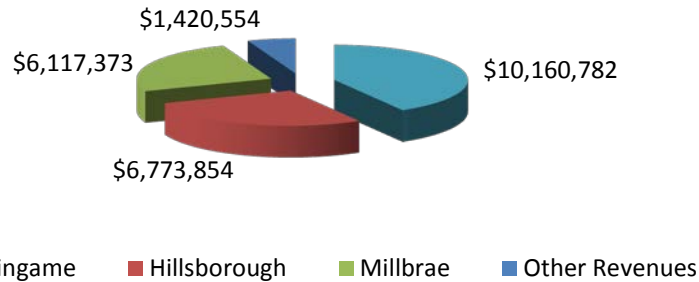
COMBINED REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

	<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	\$137,100			\$137,100		
Intergovernmental:						
City of Burlingame	10,160,782			10,160,782		
Town of Hillsborough	6,773,854			6,773,854		
City of Millbrae	6,117,373			6,117,373		
Other Agencies	597,854	\$125,981		723,835		
Service Charges:						
Program Revenues	433,000	41,600		474,600		\$704,955
Workers Compensation Premiums	220,000			220,000	\$2,400,000	
Dental and Vision Charges				-	162,674	
All Others	32,600		\$100,000	132,600		
Total Revenues	24,472,563	167,581	100,000	24,740,144	2,562,674	704,955
EXPENDITURES:						
Operating	23,797,608	150,557		23,948,165	3,016,974	
Capital Outlay			280,000	280,000		674,955
Total Expenditures	23,797,608	150,557	280,000	24,228,165	3,016,974	674,955
Excess of Revenues over (under)						
Expenditures	674,955	17,024	(180,000)	511,979	(454,300)	30,000
OTHER FINANCING SOURCES (USES):						
Operating Transfers In				-		
Operating Transfers Out	(640,000)	(130,000)		(770,000)		
Total Other Financing Sources (Uses)	(640,000)	(130,000)	-	(770,000)	-	-
Excess of Revenues and Other Sources						
Over (Under) Expenditures and Other Uses	34,955	(112,976)	(180,000)	(258,021)	(454,300)	30,000
BEGINNING FUND BALANCE	-	228,866	416,628	645,493	(807,595)	221,023
ENDING FUND BALANCE	\$34,955	\$115,890	\$236,628	\$387,472	\$(1,261,895)	\$251,023

BUDGET GRAPHS AND SUMMARIES

WHERE THE MONEY COMES FROM – GENERAL FUND

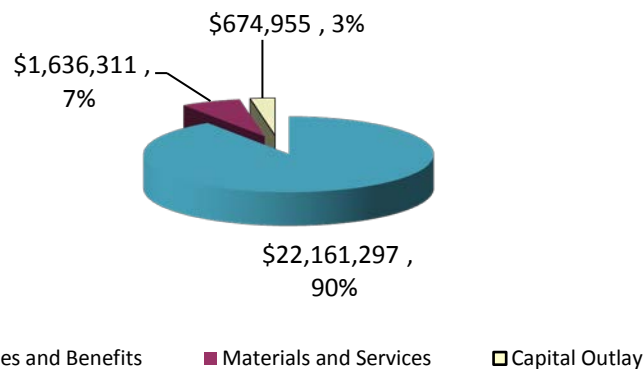
WHERE THE MONEY COMES FROM



	Actual 2013/14	Actual 2014/15	Adopted 2015/16	Adopted 2016/17
Burlingame	\$9,072,983	\$9,735,724	\$10,449,012	\$10,160,782
Hillsborough	6,048,655	6,490,483	6,966,008	6,773,854
Millbrae	-	2,076,725	5,386,538	6,117,373
Other Revenues	1,736,906	1,418,363	1,573,204	1,420,554
Total	\$16,858,544	\$19,721,295	\$24,374,762	\$24,472,563
% of Change	4%	17%	24%	0.4%

WHERE THE MONEY GOES BY CLASSIFICATION – GENERAL FUND

EXPENDITURES BY CLASSIFICATION



	Actual 2013/14	Actual 2014/15	Adopted 2015/16	Adopted 2016/17
Salaries and Benefits	\$15,526,314	\$17,495,521	\$21,091,872	\$22,161,297
Materials & Services	1,332,360	1,426,769	1,960,890	1,636,311
Capital Outlay		799,000	1,322,000	674,955
Total	\$16,858,674	\$19,721,290	\$24,374,762	\$24,472,563
% of Change	4%	17%	24%	0.4%

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

Key Assumptions

- ❖ Completion of full fire services to Millbrae, including Fire Prevention, Battalion Chiefs and Deputy Chief, Fire Marshal, and Fire Inspector
- ❖ Truck Staffing remains at 3
- ❖ Active employees will contribute 7.5% towards medical
- ❖ Other Post-Employment Benefits (OPEB) funding at \$1,427,996

- ❖ Workers Compensation Funding of \$2,400,000 based on actuarial valuation at a 70% confidence level
- ❖ CalPERS rates – 34.932% (Safety Plan), 16.865% (Miscellaneous Plan) , 12.85% (Safety PEPRA Plan) less 4% being shared by employees
- ❖ Health insurance premium – 4% increase starting January 1, 2017
- ❖ Vehicle and Apparatus purchase
 - \$636,000 for one engine
 - \$38,955 for one vehicle

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 FY16/17 Funding to CCFD	% Share of FY 16/17 Budget	% increase FY16/17 over FY15/16
Burlingame	\$10,160,782	44%	0.4%
Hillsborough	\$6,773,854	29%	0.4%
Millbrae	\$6,117,373	27%	9.1%
Total	\$23,052,009	100%	2.6%

The adopted FY16/17 funding for the CCFD operations reflects the completion of full fire services to Millbrae. The FY16/17 budget is an increase of 2.6% from FY15/16 projected budget, primarily for these operational costs, as well as for the items outlined above. 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>Actual 2013-2014</u>	<u>Actual 2014-2015</u>	<u>Adopted 2015-2016</u>	<u>Revised 2015-2016</u>	<u>Adopted 2016-2017</u>
1	REVENUES:					
2	PERMITS & LICENSES					
3	Construction Permits	83,370	103,579	75,000	75,000	105,000
4	Fire Code Permit	92,362	17,915	20,000	20,000	30,000
5	Penalty Fees	854	1,510	2,000	2,100	2,100
6	Total Permits & Licenses	176,586	123,003	97,000	97,100	137,100
7	INTERGOVERNMENTAL REVENUES:					
8	Burlingame	9,072,983	9,735,724	10,449,012	10,115,337	10,160,782
9	Hillsborough	6,048,655	6,490,483	6,966,008	6,743,558	6,773,854
10	Millbrae		2,076,725	5,386,538	5,605,921	6,117,373
11	Sub-total from Partner Cities	15,121,638	18,302,932	22,801,558	22,464,815	23,052,009
12	ALS JPA	164,856	162,984	218,201	206,074	210,000
13	Joint Training Program	397,310	177,195	462,803	354,567	387,854
14	Merged Participating Agencies	227,370	168,899	200,000	68,000	
15	Sub-total from Other Agencies	789,536	89,310	881,004	628,641	597,854
16	Total Intergovernmental Revenues	15,911,174	18,901,320	23,682,562	23,093,456	23,649,863
17	CHARGES FOR SERVICES					
18	Fire Plan Review	43,900	74,945	60,000	60,000	80,000
19	Inspections/Re-Inspections	103,184	150,656	120,000	150,000	170,000
20	Station 34 Mechanic Shop	283,582	206,156	206,156	183,000	183,000
21	Total Charges for Services	430,666	431,756	431,756	393,000	433,000
22	OTHERS					
23	Workers Compensation Reimbursement	147,084	219,834	200,000	220,000	220,000
24	Investment Earnings	287	416	200	600	600
25	Strike Team Reimbursement	110,230			330,850	
26	Donations & Other Contributions	40				
27	Miscellaneous	80,187	42,384	30,000	66,000	30,000
28	Imaging/Microfiche Services	2,290	2,582	2,000	2,000	2,000
29	Total Others	340,118	265,216	232,200	619,450	252,600
30	TOTAL REVENUES	16,858,544	19,721,296	24,374,762	24,203,006	24,472,563
31						
32	EXPENDITURES:					
33	SALARIES & BENEFITS					
34	Regular Salaries - Safety	7,303,906	8,260,893	9,536,356	9,536,356	9,820,598
35	Regular Salaries - Non Safety	242,867	64,171	460,624	546,625	564,758
36	Part-time Salaries	25,340	104,625	118,000	165,630	165,630
37	Overtime:	1,580,642	1,809,545	1,719,000	2,050,843	1,699,000
38	Disability Leave	457,120	399,778	470,000	470,000	470,000
39	Vacation Leave	548,584	715,338	664,000	664,000	664,000
40	Sick Leave	52,600	217,986	245,000	245,000	245,000
41	Family Sick Leave/Bereavement	85,964	145,816	155,000	155,000	155,000
42	Special Assignment	49,615	46,260	50,000	125,338	50,000
43	Shop Mechanic	1,884	3,343	10,000	5,000	5,000
44	Reimbursable	66,134	8,495	10,000	10,000	10,000
45	Shared Staffing	96,380	41,140	15,000	10,000	
46	Strike Team	31,642	20,901		124,247	
47	Miscellaneous	190,717	210,486	100,000	242,257	100,000
48	Holiday Pay	331,456	385,460	499,542	450,000	526,110
49	FLSA	165,727	192,727	249,785	249,785	263,051
50	Uniform Allowance	50,460	51,165	66,465	66,465	68,165
51	Medicare/FICA	138,236	169,088	142,810	170,000	185,323
52	Retirement	1,720,309	1,822,974	3,045,921	2,687,000	2,945,035
53	Health Insurance	1,127,936	1,277,086	1,403,093	1,476,047	1,585,950
54	Dental Insurance	118,970	120,870	157,540	121,690	114,552
55	Vision	19,796	20,400	27,782	27,782	38,184

