

CENTRAL COUNTY FIRE DEPARTMENT



ADOPTED BUDGET

FISCAL YEAR 2018 / 2019

CENTRAL COUNTY FIRE DEPARTMENT



FISCAL YEAR 2018-2019

ADOPTED BUDGET

TABLE OF CONTENTS

INTRODUCTION

Community Profile-----	1
Board of Directors-----	5
Executive and Command Staff-----	6
Organizational Chart-----	7
About Central County Fire-----	8
Fire Stations-----	10
Fire Apparatus-----	14

BUDGET MESSAGE-----	16
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BUDGET PROCESS

Budget Policies-----	18
Budget Preparation and Adoption Process-----	19
Fund Structure and Basis of Budgeting-----	20

BUDGET GRAPHS AND SUMMARIES

Staffing Summary-----	22
Combined Revenues, Expenditures and Changes in Fund Balances-----	23
Where the Money Comes From and Goes – General Fund-----	24

BUDGET DETAILS

General Fund-----	25
Special Revenue – Joint Training Program Fund-----	28
Internal Service Fund – Workers Compensation and Dental Insurance-----	29
Internal Service Fund – Vehicle Replacement-----	30
Capital Projects Fund-----	31

PROGRAM DESCRIPTION AND ORGANIZATIONAL PERFORMANCE

Administration-----	32
Prevention and Emergency Preparedness-----	34
Suppression-----	36
Training and EMS-----	38

MISCELLANEOUS PROGRAMS

Shared Services-----	40
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STATISTICAL SECTION

Comparison to Other Cities-----	42
Total Responses-----	43
Call Frequency Analysis by Station-----	44
Call Frequency Analysis by Hour-----	45
Call Frequency Analysis by Day of Week-----	46
Emergency Response by Incident Type-----	47
Calls by City-----	48
Personnel Training Hours -----	49
Injury by Type-----	50

REFERENCE MATERIALS

Budget Resolution-----	51
Master Fee Schedule-----	52
Glossary of Terms and Acronyms-----	55

Introduction

Community Profile

Board of Directors

Executive and Command Staff

Organizational Chart

About Central County Fire

Fire Stations

Fire Apparatus

COMMUNITY PROFILE

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

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

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

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

LARGEST EMPLOYERS - COUNTY OF SAN MATEO AND PENINSULA CITIES

	<u>Employer</u>	<u>Industry</u>	<u>Number of Peninsula Employees</u>	<u>Percentage of Labor Workforce San Mateo County (1)</u>
1	Stanford University	Private research university	14,328	3.20%
2	United Airlines	Airline	12,000	2.68%
3	Genentech Inc.	Biotechnology	11,000	2.46%
4	Tesla, Inc.	Electric vehicle Manufacturer	10,000	2.24%
5	Facebook Inc.	Social networking website	7,091	1.59%
6	Oracle	Cloud application and platform services	6,781	1.52%
7	Stanford Health Care	Academic health care system	5,000	1.12%
8	SAP	Enterprise software	4,329	0.97%
9	Gilead Sciences Inc.	Biopharmaceuticals	3,900	0.87%
10	VmWare	Cloud infrastructure and business mobility software	3,753	0.84%
11	Visa Inc.	Financial technology service	3,500	0.78%
12	SSL	Satellite and space systems	2,600	0.58%
13	Electronic Arts Inc.	Videogame developer and publisher	2,367	0.53%
14	Robert Half International Inc.	Professional staffing services	1,790	0.40%
15	HP, Inc.	Printers, PCs, mobile devices	1,730	0.39%
16	YouTube LLC	Online video streaming platform	1,700	0.38%
17	Walmart Global eCommerce	Retail e-commerce	1,500	0.34%
18	Varian Medical System Inc.	Manufacturer of medical devices	1,250	0.28%
19	Seton Medical Center	Hospitals	1,228	0.27%
20	Hewlett Packard Enterprise Co.	IT, Technology and enterprise products	1,000	0.22%

(1) The table above reflects the statistical data for the San Mateo County as provided by the Employment Development Department of the State of California as of January 2018

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



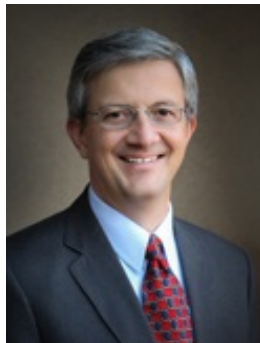
Jess E. Benton, Council Member, Town of Hillsborough
CHAIR



Michael Brownrigg, Mayor, City of Burlingame
Vice Chair



Marie Chuang, Mayor, Town of Hillsborough

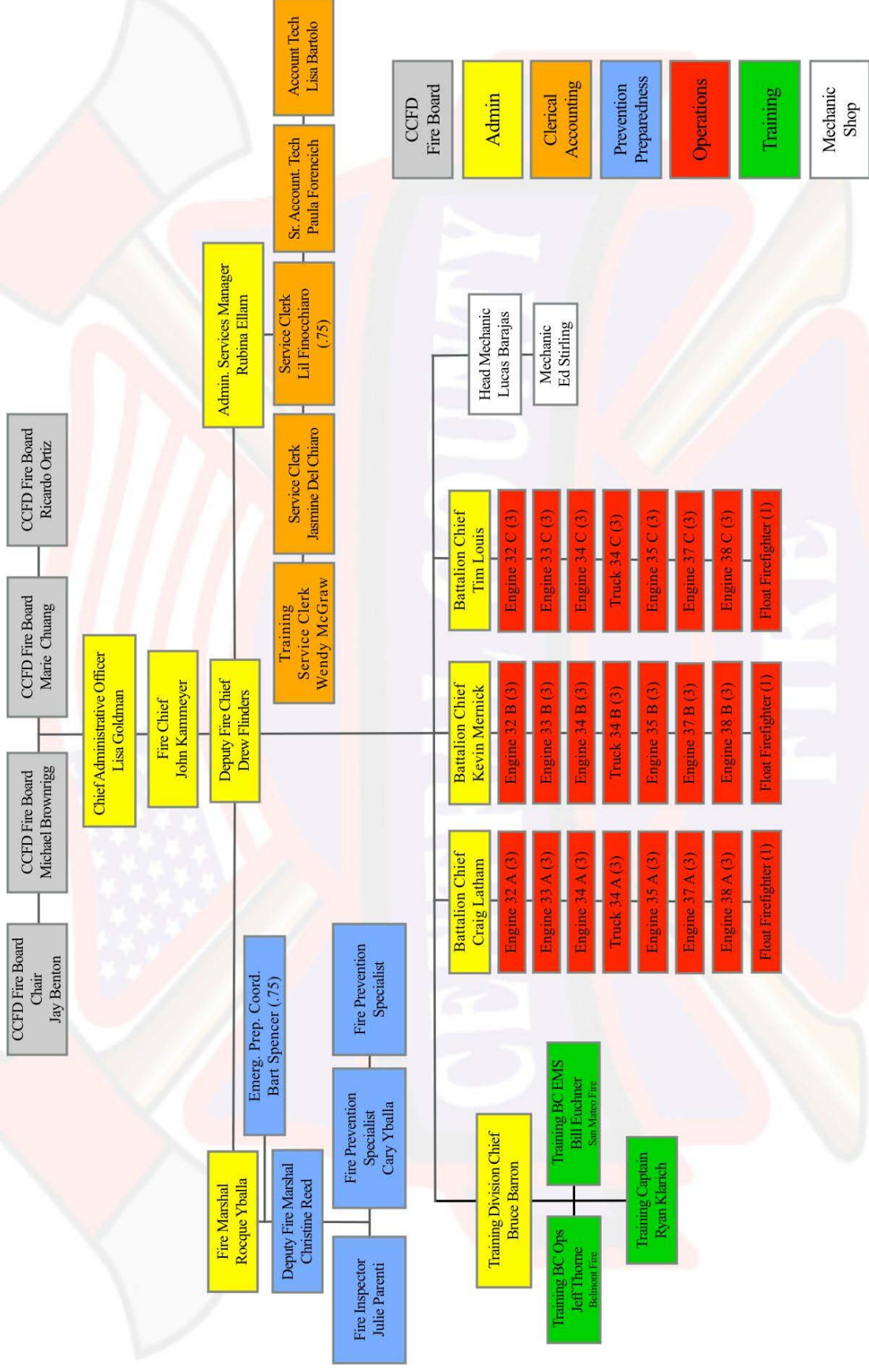


Ricardo Ortiz, Council Member, City of Burlingame

EXECUTIVE AND COMMAND STAFF

Chief Administrative Officer City Manager, City of Burlingame	Lisa K. Goldman
Fire Chief	John Kammeyer
Deputy Fire Chief	Drew Flinders
Fire Marshal	Rocque Yballa
Division Chief (Training)	Bruce Barron
Battalion Chiefs:	
A Shift	Jeff Baker
B Shift	Kevin Mernick
C Shift	Tim Louis
Deputy Fire Marshal	Christine Reed
Fire Inspector	Julie Parenti
Fire Prevention Specialist	Cary Yballa
Fire Prevention Specialist	Darrick Figg
Administrative Services Manager/ Secretary to Board of Directors	Rubina Ellam
Service Clerks	Jasmine DelChiaro Lil Finocchiaro Wendy McGraw
Accounting Technician	Lisa Bartolo
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 Heavy Rescue
Fire Stations	City of Burlingame – 2 City of Millbrae – 2 Town of Hillsborough – 2

ABOUT CENTRAL COUNTY FIRE DEPARTMENT

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

FIRE STATIONS



Fire Station 32
330 Ascot Road
Hillsborough, CA 94010



Fire Station 33
835 Chateau Drive
Hillsborough, CA 94010

FIRE STATIONS



Fire Station 34
799 California Drive
Burlingame, CA 94010



Fire Station 35
2832 Hillside Drive
Burlingame, CA 94010

FIRE STATIONS



Fire Station 37
511 Magnolia Avenue
Millbrae, CA 94030



Fire Station 38
785 Crestview Drive
Millbrae, CA 94030

FIRE STATIONS



Fire Administration
1399 Rollins Road
Burlingame, CA 94010

APPARATUS



Engine 32 Pierce Dash model year 2016
Carries 680 gallons of water and 20 gallons
of universal foam



Engine 33 Pierce Dash model year 2002
Carries 500 gallons of water and 20 gallons each
of Class A and Class B foam



Engine 34 Pierce Dash model year 2016
Carries 680 gallons of water and 20 gallons
of universal biodegradable foam



Engine 35 Pierce Dash model year 2000
Carries 680 gallons of water and 20 gallons
of universal foam

APPARATUS



Engine 37 Pierce Dash model year 2016
Carries 680 gallons of water and 20 gallons
of universal biodegradable foam



Engine 38 Pierce Dash model year 2002
Carries 680 gallons of water and 20 gallons each
of Class A and Class B foam



Truck 34 2007 Pierce Dash Cab 105" Aerial Ladder



Type I Heavy Rescue model year 2007

Budget Message

Fire Chief's Budget Message

FIRE CHIEF'S BUDGET MESSAGE

Date: April 11, 2018
To: Board of Directors, Central County Fire Department
From: John Kammeyer, Fire Chief
Subject: Budget Message for Fiscal Year 2018-2019



The 2017/18 fiscal year brought challenges to California and the Nation with natural disasters of wildfire and hurricanes. Central County Fire Department (CCFD) participated in the response to an unprecedented seven state mutual aid requests, specifically to the tragic Tubbs and Thomas Fires. CCFD also participated in the FEMA Urban Search and Rescue (USAR) hurricane response to Texas and Florida. Having personnel who are highly trained, motivated, and professional is what CCFD is known for, and what we give to our communities every day 24/7. We receive reimbursement for these out of county responses, but the untold wear and tear on an organization and its equipment can be significant. As the very real threat of wildfire to our immediate and extended communities now lasts almost 10 months of “fire season”, I applaud our personnel for their dedication to duty and for their resilience.