BUDGET DETAILS – GENERAL FUND

	<u>Account Description</u>	<u>Actual 2013-2014</u>	<u>Actual 2014-2015</u>	<u>Adopted 2015-2016</u>	<u>Revised 2015-2016</u>	<u>Adopted 2016-2017</u>
56	Life Insurance	12,315	16,343	17,490	17,490	21,989
57	Long-term Disability Insurance	2,995	3,918	4,044	4,044	4,834
58	Retirement Health Savings	2,850	12,530	5,400	72,708	45,122
59	Health Insurance - Retirees	1,167,000	1,114,250	1,450,869	1,355,000	1,427,996
60	Workers' Compensation	1,335,930	1,401,150	1,901,150	1,901,150	2,400,000
61	Leave payouts – vacation	72,565	81,939	40,000	85,000	85,000
62	Leave payouts – sick	84,299	112,664		80,000	80,000
63	Leave payouts at retirement	22,713	173,724	246,000	120,000	120,000
64	TOTAL SALARIES & BENEFITS	15,526,313	17,495,521	21,091,871	21,183,615	22,161,297
65						
66	MATERIALS & SERVICES:					
67	Office Expense	15,613	20,931	23,740	23,740	19,040
68	Postage	-	21,962	21,700	21,700	2,150
69	Expendable Supplies	21,582	3,059	2,000	2,000	22,000
70	EMS Supplies	23,270	4,625	15,000	15,000	15,000
71	Special Departmental Expense	39,468	24,514	30,000	30,000	30,000
72	Small Tools	29,441	66,328	67,500	100,000	72,500
73	Respiratory Equipment Expense					28,200
74	Public Education	2,473	4,083	5,000	5,000	8,000
75	Safety Equipment	46,940	50,928	65,000	65,000	65,000
76	Communications	31,848	34,086	57,000	57,000	40,000
77	Utilities	17,606	86,634	75,000	78,000	78,000
78	Building/Grounds/Facilities Maintenance	147,383	144,448	154,000	154,000	154,000
79	Gas, Diesel, Oil	30,934	78,082	111,000	85,000	85,000
80	Equipment Maintenance	-				
81	Auto Maintenance	-				
82	Apparatus Maintenance	266,190	235,850	94,850	94,850	94,850
83	Mechanic Shop Service Agreement	983		25,000	20,000	100,000
84	Hose and Nozzles	14,301	152,349	25,000	20,000	15,000
85	Radio Maintenance	12,476	23,567	16,250	16,250	16,250
86	Contractual Services	269,020	145,500	531,462	363,851	336,601
87	Auditing	8,000	12,000	12,000	12,000	13,000
88	Dues & Subscriptions	5,967	6,636	6,100	8,000	8,400
89	Travel, Conferences & Meetings	14,033	11,406	15,000	15,000	18,000
90	Training & Safety	56,088	39,905	59,000	59,000	62,000
91	Emergency Preparedness	-	13,985	50,000	30,000	30,000
92	Wellness & Safety	17,140	15,543	30,800	30,800	30,800
93	Canyon Weed Control - Other Charges	-		1,000	1,000	1,000
94	Liability, property and other insurances	187,488	154,339	247,488	163,200	179,520
95	Computer, Telephone & Other IT Costs	65,000	69,722	140,000	140,000	105,000
96	Miscellaneous	(3,976)	6,288	5,000	7,000	7,000
97	TOTAL MATERIALS & SERVICES	1,332,229	1,426,769	1,960,890	1,697,391	1,616,311
98	TOTAL OPERATIONS COST	16,858,542	18,922,290	23,052,761	22,881,006	23,797,608
99						
100	CAPITAL PROJECTS:					
101	Capital Outlay	-				
102	Vehicle Replacement Reserve	-	799,000	1,322,000	1,322,000	674,955
103	Total Capital Outlay Reserve	-	799,000	1,322,000	1,322,000	674,955
104	TOTAL INCLUDING CAPITAL	\$16,858,542	19,721,290	24,374,761	24,203,006	24,472,563
106						
107	OPERATIONS NET OF REVENUE	15,121,635	17,503,927	21,479,557	21,142,815	22,377,054
108						
109	OPERATIONS & CAPITAL NET OF REVENUE	15,121,635	18,302,927	22,801,557	22,464,815	23,052,009

BUDGET DETAILS – GENERAL FUND

	<u>Account Description</u>	<u>Actual 2013-2014</u>	<u>Actual 2014-2015</u>	<u>Adopted 2015-2016</u>	<u>Revised 2015-2016</u>	<u>Adopted 2016-2017</u>
56	Life Insurance	12,315	16,343	17,490	17,490	21,989
57	Long-term Disability Insurance	2,995	3,918	4,044	4,044	4,834
58	Retirement Health Savings	2,850	12,530	5,400	72,708	45,122
59	Health Insurance - Retirees	1,167,000	1,114,250	1,450,869	1,355,000	1,427,996
60	Workers' Compensation	1,335,930	1,401,150	1,901,150	1,901,150	2,400,000
61	Leave payouts – vacation	72,565	81,939	40,000	85,000	85,000
62	Leave payouts – sick	84,299	112,664		80,000	80,000
63	Leave payouts at retirement	22,713	173,724	246,000	120,000	120,000
64	TOTAL SALARIES & BENEFITS	15,526,313	17,495,521	21,091,871	21,183,615	22,161,297
65						
66	MATERIALS & SERVICES:					
67	Office Expense	15,613	20,931	23,740	23,740	19,040
68	Postage	-	21,962	21,700	21,700	2,150
69	Expendable Supplies	21,582	3,059	2,000	2,000	22,000
70	EMS Supplies	23,270	4,625	15,000	15,000	15,000
71	Special Departmental Expense	39,468	24,514	30,000	30,000	30,000
72	Small Tools	29,441	66,328	67,500	100,000	72,500
73	Respiratory Equipment Expense					28,200
74	Public Education	2,473	4,083	5,000	5,000	8,000
75	Safety Equipment	46,940	50,928	65,000	65,000	65,000
76	Communications	31,848	34,086	57,000	57,000	40,000
77	Utilities	17,606	86,634	75,000	78,000	78,000
78	Building/Grounds/Facilities Maintenance	147,383	144,448	154,000	154,000	154,000
79	Gas, Diesel, Oil	30,934	78,082	111,000	85,000	85,000
80	Equipment Maintenance	-				
81	Auto Maintenance	-				
82	Apparatus Maintenance	266,190	235,850	94,850	94,850	94,850
83	Mechanic Shop Service Agreement	983		25,000	20,000	100,000
84	Hose and Nozzles	14,301	152,349	25,000	20,000	15,000
85	Radio Maintenance	12,476	23,567	16,250	16,250	16,250
86	Contractual Services	269,020	145,500	531,462	363,851	336,601
87	Auditing	8,000	12,000	12,000	12,000	13,000
88	Dues & Subscriptions	5,967	6,636	6,100	8,000	8,400
89	Travel, Conferences & Meetings	14,033	11,406	15,000	15,000	18,000
90	Training & Safety	56,088	39,905	59,000	59,000	62,000
91	Emergency Preparedness	-	13,985	50,000	30,000	30,000
92	Wellness & Safety	17,140	15,543	30,800	30,800	30,800
93	Canyon Weed Control - Other Charges	-		1,000	1,000	1,000
94	Liability, property and other insurances	187,488	154,339	247,488	163,200	179,520
95	Computer, Telephone & Other IT Costs	65,000	69,722	140,000	140,000	105,000
96	Miscellaneous	(3,976)	6,288	5,000	7,000	7,000
97	TOTAL MATERIALS & SERVICES	1,332,229	1,426,769	1,960,890	1,697,391	1,616,311
98	TOTAL OPERATIONS COST	16,858,542	18,922,290	23,052,761	22,881,006	23,797,608
99						
100	CAPITAL PROJECTS:					
101	Capital Outlay	-				
102	Vehicle Replacement Reserve	-	799,000	1,322,000	1,322,000	674,955
103	Total Capital Outlay Reserve	-	799,000	1,322,000	1,322,000	674,955
104	TOTAL INCLUDING CAPITAL	\$16,858,542	19,721,290	24,374,761	24,203,006	24,472,563
106						
107	OPERATIONS NET OF REVENUE	15,121,635	17,503,927	21,479,557	21,142,815	22,377,054
108						
109	OPERATIONS & CAPITAL NET OF REVENUE	15,121,635	18,302,927	22,801,557	22,464,815	23,052,009

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 2016-2017 budget reflects a \$4.6 million reserve and a 73% funded status using the latest actuarial valuation completed in January 2015. An increase in reserve levels was indicated by the valuation based on experience on number and cost of claims.

<u>Account Description</u>	<u>Actual 2011-2012</u>	<u>Actual 2012-2013</u>	<u>Actual 2013-2014</u>	<u>Actual 2014-2015</u>	<u>Adopted 2015-2016</u>	<u>Revised 2015-2016</u>	<u>Adopted 2016-2017</u>
REVENUES:							
Workers Compensation Premiums	\$603,802	\$602,860	\$1,335,930	\$1,401,150	\$1,901,150	\$1,901,150	2,400,000
Dental and Vision Premiums	127,822	120,400	118,970	120,870	185,321	121,690	162,674
Investment Earnings							
Miscellaneous	-	-	-				
TOTAL REVENUES	731,624	723,260	1,454,900	1,522,020	\$2,086,471	\$2,022,840	\$2,562,674
EXPENDITURES:							
Contractual Services – Athens	11,626	31,577	37,552	38,893	40,000	40,000	40,000
Excess Workers Comp Insurance	62,611	85,044	85,832	86,697	118,100	145,000	159,500
Workers Compensation Claims:							
Payments for Third Party Services	194,657	305,892	333,338	426,432	350,000	446,250	468,563
Industrial Disability Payments	183,731	214,383	147,084	219,834	200,000	220,000	220,000
Reserves	248,782	1,080,352	781,165	423,571	1,251,137	1,251,137	2,001,137
Dental and Vision Claims	102,392	77,248	100,570	113,354	121,690	121,690	127,775
TOTAL EXPENDITURES	803,799	1,794,496	1,485,541	1,308,781	2,080,927	2,224,077	3,016,974
Excess (Shortfall)	(72,175)	(1,071,236)	(30,641)	213,239	5,544	(201,237)	(454,300)
BEGINNING FUND BALANCE	354,455	282,280	(788,956)	(819,597)	(606,358)	(606,358)	(807,595)
ENDING FUND BALANCE	\$282,280	\$(788,956)	\$(819,597)	\$(606,358)	\$(600,814)	(807,595)	(1,261,895)
ENDING CASH BALANCE		689,181	1,426,960	2,063,770	3,320,451	3,113,670	4,660,507
ACTUARIAL-ESTIMATED OUTSTANDING LOSSES		1,757,101	2,246,559	4,042,453	5,293,590	5,293,590	6,399,504
Funded Status (%)		39%	63%	51%	63%	59%	73%

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>Adopted 2015-2016</u>	<u>Revised 2015-2016</u>	<u>Adopted 2016-2017</u>
REVENUES:				
Donations & Other Contributions ¹	\$799,000	\$1,322,000	\$1,322,000	\$704,955
TOTAL REVENUES	799,000	1,322,000	1,322,000	704,955
EXPENDITURES:				
Capital Equipment ²	158,644	1,322,000	1,741,333	674,955
TOTAL EXPENDITURES	158,644	1,322,000	1,741,333	674,955
Excess (Deficit) – Budgetary Basis	640,356	-	(419,333)	30,000
CONVERSION TO GAAP				
Capitalization of Equipment	158,644		1,741,333	674,955
Depreciation	(46,039)		(70,446)	(150,446)
BEGINNING NET POSITION	-	772,554	772,554	2,024,108
ENDING NET POSITION	772,554	772,554	2,024,108	2,578,617
ENDING CASH POSITION	\$640,356	\$640,356	\$221,023	\$251,023

¹ and ² Contributions in FY 16/17 are from General Fund for purchase of one engine and one staff vehicle (\$674,955) and a reserve from the Joint Training Fund for future purchase (\$30,000).

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 2014-2015</u>	<u>Adopted 2015-2016</u>	<u>Revised 2015-2016</u>	<u>Adopted 2016-2017</u>
REVENUES:				
Transfers In	-	-	-	\$100,000
Federal and State Grants				
Contribution from others (Millbrae)				
Investment Earnings				
TOTAL REVENUES	-	-	-	100,000
EXPENDITURES:				
Capital Outlay				
Communications & Others	-	-		
Capital Equipment	7,428			280,000
Temporary Fire Station				
TOTAL EXPENDITURES	7,428	-	-	280,000
EXCESS	(7,428)	-	-	(180,000)
BEGINNING FUND BALANCE	424,056	416,628	416,628	416,628
ENDING FUND BALANCE	\$416,628	\$416,628	\$416,628	\$236,628

FY 2016-2017 Capital Detail:

Station Alerting System (6 stations at \$30,000 each) - \$180,000

Joint Training - Burn Box; Station 37 remodel; Training Tower at Foster City training facility - \$100,000

Program Descriptions **and Organizational Performance**

Administration

Prevention and Emergency Preparedness

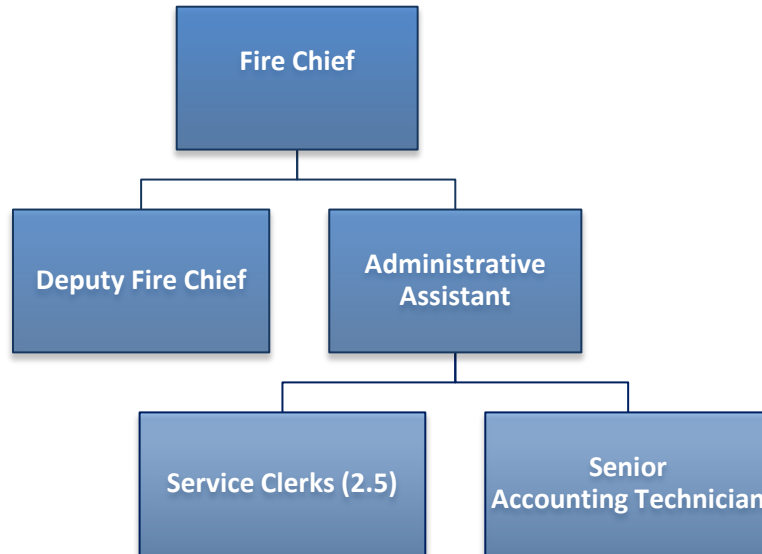
Suppression

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 2016/17

- Develop a two to five year Succession Plan.
- Improve community outreach through monthly e-news and social media.
- Migrate to new payroll system (Kronos Workforce estimated 1/1/17)
- Revise Master Fee Schedule

ADMINISTRATION

SIGNIFICANT BUDGET CHANGES

In FY 2015/16 CCFD made several promotions including Deputy Fire Chief, Battalion Chief and Captain. Each of these promotions will play a key role in leadership within CCFD and instilling our values in our new firefighters.

In FY 2015/16 our Fire Board ended CCFD's partnership with the City of San Bruno. While not closing the door to further mergers CCFD will continue to seek out partnerships in areas that make operational and or financial sense. CCFD currently maintains many partnerships with surrounding agencies that have demonstrated value to the agencies and communities.

Our mechanic's division continues to be a key division as CCFD will now service the vehicles and apparatus for six agencies: Belmont, Central County, Colma, Foster City, San Bruno and San Mateo. As the mechanic's division continues to grow we will look to add administrative support to assist with scheduling as well as other administrative tasks related to the division.

The joint training program continues to provide savings in training costs for the agencies involved. A total of five agencies: Belmont, Central County, Foster City, San Bruno and San Mateo, now make up the joint training program. It is anticipated that FY 2016/17 will be the year that sees full reimbursement of salary and benefits for personnel assigned to the training division. Currently, the Division Chief position is a contract position. It is anticipated that a new Division Chief of Training will be appointed in the second quarter FY 2016/17. Additionally, the training division will have some capital purchases as well as relocation of offices to Fire Station 37 in Millbrae once a remodel of office spaces is completed. In FY 2016/17 CCFD will receive \$387,854 in net revenues from the joint training program.

A strong economy has provided for increased development in our communities. Ensuring fire safety in these developments continue to be a focus for our Fire Prevention division. In turn this has made for a higher workload for our Fire Prevention division as well as our administration division who are tasked with billing, invoicing and tracking. We will continue to monitor the workload to ensure that CCFD can effectively respond to the needs of residents, developers, and our communities.

CCFD will continue to pay down Other Post-Employment Benefits (OPEB), as defined by our 2014 actuarial. The valuation also reflected a mandated actuarial method change for implied subsidy, which was recommended for early adoption. The FY 2015/16 contribution was \$1,355,000, including \$189,000 for the implied subsidy. The required contribution for FY 2016/17 is \$1,427,996.

The FY 2016/17 budget includes the purchase of 1 fire engine in addition to the 3 that were purchased in the FY 2015/16 budget. The turnaround from order to delivery can be as much as nine months, we anticipate delivery of the first 3 engines in October of 2016, with implementation in December.

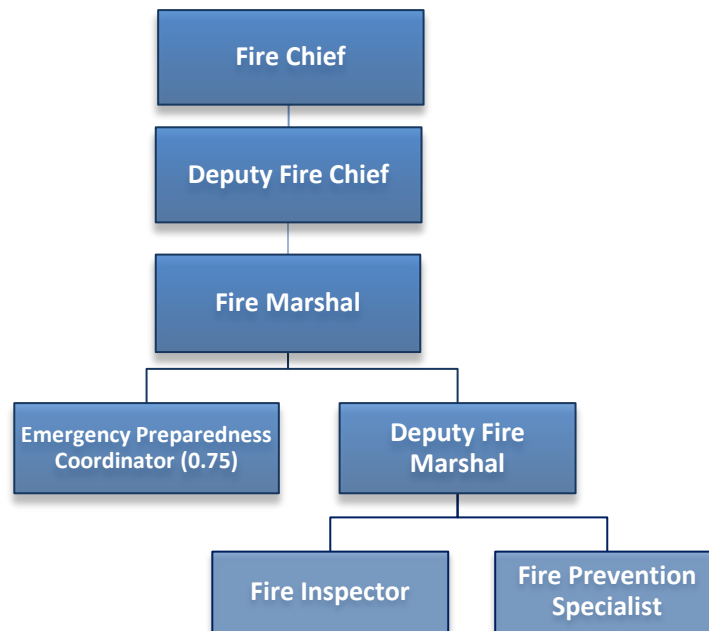
PRIOR PERIOD'S MAJOR ACCOMPLISHMENTS

- Completed recruitment of four new firefighters
- Promoted one Battalion Chief to Deputy Chief
- Promoted one Captain to Battalion Chief
- Promoted three Company Officers
- Implemented staffing and report writing software
- Completed design and purchase of three fire engines

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 2016/17

- Create policies & procedures for construction permitting & inspections in Millbrae.
- Reprioritize & establish inspections based on target hazards, create revenue stream for cost recovery, re-establish Shift Inspector Position.
- Adopt the 2015 International Code Council series as adopted by the state of California in 2016.
- Expand Fire Public Education/Community Risk Reduction for non-English speaking population.
- Relocate Prevention and Preparedness Division to main Fire Administration building. Update Emergency Operations Plans for the City of Burlingame and the Town of Hillsborough.
- Seek alternative opportunities for CERT funding and supplies.

PREVENTION AND EMERGENCY PREPAREDNESS

SIGNIFICANT BUDGET CHANGES

As CCFD's service area has grown, we have seen new challenges in the area of fire prevention. This has required a review of our public education and community risk programs. The division will be conducting a series of assessments and evaluations for the delivery of our services and to the overall population make-up. Public Service Announcements, information bulletins and public education documents will be expanded to address the cultural presence we have seen grow over the last few years. Working with community health and wellness organizations, a focus will be made towards fall prevention in an attempt to decrease preventable EMS call volume in our vulnerable populations.

The increased number of business and multi-residential inspections has made it challenging to meet current demand. These inspections are for citizen safety and result in potential revenue for CCFD. The program is not intended to generate significant revenue but is designed to cover personnel costs and allow for professional development and succession training. We will continue to utilize light duty operations personnel when available to augment the inspection program. We will also look at incomplete inspection numbers to determine if potential revenue is not being captured and if those revenues might justify additional personnel time or the addition of new personnel.