In addition to increased demand for mutual aid, I expect the impacts of development on our fire prevention division, and increased PERS costs to be at the forefront of our minds. Fiscal year 2018/19 will require CCFD to keep up with the extensive amount of development occurring in our communities at a projected increase of 86% over last year for new construction. This is in addition to the current maintenance workload. We are committed to ensure construction meets the highest level of fire safety and adheres to local, state and federal code. Fiscally speaking, we will see the first year of significant PERS increases. Though we have been preparing for it, like all government agencies that belong to PERS, we will be fiscally impacted by this change.

Administration

One of the primary impacts for our administration in the coming fiscal year will be with our command staff. We are expecting retirements from our Deputy Fire Chief, Fire Marshal and one Battalion Chief. We will look to the next generation of CCFD leaders to emerge from within our organization. The succession plan we have been working toward will benefit us as our well-prepared personnel are ready to face the challenge of leadership. The recent addition of positions to our clerical staff has enabled us to handle the workload of an expanded organization. The administrative services division is where everything comes together in our organization. This requires our administrative services division to be flexible and accommodating to ensure a high level of customer service.

CCFD will continue to pay down Other Post-Employment Benefits (OPEB), as defined by our 2014 actuarial and we are forecasting for the coming PERS decreases in the discount rate.

Operations

CCFD's response to state wildfires and national disasters this past fiscal year was the most significant in our history. With seven state and two national responses we will receive substantial reimbursement dollars to cover personnel costs. Beyond that, the wear and tear on personnel and equipment are the hidden costs we bear, for which we do not receive reimbursement. We ensure our personnel receive top level training prior to being sent out and that our equipment meets the highest level of safety protection possible.

The operations division continues to see turnover as many firefighters retire. In FY17/18 we promoted one person to Captain and hired six new firefighter paramedics. In FY 2018/19, we are predicting another year of change as retirements generate promotions and we hire 4-7 new firefighters.

FIRE CHIEF'S BUDGET MESSAGE

Mechanics

A key division within CCFD, our mechanics service vehicles and apparatus for six agencies: Belmont, Central County, Colma, Foster City, San Bruno, and San Mateo. With the unprecedented out of county responses that have taken a toll on our equipment, it is the mechanics who are tasked with ensuring our crews have sound and dependable apparatus to work with and keep them safe.

Prevention

Development. That is the word on the tongues of our prevention personnel. Driven by the solid economy of the Bay Area, our communities are seeing development at a rate not seen in decades. We expect the number of high-rise buildings to double over the next few years. In addition, the number of low-rise and high-density multi-residential buildings expected in our communities will require CCFD to make adjustments to meet the demand of plan reviews and new construction inspections. This new development is in addition to our already extensive recurrent and new business inspections. CCFD also inspects over 800 multi-residential buildings annually to ensure life safety mandates are met. This past year I asked our fire prevention personnel to perform a workload study to better understand the strategy needed to meet this demand. Based on that workload study and our financial picture, we will be making recommendations for added staff. Along with our public education and school safety programs, our fire prevention division is a crucial piece to ensuring the safety of our communities.

Training

The Joint Training program continues to provide savings in training costs for the six agencies involved. The recently relocated training offices at Fire Station 37 in Millbrae have allowed for a more professional level of training with a space that includes a state of the art classroom for our regional trainings. Our training division is also the lead coordinator of the San Mateo County Fire Academy. This puts the responsibility of training almost every new firefighter in San Mateo County on the shoulders of the Training Division. The fire academy is a pay-to-play endeavor in that, all agencies that participate in the fire academy contribute to the cost. This allows the training division to recover costs in the utilization of their time.

Outlook

Looking forward beyond FY 2018/19, we foresee and are preparing for increased fiscal liabilities for the next five years as our essential equipment and fleet are replaced and PERS cost increase. The retiring of existing personnel and hiring of new firefighters will create costs savings with a PEPR vs. Classic PERS retirement plan. CCFD will continue to strive to reduce the fiscal impacts of worker's compensation costs through aggressively managing outstanding cases and providing treatment and care for our injured personnel.

As CCFD continues to mature, our goal remains to provide our communities with outstanding professional services. I would like to thank Lisa Goldman, Chief Administrative Officer for CCFD, for her support and wisdom. To the Board of Directors, thank you for your trust, commitment, and vision to CCFD and our communities.

Every day I am honored to be a part of the CCFD family and am proud to be serving alongside the eighty-six men and women in our department. I look forward to another successful year.

Respectfully,



John J. Kammeyer II
Fire Chief

Budget Process

Budget Policies

Budget Preparation and Adoption

Fund Structure and Basis of Budgeting

BUDGET POLICIES

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

Balanced Budget

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

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

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

Budget Basis

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

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

Budget Administration and Level of Control

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

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

Budget Term

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

User Fee Cost Recovery Levels

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

BUDGET PREPARATION AND ADOPTION PROCESS

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

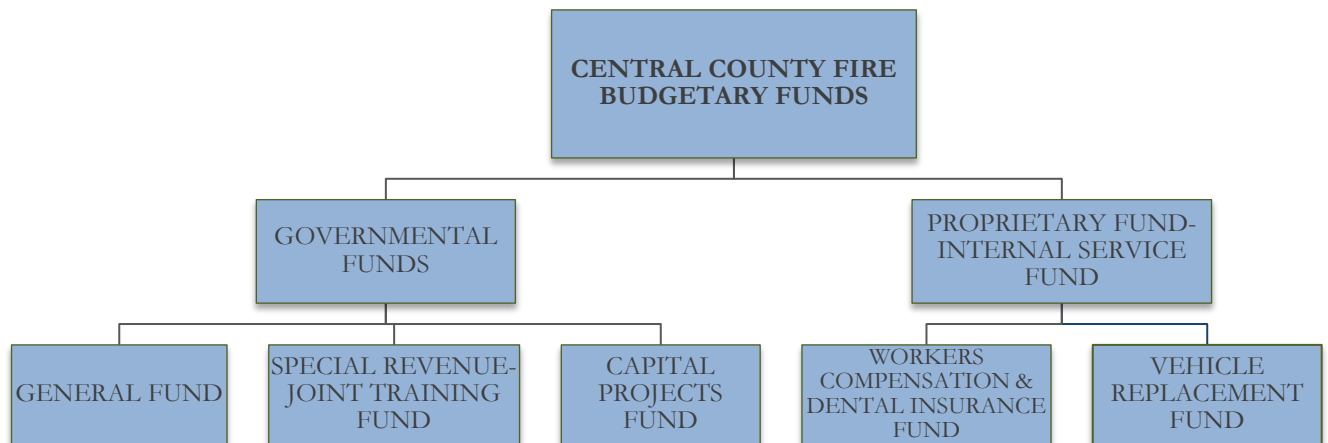
The following discusses the general approach and time schedule of the budget preparation:

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

FUND STRUCTURE AND BASIS OF BUDGETING

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

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



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

FUND DESCRIPTIONS

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

FUND STRUCTURE AND BASIS OF BUDGETING

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

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

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

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

Budget Graphs and Summaries

Staffing Summary

Combined Revenues, Expenditures and Changes in Fund Balance

Where the Money Comes From and Goes – General Fund

BUDGET GRAPHS AND SUMMARIES – STAFFING SUMMARY

	Adopted Budget 2015/16	Adopted Budget 2016/17	Adopted Budget 2017/18	Adopted Budget 2018/19	Preliminary Budget 2019/20	Preliminary Budget 2020/21
Sworn:						
Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00
Division Chief			1.00	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00
Training Battalion Chief	1.00	1.00				
Captain	22.00	21.00	21.00	21.00	21.00	21.00
Training Captain	1.00	1.00	1.00	1.00	1.00	1.00
Firefighter and Paramedics	45.00	45.00	45.00	45.00	45.00	45.00
Total Sworn	77.00	76.00	76.00	76.00	76.00	76.00
Non-Sworn:						
Administrative Services Manager			1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00				
Senior Accounting Technician	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Technician			1.00	1.00	1.00	1.00
Service Clerk	2.50	2.50	2.75	2.75	2.75	2.75
Fire-Mechanic	2.00	2.00	2.00	2.00	2.00	2.00
Fire Prevention Specialist	1.00	1.00	1.45	2.00	2.00	2.00
Emergency Preparedness Coordinator	0.45	.75	.75	.75	.75	.75
Total Non-Sworn	7.95	8.25	9.95	10.50	10.50	10.50
TOTAL	84.95	84.25	85.95	86.50	86.50	86.50

STAFFING SUMMARY BY FUNCTION

	Adopted Budget 2015/16	Adopted Budget 2016/17	Adopted Budget 2017/18	Adopted Budget 2018/19	Preliminary Budget 2019/20	Preliminary Budget 2020/21
ADMINISTRATION:						
Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Services Manager			1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00				
Sr. Accounting Technician	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Technician			1.00	1.00	1.00	1.00
Service Clerk	2.50	2.50	2.75	2.75	2.75	2.75
	6.50	6.50	7.75	7.75	7.75	7.75
PREVENTION & PREPAREDNESS						
Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00	1.00	1.00	1.00
Fire Prevention Specialist	1.00	1.00	1.45	2.00	2.00	2.00
Emergency Preparedness Coordinator	0.45	.75	.75	.75	.75	.75
	4.45	4.75	5.20	5.75	5.75	5.75
TRAINING						
Division Chief			1.00	1.00	1.00	1.00
Training Battalion Chief	1.00	1.00				
Training Captain	1.00	1.00	1.00	1.00	1.00	1.00
	2.00	2.00	2.00	2.00	2.00	2.00
SUPPRESSION						
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00
Captain	22.00	21.00	21.00	21.00	21.00	21.00
Firefighter and Paramedics	45.00	45.00	45.00	45.00	45.00	45.00
Fire Mechanic	2.00	2.00	2.00	2.00	2.00	2.00
	72.00	71.00	71.00	71.00	71.00	71.00
TOTAL	84.95	84.25	85.95	86.50	86.50	86.50

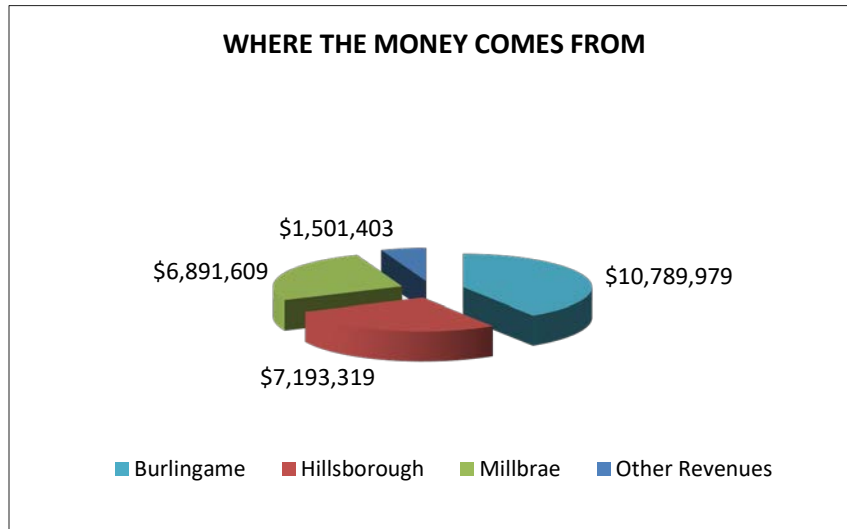
BUDGET GRAPHS AND SUMMARIES

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

	<u>General Fund</u>	<u>Special Revenues- Joint Training Fund</u>	<u>Capital Projects Fund</u>	<u>TOTAL Governmental Funds</u>	<u>Risk Mgmt. Internal Service Fund</u>	<u>Vehicle Replacement Fund</u>
REVENUES:						
Permits & Licenses	\$260,000			\$260,000		
Intergovernmental:						
City of Burlingame	10,789,979			10,789,979		
Town of Hillsborough	7,193,319			7,193,319		
City of Millbrae	6,891,609			6,891,609		
Other Agencies	379,803	\$139,911		519,714		
Service Charges:						
Program Revenues	400,000	33,600		433,600		\$875,000
Workers Compensation Premiums	350,000			350,000	\$1,100,000	
Dental and Vision Charges				-	175,500	
All Others	111,600			111,600		
Total Revenues	26,376,310	173,511	-	26,549,821	1,275,500	875,000
EXPENDITURES:						
Operating	25,501,310	161,000		25,662,310	1,835,043	
Capital Outlay						928,358
Total Expenditures	25,501,310	161,000	-	25,662,310	1,665,619	928,358
Excess of Revenues over (under)						
Expenditures	875,000	12,511	-	887,511	(559,543)	(53,358)
OTHER FINANCING SOURCES (USES):						
Operating Transfers In				-		
Operating Transfers Out	(875,000)	-		(875,000)		
Total Other Financing Sources (Uses)	(875,000)	-	-	(875,000)	-	-
Excess of Revenues and Other Sources						
Over (Under) Expenditures and Other Uses	-	12,511	-	12,511	(559,543)	(53,358)
CONVERSION TO GAAP:						
Capitalize Equipment						928,358
Depreciation						(272,471)
Total Conversion to GAAP						655,887
Beg. Fund Balance/Net Position	-	206,168	259,868	466,036	567,499	3,855,278
End. Fund Balance/Net Position	\$ -	\$218,679	\$259,868	\$478,547	\$7,956	\$714,730