Emergency Management remains a dynamic role that the fire department takes a community lead in. This year the department will be focusing on the completion of a brand new Emergency Operations Plan for Burlingame and Hillsborough. The existing plan was last updated in 2007, prior to federal mandates for Exercise & Training as well as the proliferation of Neighborhood Networks. Emergency Management will ensure that CCFD communicates with all community groups specifically within Burlingame and Hillsborough to ensure community continuity and resilience.

PRIOR PERIOD'S MAJOR ACCOMPLISHMENTS

- Implemented full fire prevention services for the City of Millbrae.
- Reorganized duties and responsibilities for the fire prevention division to better meet responsibilities while maintaining a focus on succession planning.
- CCFD has been utilizing Burlingame's CRW for managing fire construction permits for Burlingame and Hillsborough. In January, Millbrae IT granted remote access to CRW for Millbrae. Administration will be issuing permits for all three cities from CCFD Administration thus improving consistency and customer service levels.
- Implemented new Records Management System for input and processing of engine company inspections.
- Completed the Local Hazard Mitigation Plan for the City of Burlingame and the Town of Hillsborough and established timeline for approval by the respective city councils.
- Developed and recruited a new team of civilian CERT Volunteer Program Coordinators to work closely with CCFD CERT Trainers.

PREVENTION AND EMERGENCY PREPAREDNESS

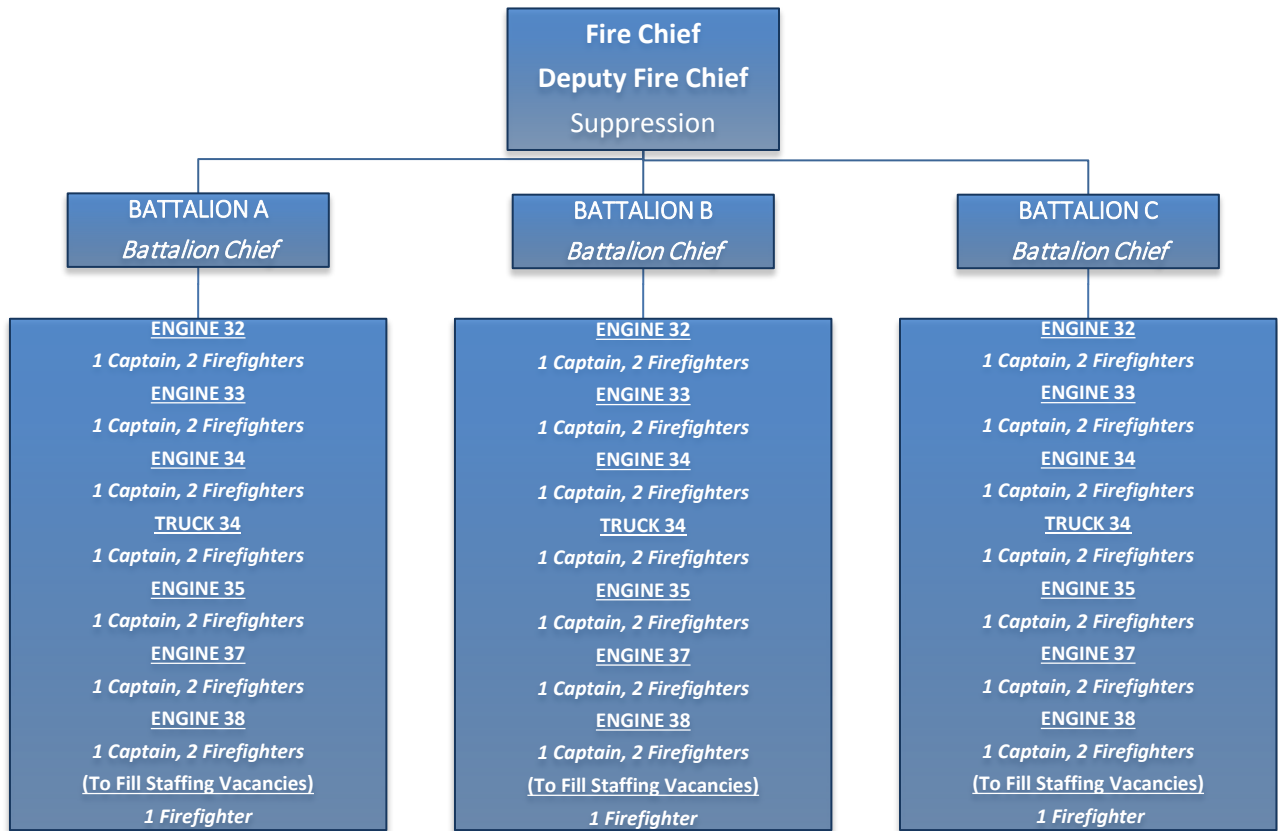
PERFORMANCE/WORKLOAD MEASURES

	<u>FY13/14</u> <u>Actual</u>	<u>FY14/15</u> <u>Actual</u>	<u>FY15/16</u> <u>To 1/31/16</u>
% of plan checks completed within 10 working days	100%	100%	100%
Average days to complete	8	8	8
# of plan checks:	197	251	152
% of plan review completed within target	100%	100%	100%
Average days to complete	10	10	10
# of plan reviews	471	411	210
% 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	28	23	7
Station Tours	20	16	5
Fire origin and cause investigations	7	12	5
Fire Code Permits (special events, underground storage tank removal/modifications)	49	51	39
Engine Company inspections *reflects implementation of self-inspection program	940	1,097	543
Construction inspections	398	405	254
Fire and life safety inspections	33	44	25
Junior Fire Marshal Picnic (number of children)	265	234	-
Car seat inspections	63	104	58
General public trained for disaster response (CERT)	12	52	15
General public trained for disaster response (GET READY)	0	0	56
City employees trained in city-wide disaster drills or other classes	68	31	28
CPR training (Number of adults)	98	160	108

SUPPRESSION

MISSION

The mission of the suppression Division is to effectively handle emergency and non-emergency requests from residents, businesses and visitors.



PROGRAM FUNCTIONS

- Participate in ongoing fire and life safety activities through public education, community training, pre-fire planning and fire prevention inspections.
- Respond quickly to all emergencies and take appropriate actions thereby reducing loss of life, property and environmental damage while ensuring the safety of all fire personnel involved.
- 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 2016/17

- Determine and implement industry best practices.
- Develop succession plan for short and long-term anticipated vacancies.
- Develop and implement a robust training program for training for new Firefighters and Captains.
- Provide for leadership training to all new and existing supervisors.
- Ensure familiarity with all jurisdictions with all personnel.

SUPPRESSION

PRIOR PERIOD'S MAJOR ACCOMPLISHMENTS

- Completed separation of shared services agreement with City of San Bruno.
- Implemented and completed station and shift movement with all personnel, first time with former Millbrae employees.
- Provided support to the State Mutual Aid system to 3 separate campaign wildland fires
- Participated in the Urban Shield exercise to test the readiness and capabilities of our Special Operations program.
- Continued to oversee the San Mateo County Tactical Emergency Medical Services Team (TEMS)
- Participated in Countywide Wildland Urban Interface exercise in preparation for incidents within our jurisdiction.
- Completed recruitment and entry level training of four new firefighters.

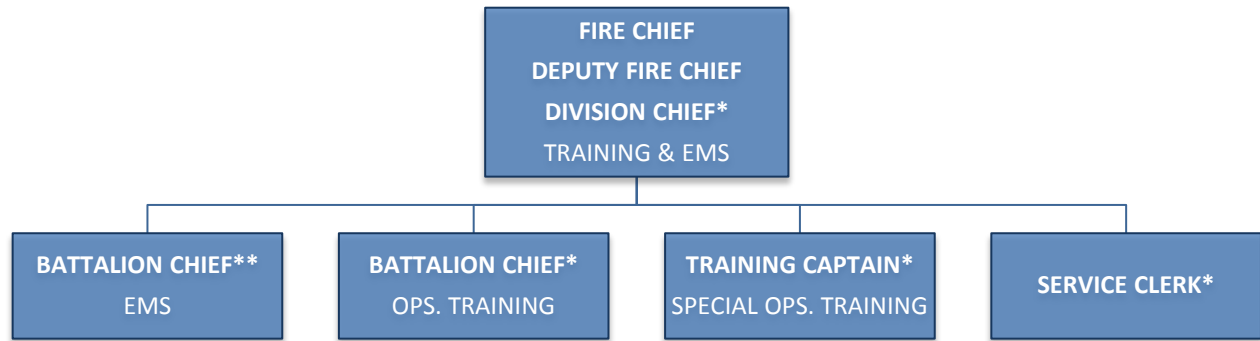
PERFORMANCE/WORKLOAD MEASURES

	<u>FY 13/14</u> <u>Actual</u>	<u>FY14/15</u> <u>Actual</u>	<u>FY15/16</u> <u>To 1/31/16</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)	5:07	5:20	5:19
Priority 3 (non-emergency response calls)	4:57	5:03	4:59
All calls for service	5:02	5:14	5:16
Total calls for service	4,330	7,629	4,263
Medical responses	2,565	4,181	2,454
Fire suppression responses	162	255	128
Hazardous conditions responses	438	532	340
Other responses	1,165	2,661	1,341
SPECIAL EVENTS:			
Fund raising events conducted by off-duty firefighters	3	3	3
STATIONS:			
Area (fire stations) maintained by personnel	32,000	46,000	46,000

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.



* Employed by CCFD (Shared)

** Not Employed by CCFD (Shared)

PROGRAM FUNCTIONS

- Provide annual mandated and continuing education training to all suppression personnel through a shared Training and EMS program with neighboring agencies.
- Document all training provided and certifications received by personnel.
- Provide career development guidance and support.
- Standardize emergency operations within the central area of San Mateo County through on-going training and evaluation.
- Ensure that each safety member will receive all mandated County, State and/or Federal emergency medical services training during the fiscal year.
- Maintain contractual requirement for paramedic first-response service provided to ensure a maximum response time (turn out and travel time) of 6 minutes, 59 seconds with jurisdictions served for 90% of all emergency medical incidents.
- Represent the participating agencies' EMS interests with the San Mateo County EMS Agency.

KEY PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2016/17

- Host State Fire Training Certification classes.
- Conduct Live Night Fire Training for all personnel.
- Continue improvements to Training Towers.
- Advanced Pediatric Training in conjunction with Lucile Packard Children's Hospital
- Emergency Vehicle Operations training for all personnel.
- Explore opportunity to relocate Training Division offices to Fire Station 37.
- Continue Long-Term Succession Plan for Training Division.
- Maintain Emergency Medical Certifications for all personnel.
- Explore feasibility of purchasing live fire burning container.
- Seek grant opportunities for training and equipment replacement.
- Assist with Fall 2017 Recruit Academy.

TRAINING AND EMERGENCY MEDICAL SERVICES (EMS)

SIGNIFICANT BUDGET CHANGE

The Division's budget has experienced a modest increase in revenues in FY 2015/16. Additionally, cost sharing formulas for participating agencies that host a division position have increased as projected by 5% each year. The projected increases are planned to reach a goal of a self sustained Training Division that will fund hosted positions at full cost recovery in FY 2016/17. In FY 2016/17 the current Joint Training agreement will be reviewed and updated to address vehicle replacement and increased personnel costs to ensure full cost recovery in the new contract effective July 1, 2017. Participating Agencies will need to evaluate the vehicle replacement mechanism during FY 2015/16.

PRIOR PERIOD'S MAJOR ACCOMPLISHMENTS

- Participated in Joint San Mateo County Wildland Exercise in three county zones.
- Coordinated the San Mateo County Fire Recruit Academy.
- Administered Probationary Testing for 4 CCFD Personnel.
- Utilized an acquired structure in Belmont for a satellite training facility.
- Coordinated in conjunction with Menlo Park, Live Fire Training for all county personnel.
- Advanced Life Support for all paramedics.
- Conducted Promotional Examination for Fire Captain.
- Improvements to existing training facilities at training towers in Millbrae and Foster City.
- Assisted in development of Probationary Training Program.

PERFORMANCE/WORKLOAD MEASURES

	FY 14/15 <u>Actual</u>	FY 15/16 <u>To 1/31/16</u>
Complete required annual continuing education training for all paramedics and Emergency Medical Technicians (EMTs)	100%	ongoing
Training hours completed	10,930	5,623
Driver training hours	1,243	741
EMS training hours	2,414	1,022

- *Due to an upgrade to our training portal, training hours previously recorded as separate line items are now included in the line items above.*
- *Training hours only include CCFD personnel. SBFD personnel have been excluded.*

Miscellaneous Programs

Shared Services

SHARED SERVICES WITH OTHER JURISDICTIONS

Central County Fire Department (CCFD) is party to various agreements entered into for cost efficiency and effectiveness:

California Urban Search and Rescue Task Force #3

This function is managed through the Menlo Park Fire Protection District. It is part of the Federal Emergency Management Agency's (FEMA) national response plan. CCFD is reimbursed for personnel responses when the team is activated as well as costs associated with training exercises. CCFD also sends personnel on-duty to participate in the training that has allowed the personnel to increase their knowledge base and expertise. As an example, CCFD became the first Medium-Duty rated Urban Search and Rescue (USAR) team in San Mateo County having been certified by the State in the spring of 2008 and as reported earlier, now certified as a Heavy Rescue in 2011. CCFD has participated in this program since the early 1990's.

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

We participate in a county-wide ALS program that provides paramedic first response services and emergency transportation services. This program has been in place for 15 years. Program is under San Mateo County Health Department. The partners to the joint powers agreement include the County, the private ambulance provider (American Medical Response (AMR) and all 13 San Mateo County fire agencies. Each agency receives some reimbursement for their services through the County (approximately \$20,000 per engine after dispatch costs). The program was awarded the Helen Putnam Award in early 2000.

San Mateo County Public Safety Communication (PSC)

This operation serves as joint dispatch center currently located in Redwood City. It dispatches for all fire agencies, AMR ambulances and several law agencies in the county. In conjunction with the ALS program discussed above, it allows the center to dispatch the closest resources through the Automatic Aid Agreement. This results to seamless responses, more coordinated efforts to major incidents, and cross-jurisdictional support without the time delays, on mutual aid requests. Agency costs for the 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 personnel serve as Co-Directors of the Academy and lead instructor while the Joint Training Division facilitates training with the participating agencies.

Shop Services

CCFD continues to provide apparatus maintenance to Belmont, San Bruno and San Mateo Fire Departments. FY 16/17 will see an increase in work with the addition of Colma and Foster City Fire Departments. Revenues continue to increase with the division now generating approximately \$180,000 annually.

Special Operations

This is a partnership with San Mateo Fire Department to provide local USAR capabilities independent of Task Force 3 discussed above. CCFD, through several grants, have acquired apparatus, equipment and training funds that allowed personnel to become specially trained and equipped for trench, confined space, high and low-angle

MERGED SERVICES WITH OTHER JURISDICTIONS

rescue. The State of California recognizes the training and resources that CCFD has acquired and has declared us as a state wide deployable team that qualifies for reimbursement when called upon.

Tactical Medic Team Program

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

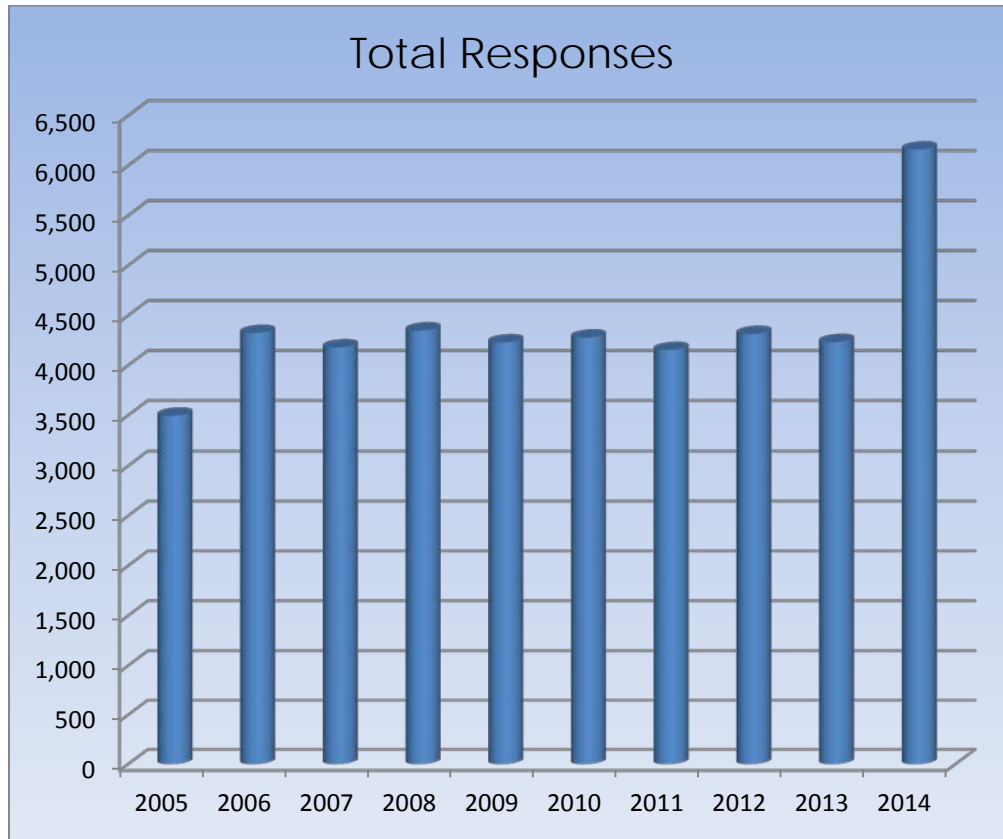
Injury Report by Type

STATISTICAL INFORMATION

RESOURCES COMPARISON TO PENINSULA CITIES & SIMILAR JURISDICTIONS

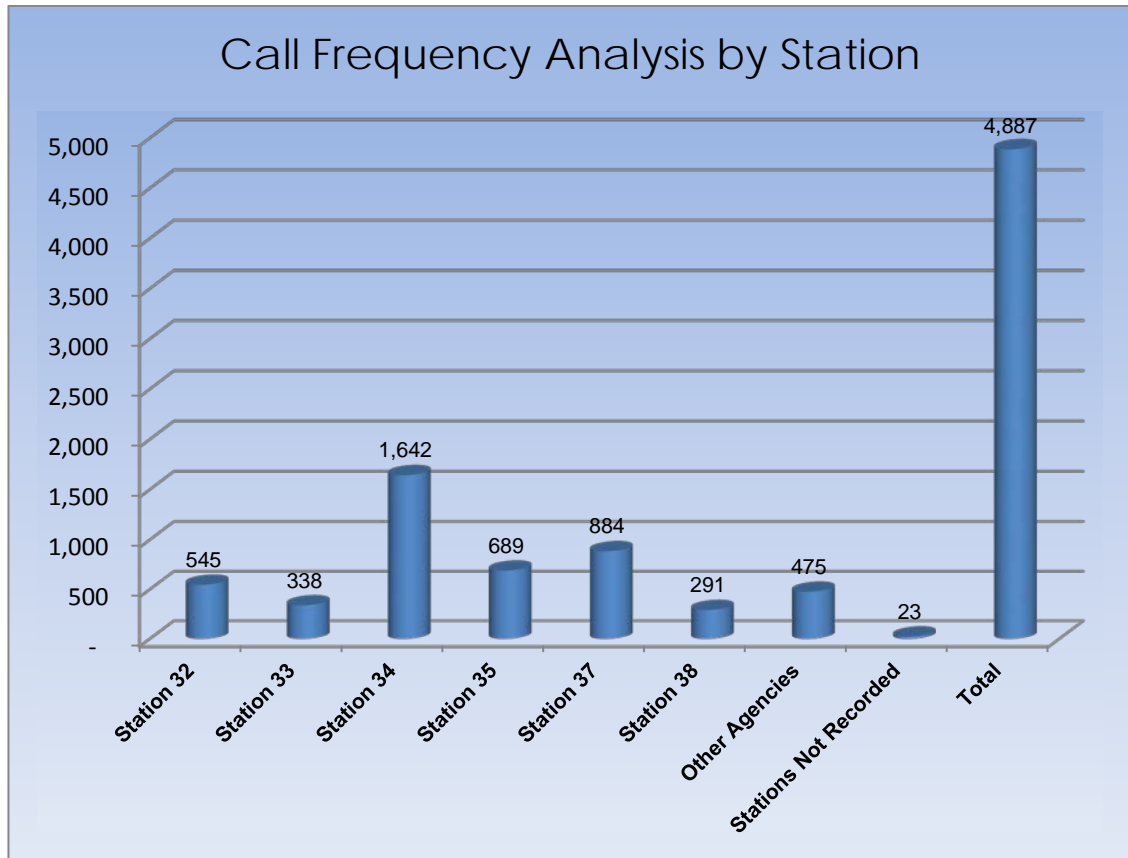
JURISDICTION	AREA (SQ MILES)	NO OF FIRE STATIONS	AREA (SQ MILES) COVERED PER FIRE STATION	NO OF APPARATUS	AREA (SQ MILES) COVERED PER APPARATUS	POPULATION IN THOUSANDS	POPULATION PER FIRE STATION (IN THOUSANDS)	NO OF BATTALION CHIEF ON DUTY PER SHIFT
Redwood City	19.5	5	3.9	6	3.3	79	15.8	1.0
Menlo Park	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	1.5