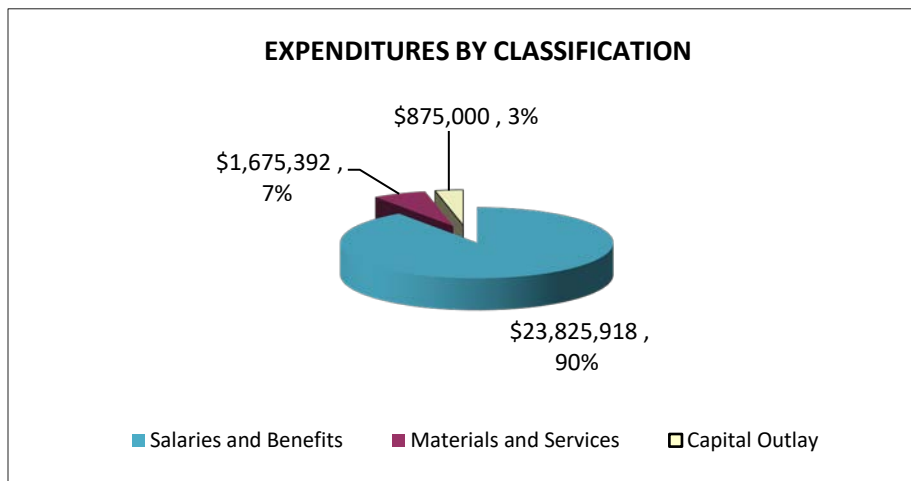
BUDGET GRAPHS AND SUMMARIES

WHERE THE MONEY COMES FROM – GENERAL FUND



	Actual 2015/16	Actual 2016/17	Adopted 2017/2018	Adopted 2018/2019
Burlingame	\$9,947,519	\$10,112,833	\$10,056,780	\$10,789,979
Hillsborough	6,631,879	6,741,889	6,704,520	7,193,319
Millbrae	5,486,052	6,063,304	6,375,229	6,891,609
Other Revenues	1,753,639	1,997,667	1,135,455	1,501,403
Total	\$23,801,089	\$24,915,693	\$24,271,984	\$26,376,310
% of Change	20.6%	4.7%	-2.6%	8.7%

WHERE THE MONEY GOES BY CLASSIFICATION – GENERAL FUND



	Actual 2015/16	Actual 2016/17	Adopted 2017/18	Adopted 2018/19
Salaries and Benefits	\$20,567,509	\$22,579,944	\$21,902,942	\$23,825,918
Materials & Services	1,911,579	1,660,794	1,494,042	1,675,392
Capital Outlay	1,322,000	674,955	875,000	875,000
Total	\$23,801,088	\$24,915,693	\$24,271,984	\$26,376,310
% of Change	20.6%	4.7%	-2.6%	8.7%

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

- ❖ Replacement funding for known upcoming vehicle and equipment expenditures over the next five years
- ❖ Active employees will contribute 7.5% towards medical
- ❖ Other Post-Employment Benefits (OPEB) funding at \$1,475,000
- ❖ COLA increases; Firefighters 2.5%; Fire Administrators, 3%; Clerical and Mechanics, 2.5%; Management, 3%

- ❖ Addition of full-time Fire Prevention Specialist
- ❖ Workers Compensation Funding of \$1,100,000 based on actuarial valuation at a 70% confidence level
- ❖ CalPERS rates:
 - 42.302% (Safety Plan),
 - 19.883% (Miscellaneous Plan)
 - 13.306% (Safety PEPRA Plan),
 - 7.698% (Miscellaneous PEPRA Plan)
 less 4% being shared by employees for non-PEPRA plans.
- ❖ Health insurance premium – 6% increase starting January 1, 2019
- ❖ Vehicle and Capital purchase
 - \$705,000 for new engine
 - \$40,000 for new staff vehicle
 - \$75,000 for radios
 - \$108,358 for safety gear

Additional Notes

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

Funding from Member Agencies

	Proposed FY18/19 Funding to CCFD	% Share of FY 18/19 Budget	% increase FY18/19 over FY17/18
Burlingame	\$10,789,979	43%	5.5%
Hillsborough	\$7,193,319	29%	5.5%
Millbrae	\$6,891,609	28%	6.1%
Total	\$24,874,907	100%	5.7%

The adopted FY18/19 funding for the CCFD operations reflects an increase in required PERS contributions as well as contractual increases in salaries and benefits, resulting in a 5.7% increase from FY17/18 projected budget. Funding for the fire operations comes from the City of Burlingame, Town of Hillsborough, and City of Millbrae.

BUDGET DETAILS – GENERAL FUND

	<u>Account Description</u>	<u>Actual 2015-2016</u>	<u>Actual 2016-2017</u>	<u>Adopted 2017-2018</u>	<u>Revised 2017-2018</u>	<u>Adopted 2018-2019</u>
1	REVENUES:					
2	PERMITS & LICENSES					
3	Construction Permits	\$112,553	\$87,403	\$115,000	\$150,000	\$225,000
4	Fire Code Permit	57,229	257,296	35,000	35,000	35,000
5	Penalty Fees	4,118	1,442	-	-	-
6	Total Permits & Licenses	173,900	346,141	150,000	185,000	260,000
7	INTERGOVERNMENTAL REVENUES:					
8	Burlingame	9,947,519	10,112,833	10,056,780	10,223,377	10,789,979
9	Hillsborough	6,631,679	6,741,889	6,704,520	6,815,585	7,193,319
10	Millbrae	5,486,052	6,063,304	6,375,229	6,494,227	6,891,609
11	Sub-total from Partner Cities	22,065,250	22,918,026	23,136,530	23,533,189	24,874,907
12	ALS JPA	214,692	210,360	210,000	210,000	210,000
13	Joint Training Program	354,566	205,354	137,854	137,854	169,803
14	Merged Participating Agencies	55,406	-	-	-	-
15	Sub-total from Other Agencies	624,664	415,714	347,854	347,854	379,803
16	Total Intergovernmental Revenues	22,689,914	23,333,740	23,484,384	23,881,043	25,254,710
17	CHARGES FOR SERVICES					
18	Fire Plan Review	61,600	54,045	85,000	85,000	95,000
19	Inspections/Re-Inspections	132,278	178,061	155,000	155,000	155,000
20	After Business Hours/Unscheduled	-	657	-	657	-
21	Fire Flow Inspection	-	994	-	801	-
22	Alternate Means of Protection	264	357	-	567	-
23	Station 34 Mechanic Shop	160,721	264,972	125,000	150,000	150,000
24	Total Charges for Services	354,863	499,086	365,000	392,025	400,000
25	OTHERS					
26	Workers Compensation Reimbursement	155,425	213,055	220,000	400,000	350,000
27	Other Reimbursement Revenue	-	54	-	11,000	84,000
28	Investment Earnings	817	474	600	600	600
29	Strike Team Reimbursement	366,391	312,157	-	560,845	-
30	Miscellaneous	57,182	209,913	50,000	50,000	25,000
31	Imaging/Microfiche Services	2,597	1,072	2,000	2,000	2,000
32	Total Others	582,412	736,726	272,600	1,024,445	461,600
33	TOTAL REVENUES	23,801,089	24,915,693	24,271,984	25,482,513	26,376,310
34						
35	EXPENDITURES:					
36	SALARIES & BENEFITS					
37	Regular Salaries - Safety	\$9,411,949	\$9,981,537	\$10,376,410	\$10,456,410	\$10,948,072
38	Regular Salaries - Non-Safety	455,592	538,764	708,243	708,243	812,966
39	Part-time Salaries	145,247	174,438	122,413	122,413	57,876
40	Overtime:	2,060,942	2,214,168	1,835,425	2,696,270	1,835,425
41	Disability Leave	263,029	211,110	100,000	400,000	300,000
42	Vacation Leave	822,467	1,054,353	754,000	754,000	754,000
43	Sick Leave	214,546	216,264	282,425	282,425	282,425
44	Family Sick Leave/Bereavement	93,702	129,956	155,000	155,000	155,000
45	Special Assignment	179,379	146,991	125,000	125,000	125,000
46	Shop Mechanic	1,129	16,996	5,000	5,000	5,000
47	Reimbursable	1,185	21,824	14,000	14,000	14,000
48	Shared Staffing	6,287	-	-	-	-
49	Strike Team	124,247	137,251	-	560,845	-
50	Miscellaneous	354,970	279,423	400,000	400,000	200,000
51	Holiday Pay	438,123	469,374	486,288	486,288	514,747
52	FLSA	218,681	231,538	243,143	243,143	257,379
53	Uniform Allowance	68,154	66,298	66,465	66,465	70,715
54	Medicare/FICA	194,752	193,742	166,750	166,750	176,968
55	Retirement	2,559,340	2,985,303	3,348,726	3,360,726	4,190,129
56	Health Insurance	1,503,109	1,497,565	1,578,786	1,588,786	1,710,151
57	Dental Insurance	121,690	153,008	137,600	137,600	153,000

BUDGET DETAILS – GENERAL FUND

	<u>Account Description</u>	<u>Actual 2015-2016</u>	<u>Actual 2016-2017</u>	<u>Adopted 2017-2018</u>	<u>Revised 2017-2018</u>	<u>Adopted 2018-2019</u>
58	Vision	28,070	18,003	26,281	26,281	22,500
59	Life Insurance	12,515	22,286	21,939	21,939	24,252
60	Long-term Disability Insurance	4,681	4,442	5,204	5,204	5,666
61	Retirement Health Savings	59,900	78,437	69,269	69,269	82,071
62	Technology and Wellness	-	-	-	-	9,000
63	Health Insurance - Retirees	1,165,179	1,397,000	1,425,000	1,425,000	1,475,000
64	Workers' Compensation	1,901,150	2,400,000	1,000,000	1,200,000	1,100,000
65	Leave payouts – vacation	68,708	74,418	85,000	85,000	85,000
67	Leave payouts – sick	93,198	39,255	80,000	80,000	80,000
68	Leave payouts at retirement	56,530	40,368	120,000	120,000	215,000
69	TOTAL SALARIES & BENEFITS	20,567,509	22,579,944	21,902,942	23,065,787	23,825,918
70						
71	MATERIALS & SERVICES:					
72	Office Expense	16,538	26,346	21,040	21,040	21,540
73	Expendable Supplies	28,587	30,392	22,500	22,500	23,000
74	Postage	2,873	4,437	3,200	3,200	3,500
75	EMS Supplies	14,255	12,613	15,000	15,000	15,000
76	Special Departmental Expense	27,741	38,010	30,000	30,000	-
77	Small Tools	76,894	60,778	72,500	85,000	86,000
78	Respiratory Equipment Expense	-	27,854	29,200	29,200	29,200
79	Public Education	5,456	7,456	10,000	10,000	10,000
80	Safety Equipment	81,368	73,364	85,000	115,000	115,000
81	Communications	45,919	55,098	62,250	62,250	63,000
82	Utilities	78,309	87,554	88,600	88,600	88,600
83	Building/Grounds/Facilities Maintenance	143,450	159,285	154,000	154,000	160,000
84	Gas, Diesel, Oil	49,560	63,812	75,000	75,000	76,000
85	Apparatus Maintenance	124,843	190,215	95,000	95,000	95,000
86	Mechanic Shop Service Agreement	143,868	255,248	120,000	120,000	120,000
87	Mechanic Shop (Inventory/Stock)		25	5,000	7,000	7,000
88	Hose and Nozzles	13,574	3,280	15,000	15,000	12,000
89	Radio Maintenance	15,911	14,202	16,250	16,250	21,250
90	Contractual Services	462,638	273,877	269,534	269,534	395,040
91	Auditing	-	-	13,000	13,000	14,000
92	Legal Services	-	-	30,000	30,000	39,500
93	Dues & Subscriptions	10,952	11,275	8,650	8,650	8,850
94	Travel, Conferences & Meetings	14,093	18,858	18,000	18,000	18,000
95	Human Resources (Hiring and Training)	-	-	-	-	15,000
96	Training & Safety	67,847	45,356	67,500	67,500	67,500
97	Emergency Preparedness	38,243	8,100	12,000	12,000	10,000
98	Wellness & Safety	28,278	27,929	31,800	31,800	32,000
99	Canyon Weed Control - Other Charges	-	-	1,000	1,000	1,000
100	Liability, property and other insurances	187,136	39,065	41,018	44,202	46,412
101	Computer, Telephone & Other IT Costs	217,929	120,822	75,000	75,000	60,000
102	Miscellaneous	15,318	5,545	7,000	7,000	22,000
103	TOTAL MATERIALS & SERVICES	1,911,579	1,660,793	1,494,042	1,541,726	1,675,392
104	TOTAL OPERATIONS COST	22,479,089	24,240,737	23,396,984	24,607,513	25,501,310
105						
106	CAPITAL PROJECTS:					
107	Capital Outlay					
108	Vehicle Replacement Reserve	1,322,000	674,955	875,000	875,000	875,000
109	Total Capital Outlay Reserve	1,322,000	674,955	875,000	875,000	875,000
110	TOTAL INCLUDING CAPITAL	\$23,801,089	24,915,692	24,271,984	\$25,482,513	\$26,376,310
111						
112	OPERATIONS NET OF REVENUE	20,743,249	22,243,070	22,261,530	22,658,189	23,999,907
113						
114	OPERATIONS & CAPITAL NET OF REVENUE	22,065,249	22,918,025	23,136,530	23,533,189	24,874,907

BUDGET DETAILS

SPECIAL REVENUE - JOINT TRAINING PROGRAM FUND

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

<u>Account Description</u>	<u>Actual 2015-2016</u>	<u>Actual 2016-2017</u>	<u>Adopted 2017-2018</u>	<u>Revised 2017-2018</u>	<u>Adopted 2018-2019</u>
REVENUES:					
JPA	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Classes	-	905	5,000	5,000	2,000
Academy	11,953	100,004	5,000	100,000	5,000
Education	40,894	24,978	20,000	20,000	20,000
Communication	2,714	18,541	5,000	5,000	-
Participating Agencies	191,987	180,083	125,981	125,981	139,911
Sub-total	254,148	331,110	167,581	262,581	173,511
Miscellaneous	(33,656)	3,135	-	1,197	-
TOTAL REVENUES	220,492	334,245	167,581	263,778	173,511
EXPENDITURES:					
Contractual Services	21,997	23,584	22,000	22,000	22,000
Administrative	6,309	14,048	15,000	15,000	15,000
Operations	21,989	22,910	30,000	30,000	30,000
Special Ops	8,013	6,015	10,000	10,000	10,000
EMS	9,740	38,728	45,000	45,000	45,000
IT	15,055	17,558	12,000	12,000	12,000
Academy	8,405	75,444	5,000	100,000	5,000
Classes	9,526	7,780	10,000	10,000	10,000
Special Department Expense	-	-	2,000	-	-
Communications	6,515	3,976	-	1,755	5,000
Travel, Conferences & Meetings	-	-	-	1,028	2,000
Miscellaneous	366	-	5,000	7,000	5,000
TOTAL EXPENDITURES	108,589	210,043	156,000	253,783	161,000
CAPITAL					
Transfer to Vehicle Replacement Fund	-	30,000	-	-	-
Transfer to Capital Fund	-	100,000	100,000	100,000	-
TOTAL CAPITAL	-	130,000	100,000	100,000	-
OUTLAY/RESERVE					
EXCESS	111,903	(5,798)	(88,419)	(90,005)	12,511
BEGINNING FUND BALANCE	190,068	301,971	296,173	296,173	206,168
ENDING FUND BALANCE	\$301,971	\$296,173	\$207,754	\$206,168	\$218,679

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 2018-2019 budget reflects a \$4.5 million reserve using the latest actuarial valuation completed in January 2017.

<u>Account Description</u>	<u>Actual 2015-2016</u>	<u>Actual 2016-2017</u>	<u>Adopted 2017-2018</u>	<u>Revised 2017-2018</u>	<u>Adopted 2017-2018</u>
REVENUES:					
Workers Compensation Premiums	\$1,901,150	\$2,400,000	\$1,000,000	\$1,200,000	\$1,100,000
Dental and Vision Premiums	121,690	153,008	162,674	162,674	175,500
TOTAL REVENUES	\$2,022,840	\$2,553,008	\$1,162,674	\$1,362,674	1,275,500
EXPENDITURES:					
Contractual Services – Athens	39,599	47,644	40,000	40,000	40,000
Excess Workers Comp Insurance	141,608	173,199	175,000	181,984	190,000
Workers Compensation Claims:					
Payments for Third Party Services	436,470	498,703	450,000	692,300	500,000
Industrial Disability Payments	155,425	213,055	220,000	400,000	350,000
Reserves	1,251,137	(1,968,300)	643,099	643,099	579,543
Dental Claims	129,529	153,008	137,600	137,600	153,000
Vision Claims				26,281	22,500
TOTAL EXPENDITURES	2,153,767	(882,691)	1,665,699	2,121,264	1,835,043
EXCESS/(SHORTFALL)	(130,927)	3,435,699	(503,025)	(758,590)	(559,543)
BEGINNING FUND BALANCE	(606,360)	(2,109,610)	1,326,089	1,326,089	567,499
PRIOR PERIOD ADJUSTMENT	(1,372,323)				
ENDING FUND BALANCE	\$(2,109,610)	\$1,326,089	\$823,064	567,499	7,956
ENDING CASH BALANCE	3,183,980	4,651,379	4,791,453	4,535,888	4,555,888
ACTUARIAL-ESTIMATED OUTSTANDING LOSSES	5,293,590	3,325,290	3,968,389	3,968,389	4,547,932
Funded Status (%)	60%	140%	121%	114%	100%

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 2015-2016</u>	<u>Actual 2016-2017</u>	<u>Adopted 2017-2018</u>	<u>Revised 2017-2018</u>	<u>Adopted 2018-2019</u>
REVENUES:					
Donations & Other Contributions ¹	\$1,322,000	\$704,955	\$875,000	\$875,000	\$875,000
TOTAL REVENUES	1,322,000	704,955	875,000	875,000	875,000
EXPENDITURES:					
Capital Equipment	1,777,514	723,951	272,758	272,758	928,358
TOTAL EXPENDITURES	1,777,514	723,951	272,758	272,758	928,358
Excess (Deficit) – Budgetary Basis	(455,514)	(18,996)	602,242	602,242	(53,358)
CONVERSION TO GAAP					
Capitalization of Equipment	1,777,514	723,951	272,758	272,758	928,358
Depreciation	(32,471)	(196,818)	(192,471)	(192,471)	(272,471)
BEGINNING NET POSITION	772,554	2,062,083	2,570,220	2,570,220	3,252,749
ENDING NET POSITION	2,062,083	2,570,220	3,252,749	3,252,749	3,855,278
ENDING CASH POSITION	\$184,842	\$165,846	\$768,088	768,088	714,730

¹ Contributions in FY18/19 are from the General Fund for purchase of one fire engine, one staff vehicle, new safety gear and new radios.

BUDGET DETAILS

CAPITAL PROJECTS FUND

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

<u>Account Description</u>	<u>Actual 2015-2016</u>	<u>Actual 2016-2017</u>	<u>Adopted 2017-2018</u>	<u>Revised 2017-2018</u>	<u>Adopted 2018-2019</u>
REVENUES:					
Transfers In	-	\$100,000	\$100,000	\$100,000	-
Federal and State Grants					
Contribution from others (Millbrae)					
Investment Earnings					
TOTAL REVENUES	-	100,000	100,000	100,000	-
EXPENDITURES:					
Capital Outlay					
Communications & Others	-				
Capital Equipment	10,514	246,246	100,000	100,000	-
Temporary Fire Station					
TOTAL EXPENDITURES	10,514	246,246	100,000	100,000	
EXCESS	(10,514)	(146,246)	-	-	-
BEGINNING FUND BALANCE	416,628	406,114	259,868	259,868	259,868
ENDING FUND BALANCE	\$406,114	\$259,868	\$259,868	\$259,868	\$259,868

Program Descriptions **and Organizational Performance**

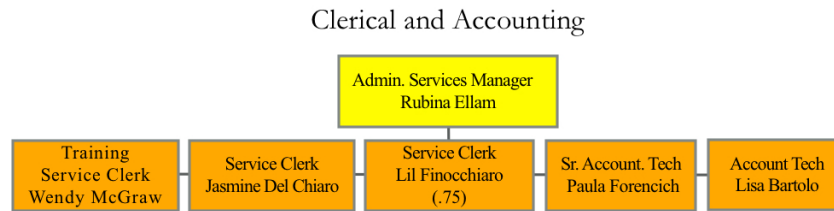
Administration

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

- Keep Fire Board, City Managers and Councils of the partner cities and participating agencies informed of service level best practices that CCFD is considering.
- 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 2018/19

- Develop a two to five-year Succession Plan
- Create a social media strategic plan and committee
- Develop and implement financial policies
- Provide a needs assessment and impact for electronic and credit card payment for customer services
- Redesign Department website

ADMINISTRATION

SIGNIFICANT BUDGET CHANGES

For fiscal year 2017/18 Central County Fire Department (CCFD) began implementing the succession plan developed by staff over the last two years. Key recruitments and promotions in clerical staff have allowed for a fresh perspective and approach as well as a better distribution of the administrative workload. A key improvement in administrative services has been in having our Human Resources Manager at Fire Administration twice a week. The entry level firefighter recruitment process was completely revamped in the last year and essential training in hiring best practices was provided for the hiring committee. This resulted in a more thorough process that meets legal and ethical requirements for hiring. Having the Human Resources Manager present in the administrative offices will continue to yield better restraint and guidance in HR matters. The next phase of hiring firefighter/paramedics and promoting officers in response to extensive retirements will occur this fiscal year. Key command staff will turnover with the retirement of the Deputy Chief, Fire Marshal and one Battalion Chief.

CCFD will continue to pay down Other Post-Employment Benefits (OPEB), as defined by the 2014 actuarial. A key fiscal challenge will be the PERS increases brought on by the lowering of the discount rate by PERS as discussed last year.