STATISTICAL INFORMATION



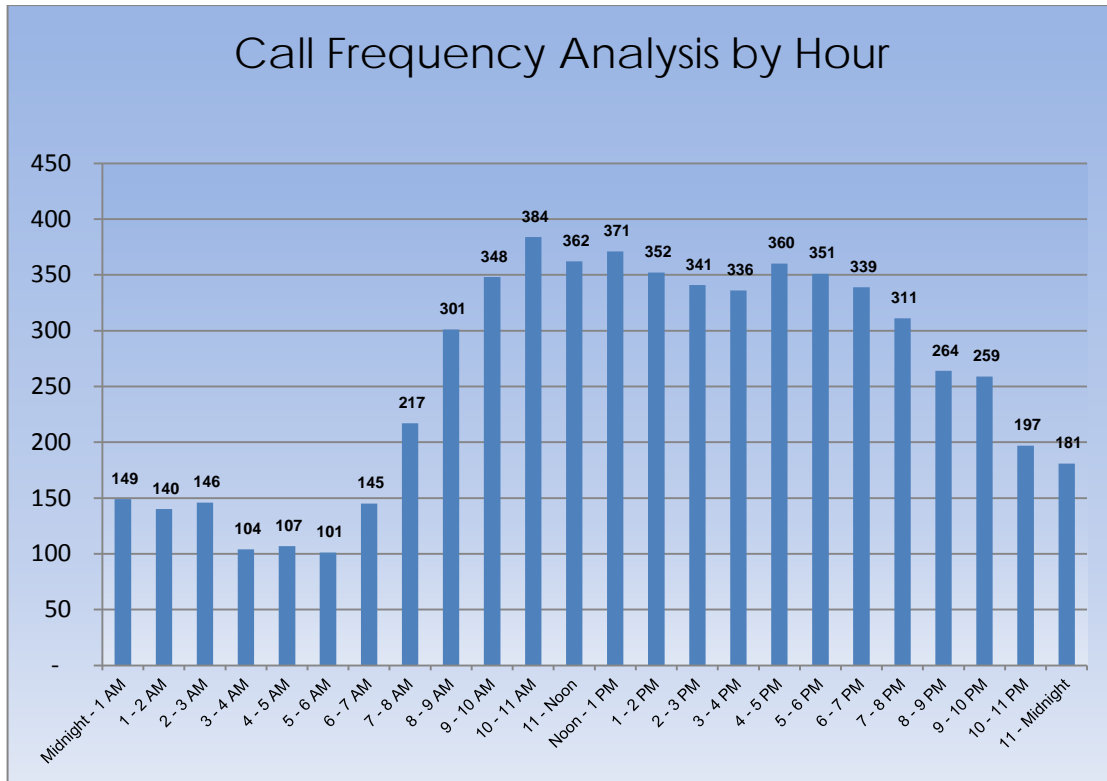
<u>Fiscal Year</u>	<u>Total Calls</u>
2005	3,495
2006	4,323
2007	4,179
2008	4,348
2009	4,229
2010	4,277
2011	4,152
2012	4,313
2013	4,232
2014	6,160

STATISTICAL INFORMATION



Station Location	Total Calls	% to Totals
Station 32	545	11.15%
Station 33	338	6.92%
Station 34	1,642	33.60%
Station 35	689	14.10%
Station 37	884	18.09%
Station 38	291	5.95%
Other Agencies	475	9.72%
Stations Not Recorded	23	0.47%
Total	4,887	100.00%

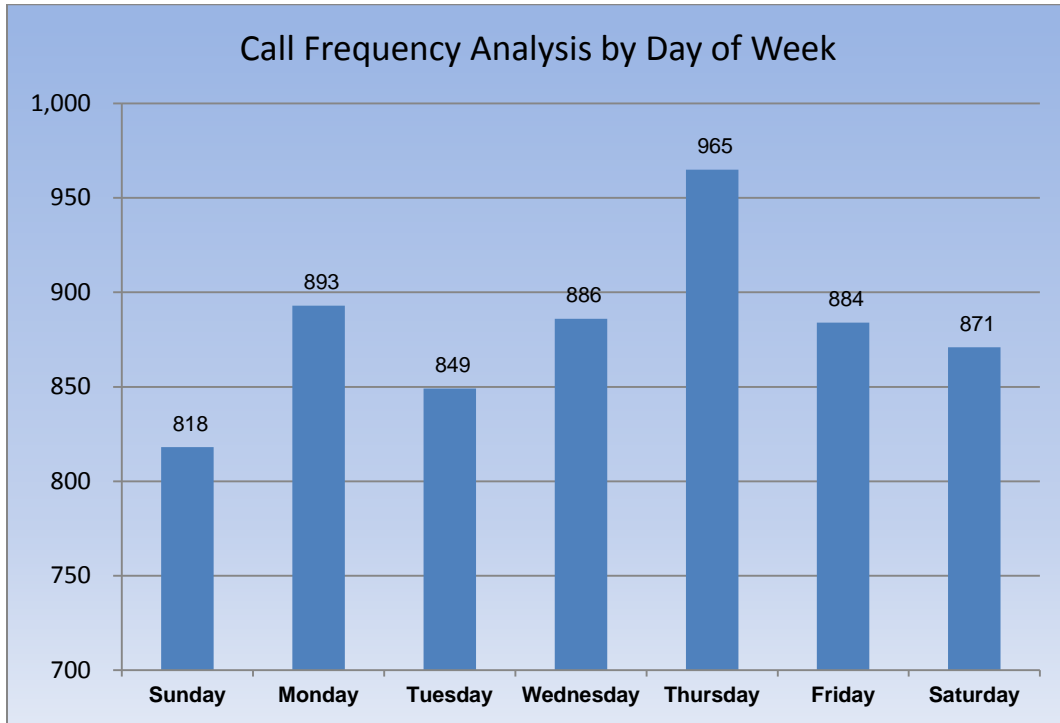
STATISTICAL INFORMATION



<u>Hour</u>	<u>Total Calls</u>	<u>% to Totals</u>
Midnight - 1 AM	149	2.42%
1 - 2 AM	140	2.27%
2 - 3 AM	146	2.37%
3 - 4 AM	104	1.69%
4 - 5 AM	107	1.74%
5 - 6 AM	101	1.64%
6 - 7 AM	145	2.35%
7 - 8 AM	217	3.52%
8 - 9 AM	301	4.88%
9 - 10 AM	348	5.64%
10 - 11 AM	384	6.23%
11 - Noon	362	5.87%
Noon - 1 PM	371	6.02%
1 - 2 PM	352	5.71%
2 - 3 PM	341	5.53%
3 - 4 PM	336	5.45%
4 - 5 PM	360	5.84%
5 - 6 PM	351	5.69%
6 - 7 PM	339	5.50%
7 - 8 PM	311	5.04%
8 - 9 PM	264	4.28%
9 - 10 PM	259	4.20%
10 - 11 PM	197	3.19%
11 - Midnight	181	2.94%
Total	6,166	100.00%

Source: Department Records Management Systems, Fiscal Year 2014-2015 (includes addition of Millbrae)

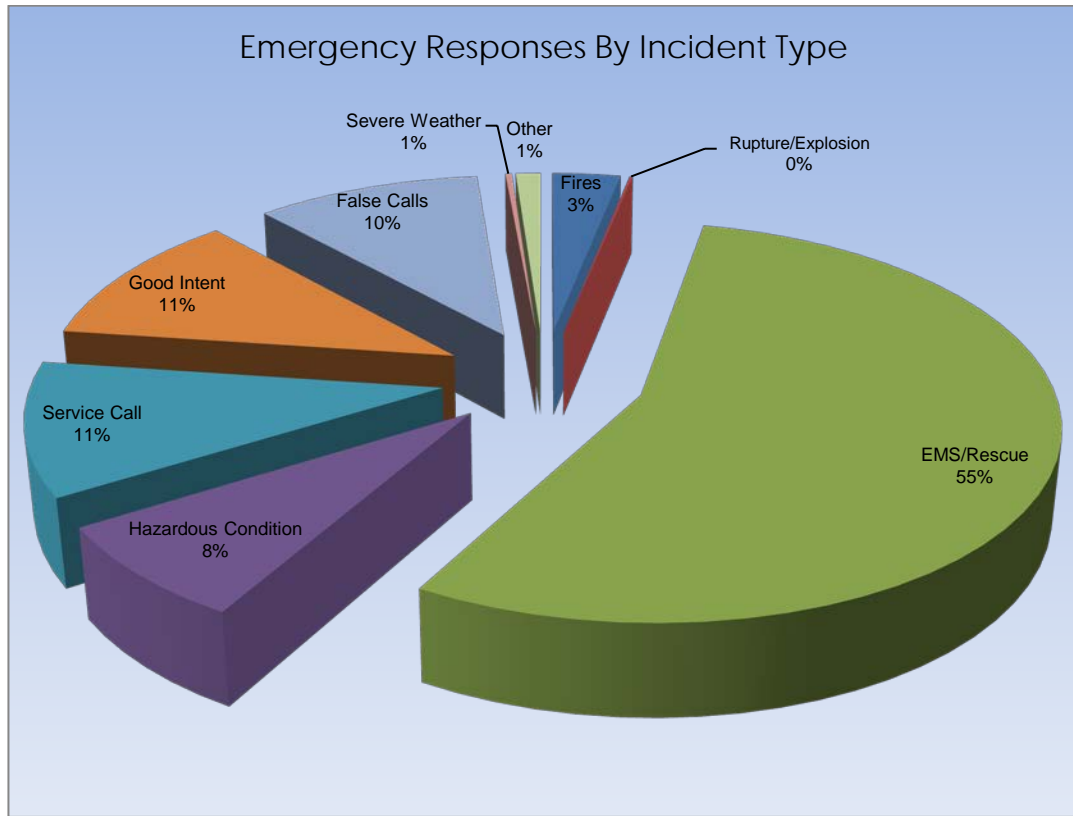
STATISTICAL INFORMATION



<u>Day of Week</u>	<u>Total Calls</u>	<u>% to Totals</u>
Sunday	818	13.27%
Monday	893	14.48%
Tuesday	849	13.77%
Wednesday	886	14.37%
Thursday	965	15.65%
Friday	884	14.34%
Saturday	871	14.13%
Total	6,166	100.00%