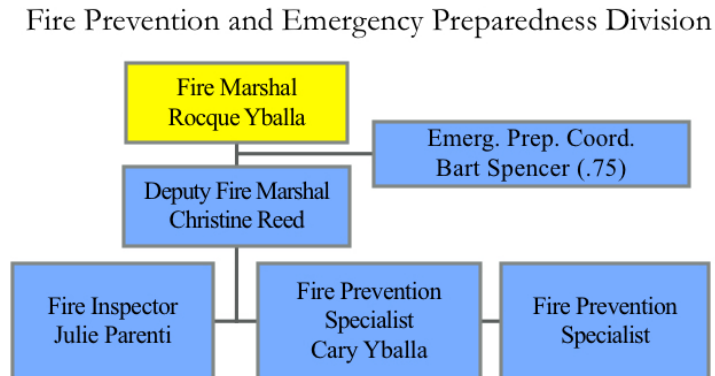
CCFD made key promotions in FY 2017/18, including Administrative Services Manager, Account Technician and four Captains. These promotions will play a key role in our succession planning as the department moves forward.

In FY 2016/17 CCFD began the process of replacing our fleet of fire engines. New engines that were purchased in FY 2015/16 and FY 2016/17 were put into service in FY 2017/18. The trickle-down effect means our reserve fleet will be replaced with more reliable apparatus. As part of the FY 2017/18 budget a capital replacement fund was established to allow for reserves to be accumulated over a period of time for purchase of apparatus, vehicles and equipment. We can expect to see the budget impact of replacing the fleet over the next four to five years as we continue this process. In FY 18/19 CCFD will be purchasing one new engine and one new staff vehicle.

PRIOR PERIOD'S MAJOR ACCOMPLISHMENTS

- Completed recruitment of eight new firefighters
- Promoted four Company Officers
- Promoted Administrative Services Manager
- Promoted Account Technician
- Hired one full-time Service Clerk
- Completed negotiations with Clerical and Mechanic employees
- Established Personnel Rules and Regulations

PREVENTION AND EMERGENCY PREPAREDNESS



MISSION

The mission of the Prevention and Emergency Preparedness Division is to ensure the fire and life safety of residents and visitors to our communities. The division is charged with enforcing mandated fire codes and to work towards emergency preparedness of the community.

PROGRAM FUNCTIONS

- Provide community risk reduction programs.
- Review plans and inspect new construction projects for compliance with applicable codes and ordinances.
- Enforce wildland-urban interface (WUI) to current, local and state codes.
- Provide annual training and coordination for staff and community on emergency preparedness and maintain the Emergency Operations Center (EOC) in a state of readiness.
- Administer and support the engine company inspection program for business and multi-residential

KEY PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2018/19

- Hire full-time fire prevention specialist to assist with engine company inspection program and other fire prevention duties related to the job specification.
- Ensure staffing levels meet the workload with anticipated retirements
- Conduct a wildland-urban interface assessment of the jurisdiction to determine local resource area (LRA) and very high fire hazard severity (VHFS) zones in accordance NFPA 1144.
- Recommend an improved wildland-urban interface prevention and code enforcement program for the three communities.
- Identify Cyber Terrorism targets within the City of Burlingame and the Town of Hillsborough for updating the Local Hazard Mitigation Plan

SIGNIFICANT BUDGET CHANGES

CCFD continues to see increased new construction plans and inspections. Particularly in Burlingame and Millbrae. As well, CCFD is now requiring business license inspections for all, new businesses for the City of Millbrae. These inspections generate revenue to cover the cost of the services.

CCFD has seen a significant growth in the number of new construction projects with an increase of 86% over the previous year in fiscal year 18/19. We expect continued growth at least through 2020. The workload generated

PREVENTION AND EMERGENCY PREPAREDNESS

and tracked by our assessment of a 12% fee to building permit costs (building permit costs are based upon size/cost of the project) is expected to be spread out over a number of years.

CCFD will be proposing enhancements to the WUI inspection program, to include a LRA in accordance with NFPA 1144. The costs of the Adopted program will be dependent on city council direction on the program specifics and ordinance adoption.

Community Risk Reduction Programs that have been maintained and expanded at CCFD have helped to improve our ISO rating from a “3” to a “2”. This improvement is shared by all the property owner’s premiums being reduced for 2018. CCFD would like to expand our current program by purchase of a new live fire extinguishing prop. The cost of this prop would be approximately \$9,000 but it would be retained and utilized solely by CCFD. The current prop is owned and allocated by San Mateo County OES on a first come first serve basis.

PRIOR PERIOD’S MAJOR ACCOMPLISHMENTS

- Hiring of a part-time fire prevention specialist to assist with engine company, business licenses, and vegetation management inspections, as well as public education.
- Training of prevention and administration staff with city of Millbrae new permit tracking software.
- Expanded Fire Public Education/Community Risk Reduction, to include three separate Junior Fire Marshal Picnics for each of our cities.
- Expanded the Millbrae Business License Inspection program to include all new business. Previously only new restaurant businesses were inspected.
- Updated Emergency Operations Plans and Annexes for the City of Burlingame and the Town of Hillsborough.

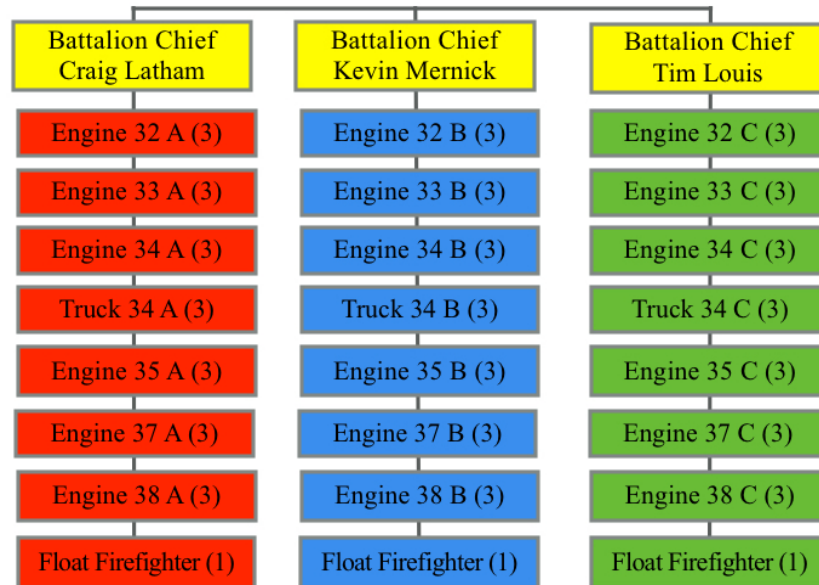
PERFORMANCE/WORKLOAD MEASURES

	<u>2016</u>	<u>2017</u>	<u>2018 To 2/28/18</u>
Average days to complete	8	8	8
# of plan checks:	210	240	48
% of plan review completed within target	100%	100%	100%
Average days to complete	10	10	10
# of plan reviews	407	370	49
% 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	19	22	3
Station Tours	20	12	6
Fire origin and cause investigations	19	8	-
Fire Code Permits (special events, underground storage tank removal/modifications)	63	57	5
Engine Company inspections *reflects implementation of self-inspection program	1,264	1,502	358
Construction inspections	425	438	91
Fire and life safety inspections	54	73	10
Junior Fire Marshal Picnic (one Spring event in each city))	228	2	-
Car seat inspections	97	91	10
General public trained for disaster response (CERT)	45	15	-
General public trained for disaster response (GET READY)	62	39	23
City employees trained in city-wide disaster drills or other classes	163	60	10
CPR training (Number of adults)	112	84	17

Source: Department Records Management Systems, calendar year data

SUPPRESSION

Suppression



MISSION

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

PROGRAM FUNCTIONS

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

KEY PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2018/19

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

SUPPRESSION

PRIOR PERIOD'S MAJOR ACCOMPLISHMENTS

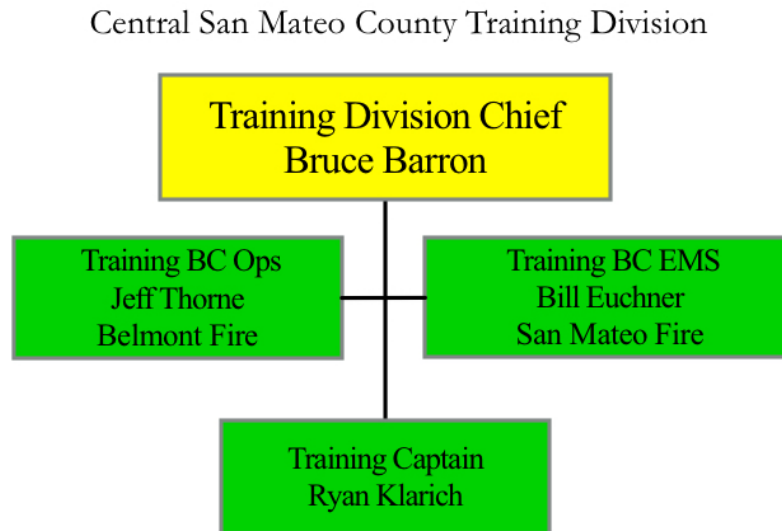
- Developed succession plan for short and long-term vacancies.
- Developed and implemented a robust training program for new Firefighters and Captains.
- Developed and implemented training and qualifications for Acting Battalion Chief
- Provided for leadership training to all new and existing supervisors.
- Ensured familiarity with all jurisdictions with all personnel

PERFORMANCE/WORKLOAD MEASURES

	2016	2017	2018 to 2/28/18
Percent of time a first in fire engine arrives on a structure fire scene within six minutes of dispatch	100%	100%	100%
Priority 1 (emergency response calls)	<6:59	<6:59	<6:59
Priority 3 (non-emergency response calls)	<6:59	<6:59	<6:59
All calls for service	<6:59	<6:59	<6:59
Total calls for service	6,046	6,551	1,101
Medical responses	3,791	4,235	687
Fire suppression responses	114	107	17
Hazardous conditions responses	175	176	33
Other responses	1,966	799	163
SPECIAL EVENTS:			
Fund raising events conducted by off-duty firefighters	3	3	3

Source: Department Records Management Systems, calendar year data

TRAINING AND EMERGENCY MEDICAL SERVICES (EMS)



MISSION

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

PROGRAM FUNCTIONS

- Provide mandated operational and emergency medical training and continuing education to personnel from participating agencies.
- Ensure all training is documented.
- Standardized operations within the central area of San Mateo County fire agencies.
- Provide oversight and representation of the participating emergency medical services within the San Mateo County EMS system.
- Provide career development guidance and support.

KEY PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2018/19

- Develop CPR and PALS instructors
- Provide CPR and PALS training and certification
- Provide strike team leader and company/chief officer state certification classes
- Maintain and improve existing training sites
- Implement live fire burn training prop in Foster City drill yard
- Restructure training schedule based on feedback from online survey
- Maintain all mandated emergency medical certifications for paramedics and EMTs
- Purchase decontamination equipment for all 22 Companies
- Coordinate Spring and Fall 2018 San Mateo County Recruit Academy

TRAINING AND EMERGENCY MEDICAL SERVICES (EMS)

SIGNIFICANT BUDGET CHANGE

The Division's budget has experienced modest increases in FY 2018/19. Additionally, cost sharing formulas for participating agencies that host a division position have increased as projected by 5% each year. In FY 2018/19 the Joint Training agreement will be reviewed and updated to reflect changes within the training division.