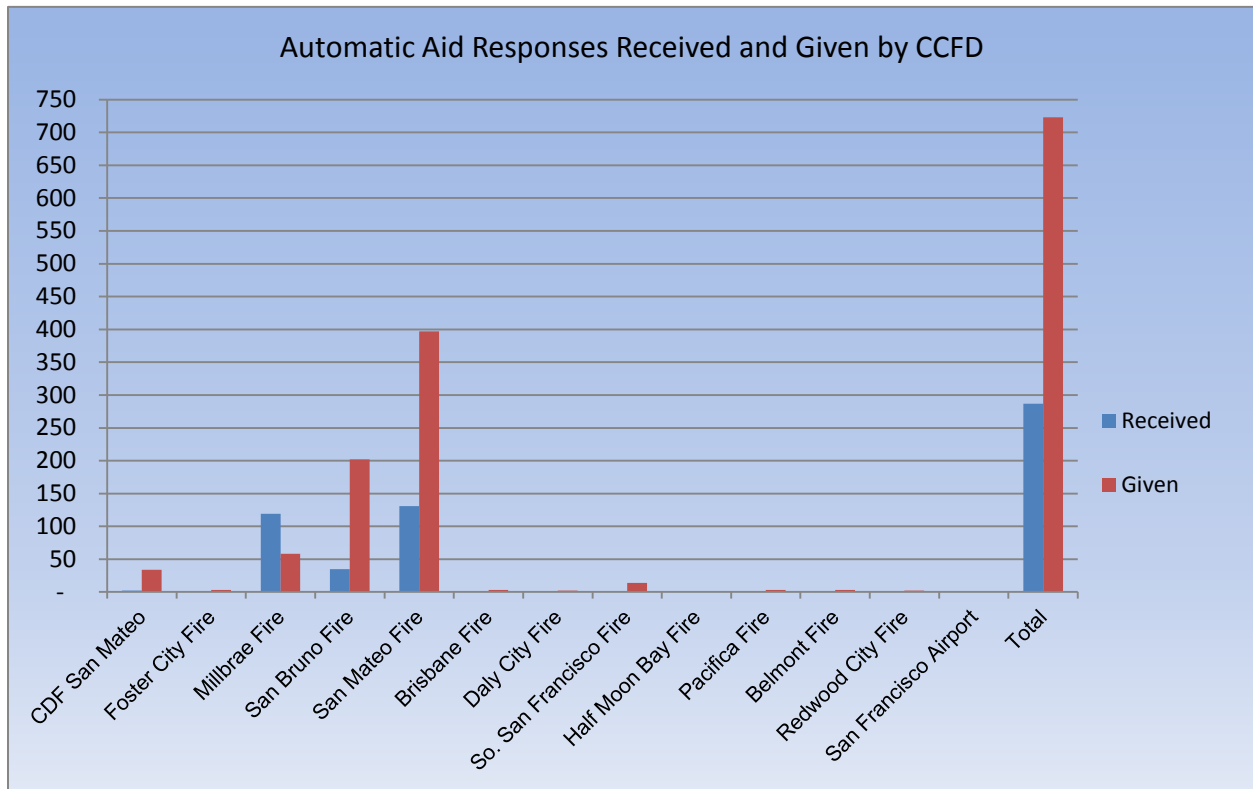
Source: Department Records Management Systems, Fiscal Year 2014-2015 (includes addition of Millbrae)

STATISTICAL INFORMATION



Incident Type	Total Responses
Fires	192
Rupture/Explosion	9
EMS/Rescue	3,390
Hazardous Condition	485
Service Call	677
Good Intent	685
False Calls	634
Severe Weather	18
Other	70
Total	6,160

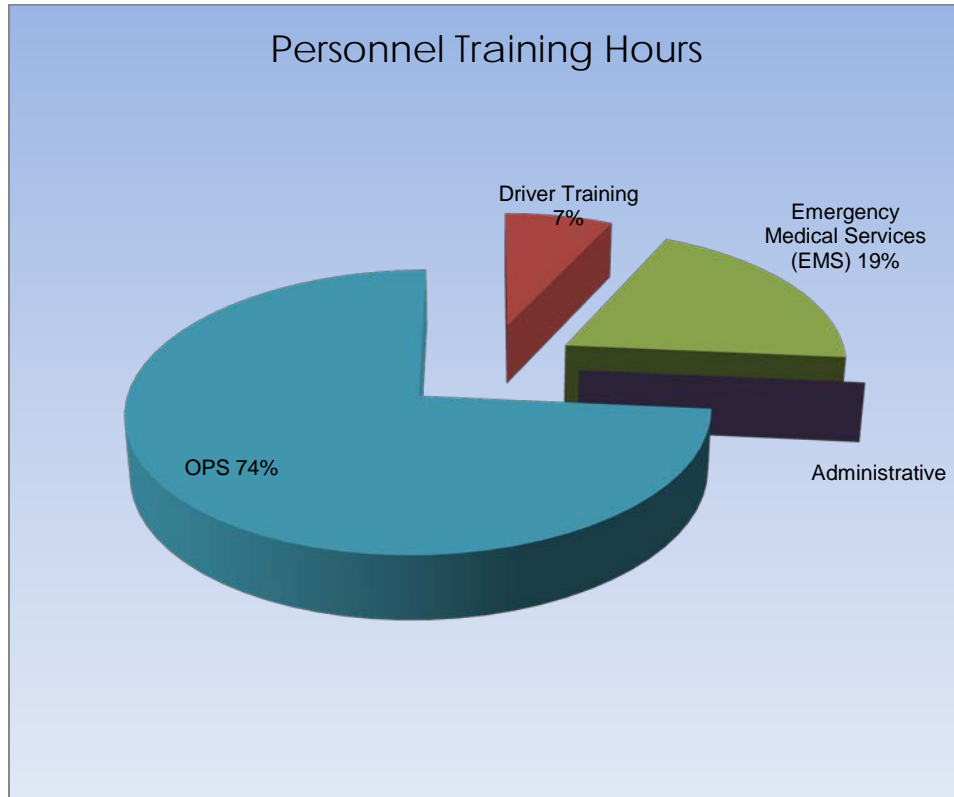
STATISTICAL INFORMATION



<u>Agency</u>	<u>Automatic Aid</u>		<u>Total</u>
	<u>Received</u>	<u>Given</u>	
CDF San Mateo	2	34	36
Foster City Fire	-	3	3
Millbrae Fire	119	58	177
San Bruno Fire	35	202	237
San Mateo Fire	131	397	528
Brisbane Fire	-	3	3
Daly City Fire	-	2	2
So. San Francisco Fire	-	14	14
Half Moon Bay Fire	-	1	1
Pacifica Fire	-	3	3
Belmont Fire	-	3	3
Redwood City Fire	-	2	2
San Francisco Airport	-	1	1
Total	287	723	1,010

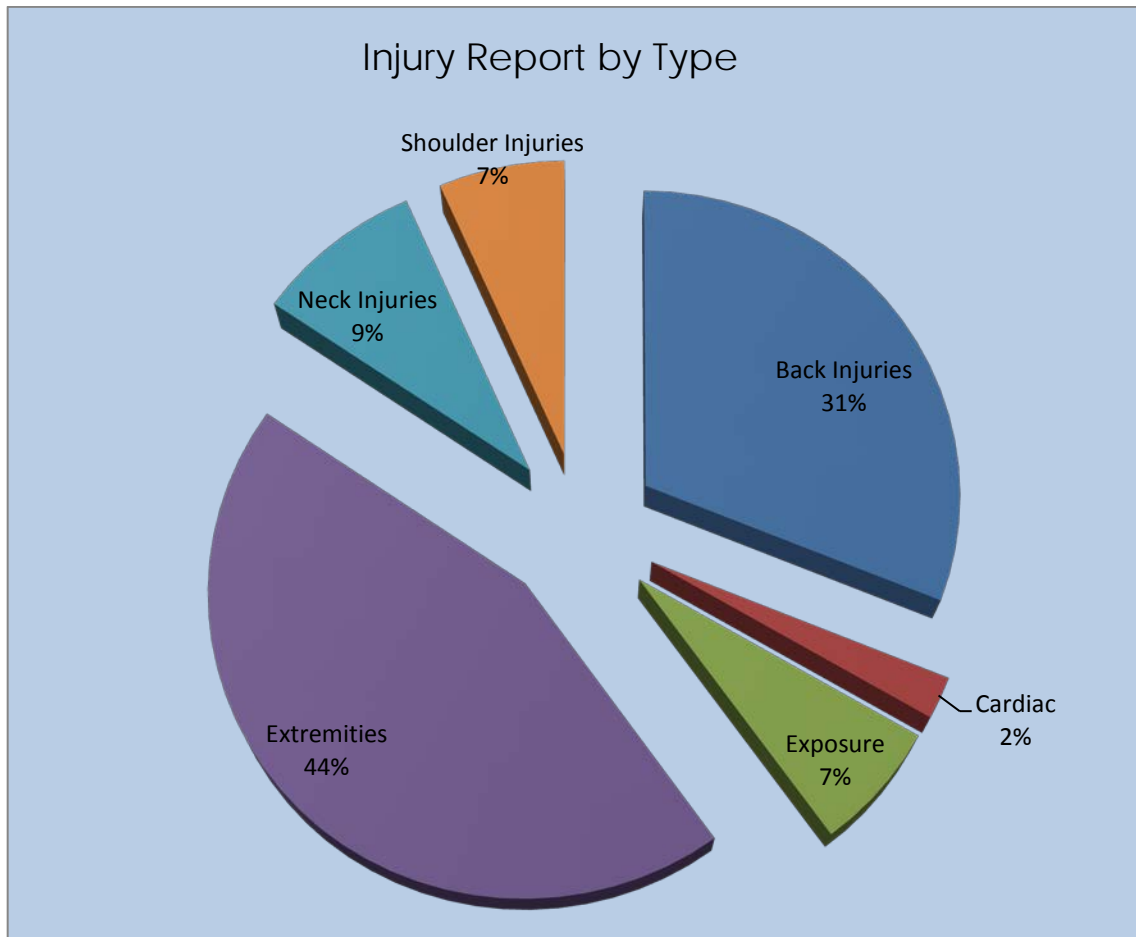
Source: Department Records Management Systems, Fiscal Year 2014-2015 (includes addition of Millbrae)