PRIOR PERIOD'S MAJOR ACCOMPLISHMENTS

- Hosted S-330, S-215, Chief Officer 3A, 3B and 3C Classes
- Coordinated the San Mateo County Fire Recruit Academy for 10 recruits, including two CCFD recruits
- Administered Probationary Testing for CCFD and SBFD Personnel
- Conducted Promotional Examination for San Bruno Fire Department
- Developed ACLS Instructors
- Passed the San Mateo County narcotic audit
- Managed 30 Paramedic accreditations throughout our zone
- Continued Long-Term Succession Plan for Training Division
- Provided Annual State and County Required Training

PERFORMANCE/WORKLOAD MEASURES

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>to</u> <u>2/28/18</u>
Complete required annual continuing education training for all paramedics and Emergency Medical Technicians (EMTs)	1,127	2,189	110
Training hours completed	2,549	2,899	358
Driver training hours	1,232	2,003	175
EMS training hours	1,127	2,189	110

Source: Department Records Management Systems, calendar year data

Miscellaneous Programs

Shared Services

MERGED SERVICES WITH OTHER JURISDICTIONS

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

California Urban Search and Rescue Task Force #3

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

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

Beginning in 1999 CCFD has participated in the county-wide ALS program that provides paramedic first response and emergency transportation services. Partners in the joint powers agreement include San Mateo County EMS, the private ambulance provider, American Medical Response (AMR) and all 13 San Mateo County fire agencies. Each agency receives reimbursement for their services through the County (approximately \$39,300 per engine, annually, after dispatch costs).

San Mateo County Public Safety Communication (PSC)

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

San Mateo County Recruit Academy

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

Mechanic Shop Services

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

Special Operations

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

MERGED SERVICES WITH OTHER JURISDICTIONS

Tactical Emergency Medical Services Team

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

Statistical Information

Comparison to Other Cities

Total Responses

Call Frequency Analysis by Station

Call Frequency Analysis by Hour

Call Frequency Analysis by Day of Week

Emergency Response by Incident Type

Automatic Aid Given and Received

Personnel Training Hours

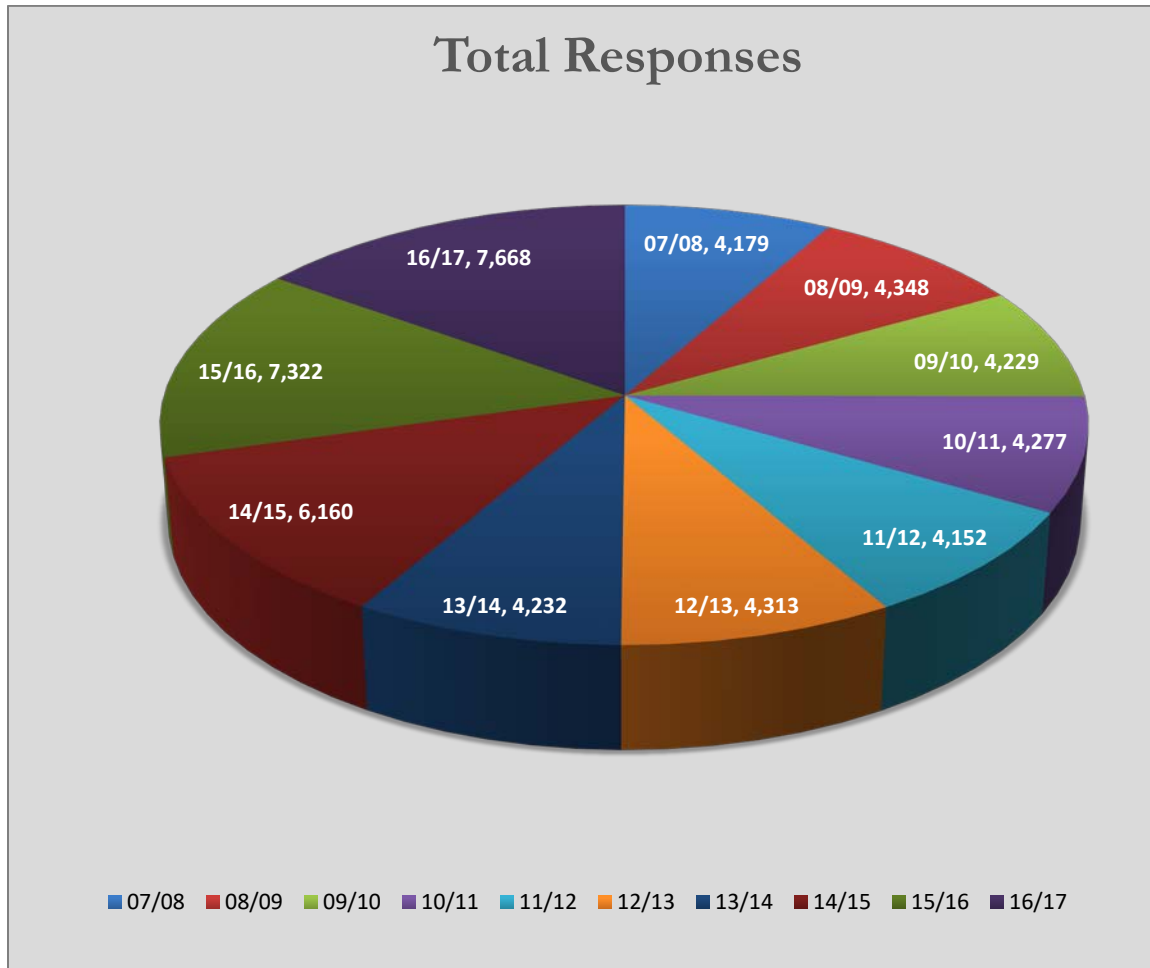
Injury Report by Type

STATISTICAL INFORMATION

RESOURCES COMPARISON TO PENINSULA CITIES & SIMILAR JURISDICTIONS

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

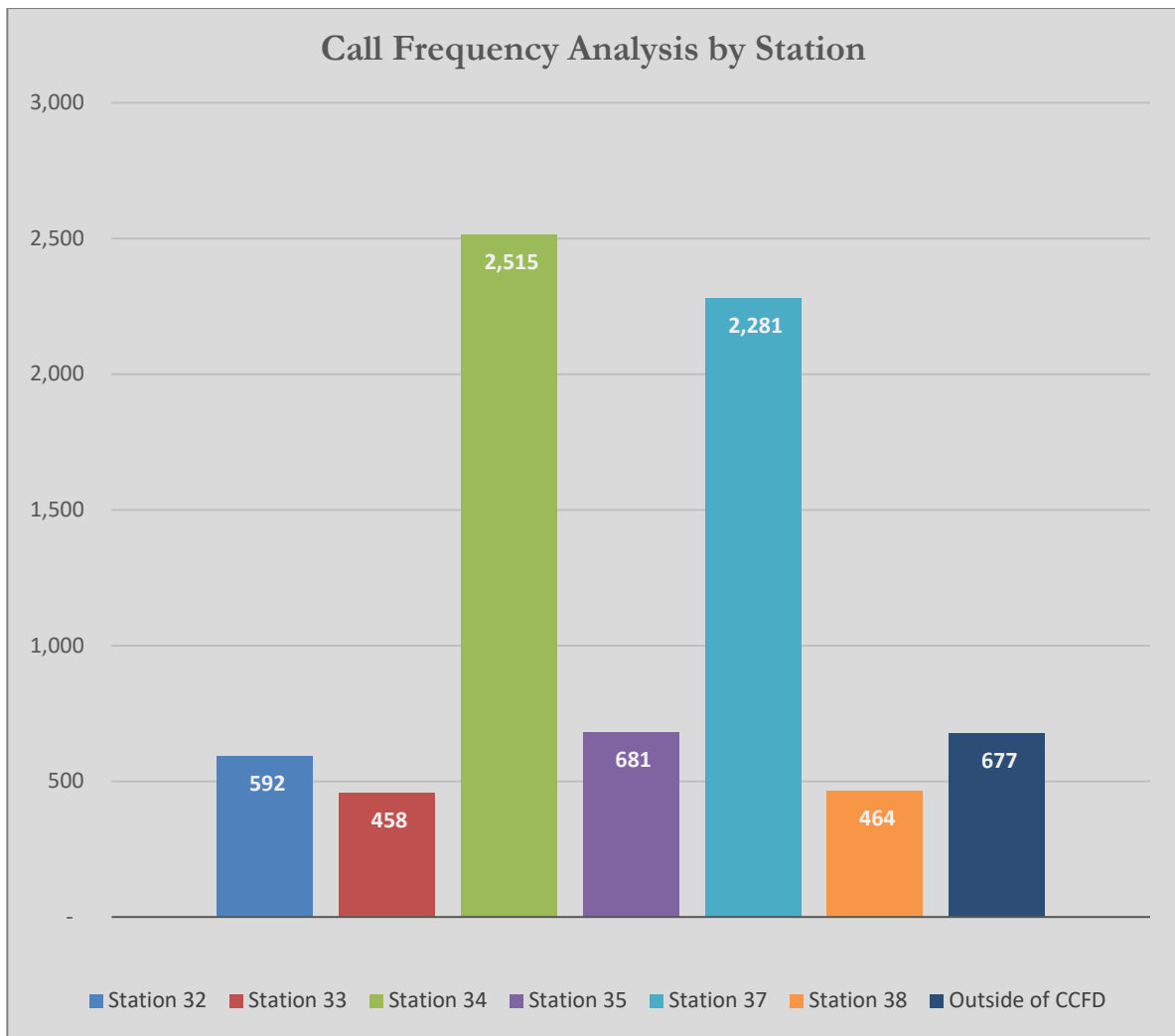
STATISTICAL INFORMATION



<u>Fiscal Year</u>	<u>Total Calls</u>
07/08	4,179
08/09	4,348
09/10	4,229
10/11	4,277
11/12	4,152
12/13	4,313
13/14	4,232
14/15	6,160
15/16	7,322
16/17	7,668

Source: Department Records Management Systems, Fiscal Year 2016-2017

STATISTICAL INFORMATION

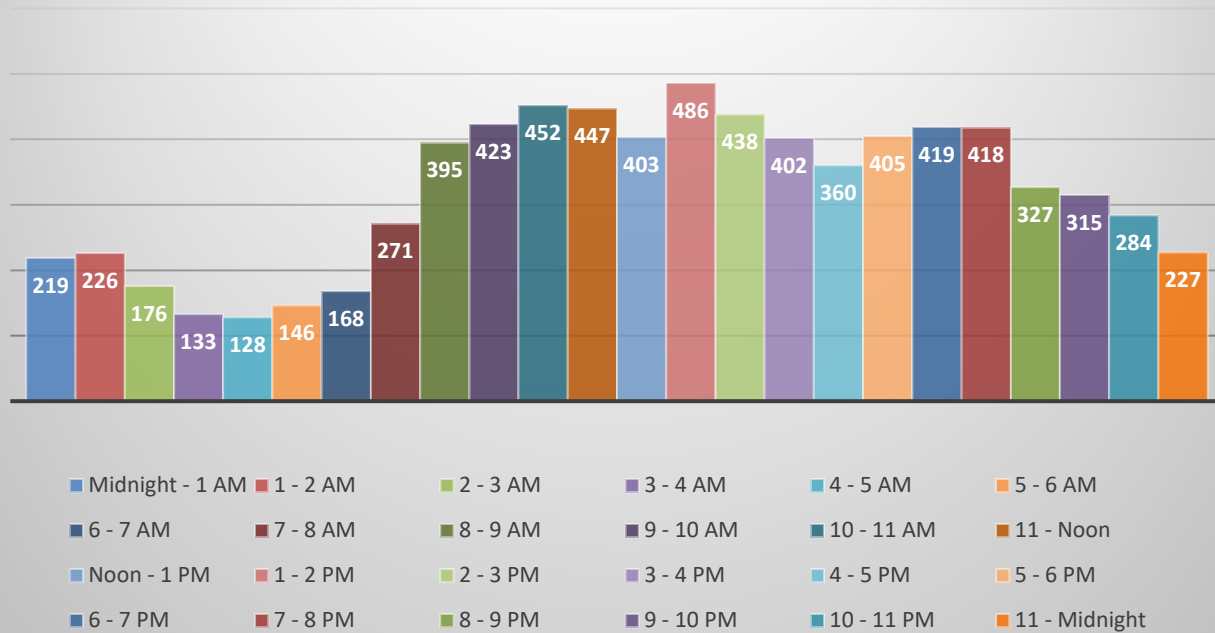


Station		% to
<u>Location</u>	<u>Total Calls</u>	<u>Totals</u>
Station 32	592	7.72%
Station 33	458	5.97%
Station 34	2,515	32.80%
Station 35	681	8.88%
Station 37	2,281	29.75%
Station 38	464	6.05%
Outside of CCFD	677	8.83%
Total	7,668	100.00%