STATISTICAL INFORMATION



<u>Description</u>	<u>Training</u>
Prevention	-
Driver Training	812
Emergency Medical Services (EMS)	2,258
Administrative	-
OPS	8,541
Safety	-
Career	-
Total Training Hours	<u>11,611</u>

STATISTICAL INFORMATION



Description	Number	% to Totals
Back Injuries	14	29%
Cardiac	1	2%
Exposure	3	6%
Extremities	20	41%
Neck Injuries	4	8%
Shoulder Injuries	3	6%
Knee Injuries	4	8%
Total Injuries	49	100%

First Aid Injuries	39	80%
Disability Injuries	10	20%
	49	100%

Source: Department Records Management Systems, Fiscal Year 2014-2015 (includes addition of Millbrae)

Reference Materials

Budget Resolution

Master Fee Schedule

Glossary of Terms and Acronyms

BUDGET RESOLUTION

RESOLUTION NO. 16-04

RESOLUTION OF THE BOARD OF DIRECTORS OF THE CENTRAL COUNTY FIRE DEPARTMENT ADOPTING THE BUDGET FOR FISCAL YEAR 2016-2017

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 14A 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, Section 14B requires the Fire Chief and Chief Administrative Officer to prepare the annual budget for submission to the Board of Directors; and

WHEREAS, the budget for fiscal year 2016-2017 has been prepared and reviewed by staff; and

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

NOW THEREFORE, BE IT 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 2016-2017.

Approved at a regular meeting of the Board of Directors at Burlingame, CA this 13th day of April, 2016

General Fund	\$24,472,563
Joint Training Program Fund	280,557
Capital Project Fund	280,000
Sub-total	<u>\$25,033,120</u>
Internal Service Fund - Insurance	3,016,974
Internal Service Fund - Vehicle/Equip.	674,955
GRAND TOTAL	<u><u>\$28,725,049</u></u>

Signed: _____

Marie Chuang, Chair

Attest: _____

Rubina Ellam, Secretary

I hereby certify that the foregoing is a true and correct copy of Resolution 16-04 adopted by the Board of Directors of the Central County Fire Department, San Mateo County California, at a regular meeting held on the 13th day of April, 2016, by the following vote of the members thereof:

AYES: Board Members: _____

NOES: Board Members: _____

ABSENT: Board Members: _____

ABSTAIN: Board Members: _____

MASTER FEE SCHEDULE

CENTRAL COUNTY FIRE DEPARTMENT Master Fee Schedule			
SERVICE	REFERENCE	ADOPTED FY 2015/16	ADOPTED FY 2016/17
Care Facilities Inspection			
Pre-inspection of licensed community care (per hour)	H&S Code §13235	\$160	No Change
Residential Care Facility for Elderly serving 6 or fewer persons – fire inspection enforcement	H&S Code §1569.84	No change	No Change
Residential Care Facility		\$284	No Change
Large Family Day Care		\$150	No Change
Skilled Nursing Facilities		\$551	No Change
Hospital/Institution		\$2,154	No Change
Re-Inspections			
Second re-inspection (fee per inspection)		\$133	No Change
Third and subsequent re-inspection (fee per inspection)		\$335	No Change
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	No Change
Building or Planning Plan Check Fees (per hour)		\$155	No Change
Expedite Building or Planning Check Fees (per hour with 2 hour minimum)		\$310	No Change
Consultation and Planning (per hour)		\$181	No Change
Alternate Means of Protection Review (per hour)		\$176	No Change
Fire Alarm Systems:			No Change
Permit for Monitoring System		\$160	No Change
Permit for Manual System		\$160	No Change
Permit for Automatic System		\$294	No Change
Permit for combination System		\$425	No Change
Multi-Residential or Commercial Fire Alarm Remodel or Repair (Device relocation/adjustment)			\$100 (New)
Fixed Fire Extinguishing System Permit		\$227	No Change
Standpipe System Permit		\$294	No Change
Storage Tank (above or below ground) Permit		\$160	No Change
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	No Change
Fire Pump Permit		\$160	No Change
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	No Change
Multi-Residential or Commercial Fire sprinkler Remodel or Repair (Sprinkler head relocation/adjustment)		\$160	No Change
Fire Service Line Inspection		\$160	No Change
Miscellaneous Fees and Permits			
Labor Rate for Mechanic Services		\$90	No Change
Vegetation Management Inspection plus 50% of contractor's fee		\$160	No Change

MASTER FEE SCHEDULE

CENTRAL COUNTY FIRE DEPARTMENT Master Fee Schedule			
<u>SERVICE</u>	<u>REFERENCE</u>	<u>ADOPTED FY 2015/16</u>	<u>ADOPTED FY 2016/17</u>
Change of Use Inspection (usually triggered by new business license)		\$169	No Change
Accounts referred to Collection Agencies		+47% of original invoice	No Change
Photographs from investigations		No change	No Change
Fire Incident Reports (not including photographs)		No change	No Change
Work without a construction permit (fees to be determined at Fire Marshal's discretion)		No change	No Change
Emergency Response Costs for Driving under the Influence		Costs according to Personnel Schedule below plus Apparatus cost of \$1,360 as set by State	No Change
False Alarms		\$570 for 3 to 5 and \$1071 for 6 or more	No Change
Hazardous Materials Clean-up/Response		Costs according to Personnel Schedule below plus Apparatus cost of \$1,360 as set by State	No Change
Standby Service			
Firefighter (per hour – minimum of 3 hours)		\$123	No Change
Fire Captain (per hour – minimum of 3 hours)		\$146	No Change
Battalion Chief (per hour – minimum of 3 hours)		\$163	No Change
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	No Change
Personnel Costs (per hour)			
Administration		\$54	No Change
Firefighter		\$123	No Change
Fire Captain		\$146	No Change
Fire Administrative Captain		\$153	No Change
Fire Inspector		\$134	No Change
Battalion Chief		\$163	No Change
Division Chief or Fire Marshal		\$176	No Change
Administrative Support Officer		\$91	No Change
Fire Mechanic		\$143	No Change
Deputy Fire Chief		\$154	No Change
Fire Chief		\$182	No Change
General Permits			
Aerosol Products		\$250	No Change
Amusement Buildings		\$284	No Change
Apartments, Hotels and Motels – 10 or less units		\$181	No Change
Apartments, Hotels and Motels – 11 to 25 units		\$218	No Change
Apartments, Hotels and Motels – 26 or more units		\$308	No Change
Apartments Assigned to Prevention			\$200 (New)

MASTER FEE SCHEDULE

CENTRAL COUNTY FIRE DEPARTMENT Master Fee Schedule			
<u>SERVICE</u>	<u>REFERENCE</u>	<u>ADOPTED FY 2014/15</u>	<u>ADOPTED FY 2015/16</u>
Aviation Facilities		\$450	No Change
Battery System		\$450	No Change
Carnivals and Fairs		\$417	No Change
Christmas Tree Lot		\$150	No Change
Combustible Fiber Storage		\$250	No Change
Combustible material Storage		\$250	No Change
Compressed Gasses		\$250	No Change
Commercial Occupancy Assigned to Prevention			\$155 (New)
Commercial Rubbish-Handling Operation		\$250	No Change
Cryogenics		\$250	No Change
Dry Cleaning Plants		\$250	No Change
Dust-Producing Operations		\$250	No Change
Exhibits & Trade Shows – Display Booth		\$250	No Change
Exhibits & Trade Shows – With Open Flame		\$250	No Change
Exhibits & Trade Shows – Display Fuel Powered Equipment		\$250	No Change
Explosives or Blasting Agents		\$450	No Change
Fire Hydrants and Water Control Valves		\$247	No Change
Fireworks		\$450	No Change
Flammable or Combustible Liquids		\$450	No Change
Hazardous Materials		\$450	No Change
High-Piled Combustible Storage – 20,000 square feet or less		\$450	No Change
High-Piled Combustible Storage – more than 20,000 square feet		\$583	No Change
Highrise			\$417 (New)
Hot-Work Operations		\$250	No Change
Liquefied Petroleum Gasses		\$450	No Change
Liquid-or gas-fueled Vehicles or Equipment in Assembly Buildings		\$450	No Change
Live Audiences		\$450	No Change
Lumber Yards storing in excess of 100,000 board feet		\$350	No Change
Magnesium Working		\$250	No Change
Motor Vehicle Fuel-Dispensing Stations		\$211	No Change
Open Burning		\$250	No Change
Organic Coating		\$250	No Change
Ovens, Industrial Baking and Drying		\$211	No Change
Parade Floats		\$250	No Change
Places of Assembly		\$475	No Change
Production Facilities		\$417	No Change
Pyrotechnical and Special Effects Material		\$450	No Change
Radioactive Materials		\$250	No Change
Refrigeration Equipment		\$350	No Change
Repair Garage		\$284	No Change
Spraying and Dipping		\$284	No Change
Tents, Canopies, and Temporary Membrane Structures		\$380	No Change
Tire Storage		\$250	No Change
Wood Products		\$250	No Change

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