Source: Department Records Management Systems, Fiscal Year 2016-2017

STATISTICAL INFORMATION

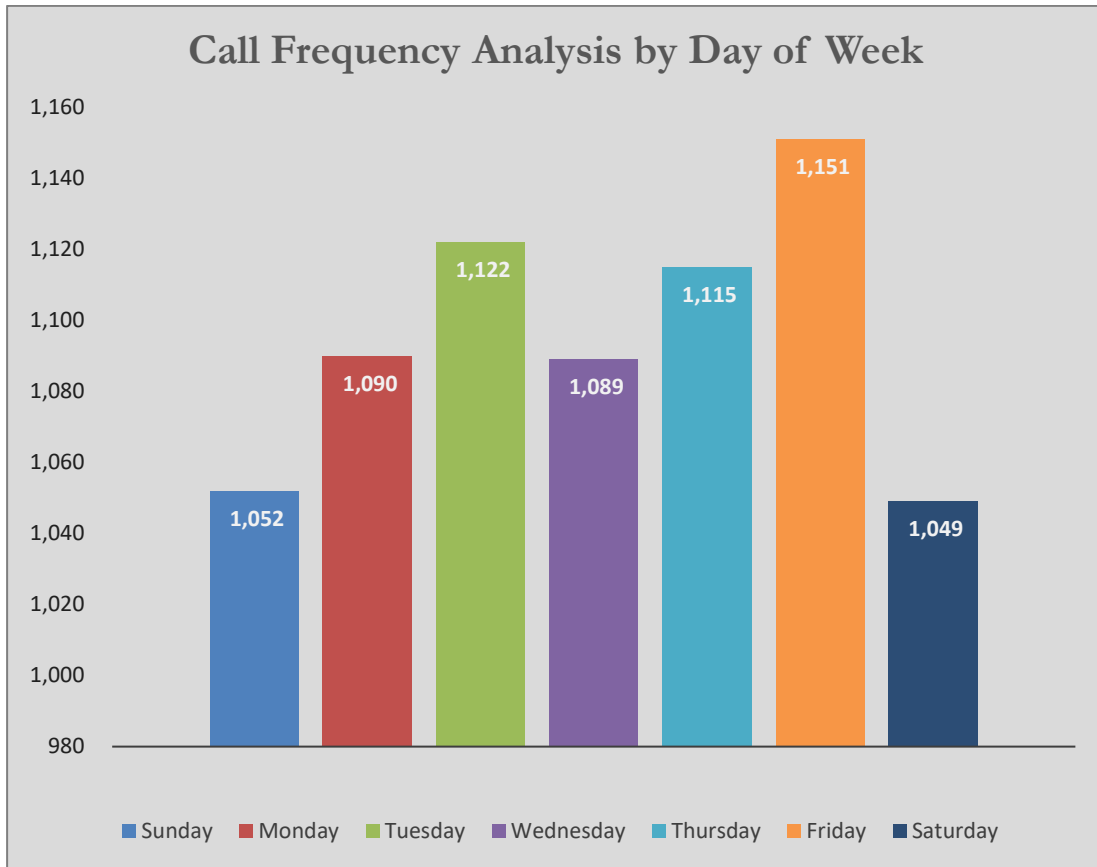
Call Frequency Analysis by Hour



Hour	Total Calls	% to Totals
Midnight - 1 AM	219	2.86%
1 - 2 AM	226	2.95%
2 - 3 AM	176	2.30%
3 - 4 AM	133	1.73%
4 - 5 AM	128	1.67%
5 - 6 AM	146	1.90%
6 - 7 AM	168	2.19%
7 - 8 AM	271	3.53%
8 - 9 AM	395	5.15%
9 - 10 AM	423	5.52%
10 - 11 AM	452	5.89%
11 - Noon	447	5.83%
Noon - 1 PM	403	5.26%
1 - 2 PM	486	6.34%
2 - 3 PM	438	5.71%
3 - 4 PM	402	5.24%
4 - 5 PM	360	4.69%
5 - 6 PM	405	5.28%
6 - 7 PM	419	5.46%
7 - 8 PM	418	5.45%
8 - 9 PM	327	4.26%
9 - 10 PM	315	4.11%
10 - 11 PM	284	3.70%
11 - Midnight	227	2.96%
Total	7,668	100.00%

Source: Department Records Management Systems, Fiscal Year 2016-2017

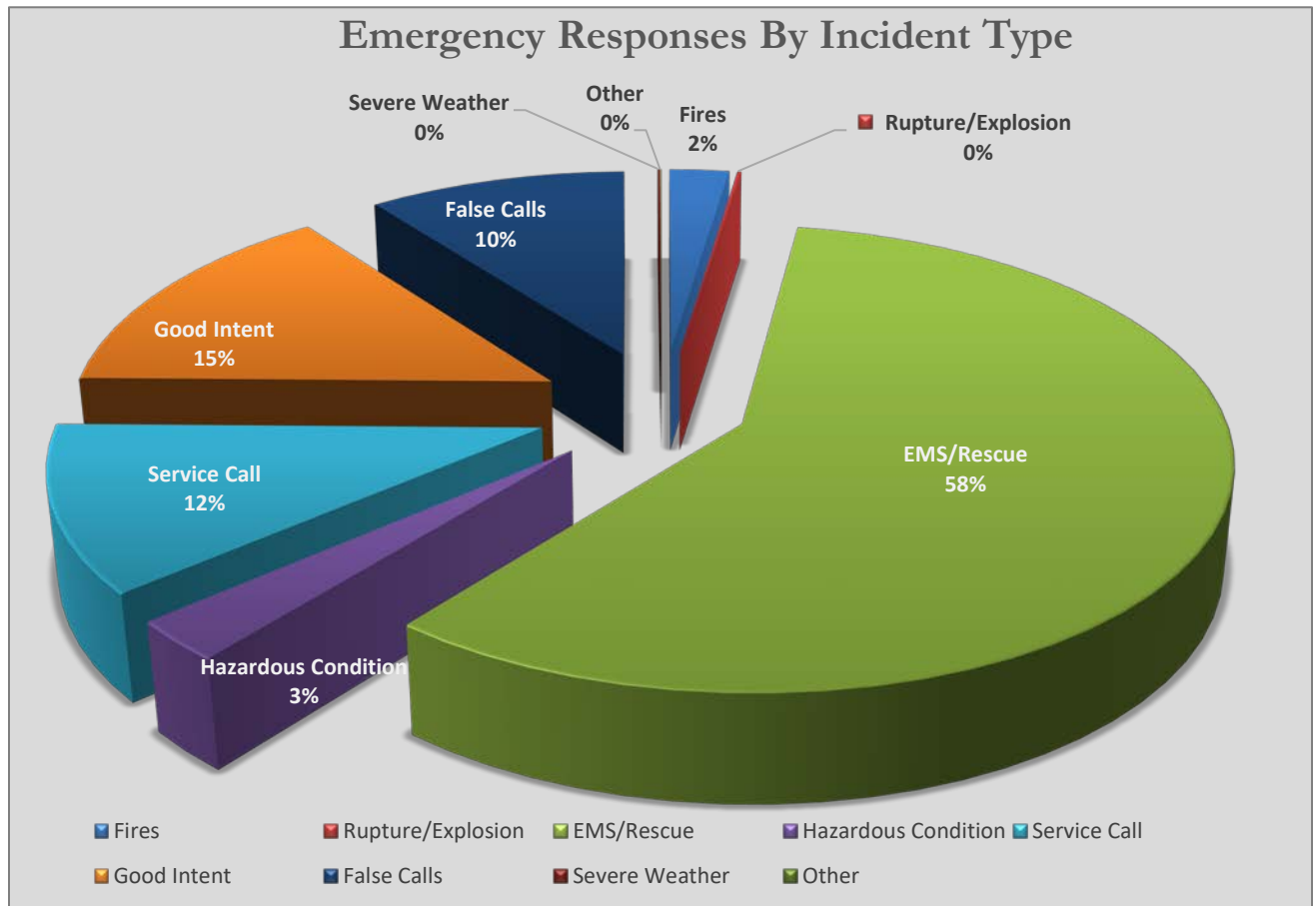
STATISTICAL INFORMATION



<u>Day of Week</u>	<u>Total Calls</u>	<u>% to Totals</u>
Sunday	1,052	13.72%
Monday	1,090	14.21%
Tuesday	1,122	14.63%
Wednesday	1,089	14.20%
Thursday	1,115	14.54%
Friday	1,151	15.01%
Saturday	1,049	13.68%
Total	7,668	100.00%

Source: Department Records Management Systems, Fiscal Year 2016-2017

STATISTICAL INFORMATION

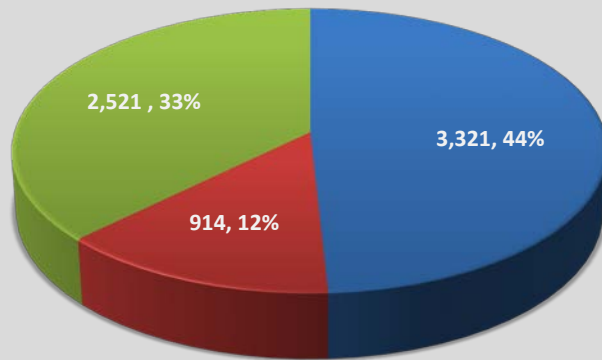


<u>Incident Type</u>	<u>Total Responses</u>
Fires	180
Rupture/Explosion	11
EMS/Rescue	4473
Hazardous Condition	217
Service Call	890
Good Intent	1109
False Calls	778
Severe Weather	7
Other	3
Total	7,668

Source: Department Records Management Systems, Fiscal Year 2016-2017

STATISTICAL INFORMATION

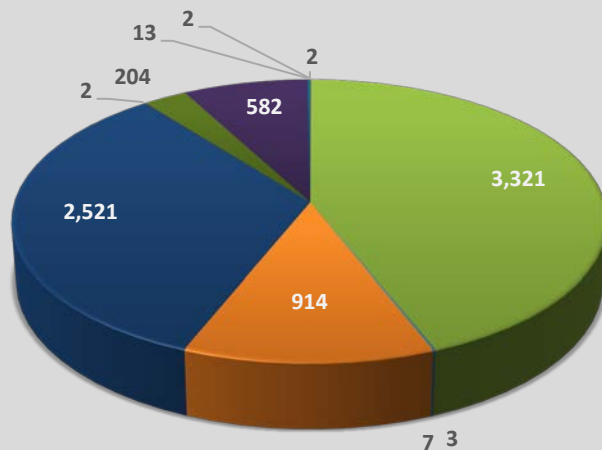
Calls By City - CCFD



■ Burlingame ■ Hillsborough ■ Millbrae

City	Calls	% of Total
Burlingame	3,321	43.86%
Hillsborough	914	12.07%
Millbrae	2,521	33.30%
Total	7,571	100%

Calls By City - All Cities

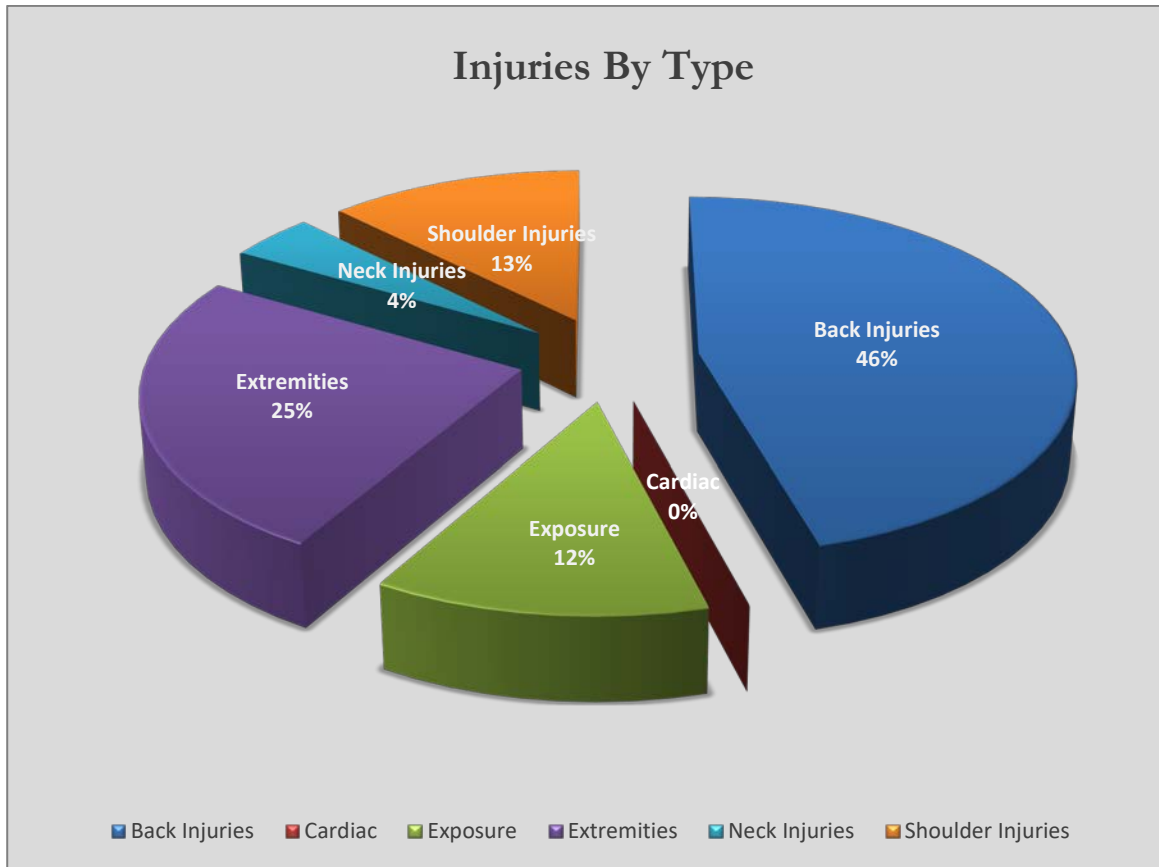


■ Belmont ■ Brisbane ■ Burlingame ■ Daly City
 ■ Foster City ■ Hillsborough ■ Millbrae ■ Pacifica
 ■ San Bruno ■ San Mateo ■ South San Fran.

City	Calls	% of Total
Belmont	2	0.03%
Brisbane	2	0.03%
Burlingame	3,321	43.86%
Daly City	3	0.04%
Foster City	7	0.09%
Hillsborough	914	12.07%
Millbrae	2,521	33.30%
Pacifica	2	0.03%
San Bruno	204	2.69%
San Mateo	582	7.69%
South San Fran.	13	0.17%
Total	7,571	100%

Source: Department Records Management Systems, Fiscal Year 2016-2017

STATISTICAL INFORMATION



Description	Number	% to Totals
Back Injuries	11	39%
Cardiac	0	0%
Exposure	3	11%
Extremities	6	21%
Neck Injuries	1	4%
Shoulder Injuries	3	11%
Knee Injuries	4	14%
Total Injuries	28	100%

Source: Department Records Management Systems, Fiscal Year 2016-2017

Reference Materials

Budget Resolution

Master Fee Schedule

Glossary of Terms and Acronyms

BUDGET RESOLUTION

RESOLUTION NO. 18-03

RESOLUTION OF THE BOARD OF DIRECTORS OF THE CENTRAL CNTY FIRE DEPARTMENT ADOPTING THE BUDGET FOR FISCAL YEAR 2018-2019

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 Central County Fire Department became effective April 20, 2004; and

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

WHEREAS, the budget for fiscal year 2018-2019 has been prepared and reviewed by staff; and

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

NOW THEREFORE, BE IT FURTHER RESOLVED that the Board of Directors of the Central County Fire Department adopt the budget for the Central County Fire Department for fiscal year 2018-2019.

General Fund	\$26,376,310
Joint Training Program Fund	161,000
Capital Project Fund	--
Sub-total	<u>\$26,537,310</u>
Internal Service Fund-Insurance	1,835,043
Internal Service Fund-Vehicles/Equipment	<u>928,358</u>
GRAND TOTAL	<u>\$29,400,711</u>

Approved at a regular meeting of the Board of Directors at Burlingame, CA this 11th day of April, 2018.

Signed: _____

Jess E. Benton, Chair

Attest: _____

Rubina Ellam, Secretary

I hereby certify that the foregoing is a true and correct copy of Resolution 18-03 adopted by the Board of Directors of the Central County Fire Department, San Mateo County, California, at its regular meeting held on the 11th day of April 2018, by the following vote of the members thereof:

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

MASTER FEE SCHEDULE

CENTRAL COUNTY FIRE DEPARTMENT Master Fee Schedule			
SERVICE	REFERENCE	ADOPTED FY 2017/18	ADOPTED FY 2018/19
Care Facilities Inspections			
Pre-inspection of licensed community care (per hour)	H&S Code §13235	\$160	\$160
Residential Care Facility for Elderly serving 6 or fewer persons – fire inspection enforcement	H&S Code §1569.84	No Charge	No Charge
Residential Care Facility		\$309	\$309
Large Family Day Care		\$161	\$161
Skilled Nursing Facilities		\$570	\$570
Hospital/Institution		\$2,208	\$2,208
Re-Inspections			
Second re-inspection (fee per inspection)		\$146	\$146
Third and subsequent re-inspection (fee per inspection)		\$350	\$350
Construction Fees			
General Fire & Life Safety Services <ul style="list-style-type: none"> • Consultation & Research • Pre-application meetings & Design Review • Property Survey • General Construction Inspections • Processing, Scheduling, and Record Keeping 		12% of Building Permit fees for Commercial and Multi-Family Residential	12% of Building Permit fees for Commercial and Multi-Family Residential
Building or Planning Plan Check Fees (per hour)	Per hour	\$166	\$166
Expedite Building or Planning Check Fees (per hour with 2 hour minimum)	Per hour	\$332	\$332
Consultation and Planning (per hour)		\$189	\$189
Alternate Means of Protection Review (per hour)		\$189	\$189
Fire Alarm Systems:			
Permit for Monitoring System		\$173	\$173
Permit for Manual System		\$173	\$173
Permit for Automatic System		\$310	\$310
Permit for combination System		\$446	\$446
Fixed Fire Extinguishing System Permit		\$241	\$241
Standpipe System Permit		\$310	\$310
Storage Tank (above or below ground) Permit		\$173	\$173
Sprinkler Systems			
One or two Family Dwelling Fire Sprinkler System (NFPA 13D) - flat fee including 2 inspections (additional inspections will be charged at the hourly rate of the staff who actually perform each inspection)		\$446	\$446
Fire Pump Permit		\$173	\$173
Multi-Residential or Commercial Fire sprinkler System (NFPA 13 or 13R) Permit – Single Story (incl. T.I.) Permit – Multi-story – flat fee including 2 inspections (additional inspections will be charged at the hourly rate of the staff who actually perform each inspection)		\$719	\$719
Fire Sprinkler Remodel or Repair (Sprinkler head relocation/adjustment)		\$173	\$173
Fire Service Line Inspection		\$173	\$173
Emergency Responder Radio Coverage System Permit	§510, CFC Title 24 Part 9	\$370	\$370
Miscellaneous Fees and Permits:			
Labor Rate for Mechanic Services		\$110	\$110
Vegetation Management Inspection plus 50% of contractor's fee		\$173	\$173

MASTER FEE SCHEDULE

CENTRAL COUNTY FIRE DEPARTMENT Master Fee Schedule			
SERVICE	REFERENCE	ADOPTED FY 2017/18	ADOPTED FY 2018/19
Change of Use Inspection (usually triggered by new business license)		\$105	\$105
Accounts referred to Collection Agencies		+47% of original invoice	+47% of original invoice
Photographs from investigations		Cost of Reproduction	Cost of Reproduction
Fire Incident Reports (not including photographs)		\$10	\$10
Work without a construction permit (fees to be determined at Fire Marshal's discretion)		Up to 10 times the permit fees	Up to 10 times the permit fees
Emergency Response Costs for Driving under the Influence. (Billing upon conviction)	Govt. Code §53150-58	Costs according to Personnel Schedule below plus Apparatus cost of \$91/hr. as set by State	Costs according to Personnel Schedule below plus Apparatus cost of \$91/hr. as set by State
False Alarms		\$315 for 3 to 5 and \$630 for 6 or more	\$315 for 3 to 5 and \$630 for 6 or more
Hazardous Materials Clean-up/Response		Costs according to Personnel Schedule below plus Apparatus cost of \$91/hr. as set by State	Costs according to Personnel Schedule below plus Apparatus cost of \$91/hr. as set by State
Standby Service			
Firefighter (per hour – minimum of 3 hours)		\$87	\$87
Fire Captain (per hour – minimum of 3 hours)		\$141	\$141
Battalion Chief (per hour – minimum of 3 hours)		\$170	\$170
Engine Company (per hour – minimum of 3 hours plus apparatus costs – per day as set by the State)		\$315 per hour + \$91 per hour for apparatus	\$315 per hour + \$91 per hour for apparatus
Personnel Costs (per hour)			
Administration		\$57	\$57
Firefighter		\$87	\$87
Fire Captain		\$141	\$141
Fire Administrative Captain		\$141	\$141
Fire Prevention Specialist		\$80	\$80
Fire Inspector		\$137	\$137
Deputy Fire Marshal		\$146	\$146
Battalion Chief		\$170	\$170
Division Chief or Fire Marshal		\$186	\$186
Deputy Fire Chief		\$189	\$189
Fire Chief		\$208	\$208
General Permits			
Aerosol Products		\$263	\$263
Amusement Buildings		\$297	\$297
Apartments, Hotels and Motels – 10 or less units		\$177	\$177
Apartments, Hotels and Motels – 11 to 25 units		\$212	\$212
Apartments, Hotels and Motels – 26 or more units		\$247	\$247
Apartments Assigned to Prevention		\$236	\$236
Aviation Facilities		\$468	\$468
Battery System		\$468	\$468

MASTER FEE SCHEDULE

CENTRAL COUNTY FIRE DEPARTMENT Master Fee Schedule			
<u>SERVICE</u>	<u>REFERENCE</u>	<u>ADOPTED FY 2017/18</u>	<u>ADOPTED FY 2018/19</u>
Carnivals and Fairs		\$433	\$433
Christmas Tree Lot		\$161	\$161
Combustible Fiber Storage		\$263	\$263
Combustible Material Storage		\$263	\$263
Commercial Occupancy Assigned to Prevention		\$97	\$97
Commercial Rubbish-Handling Operation		\$263	\$263
Compressed Gasses		\$263	\$263
Cryogenes		\$263	\$263
Dry Cleaning Plants		\$263	\$263
Dust-Producing Operations		\$263	\$263
Exhibits & Trade Shows – Display Booth		\$263	\$263
Exhibits & Trade Shows – With Open Flame		\$263	\$263
Exhibits & Trade Shows – Display Fuel Powered Equipment		\$263	\$263
Explosives or Blasting Agents		\$468	\$468
Fire Hydrants and Water Control Valves		\$261	\$261
Fireworks		\$468	\$468
Flammable or Combustible Liquids		\$468	\$468
Hazardous Materials		\$468	\$468
High-Piled Combustible Storage – 20,000 square feet or less		\$475	\$475
High-Piled Combustible Storage – more than 20,000 square feet		\$578	\$578
Highrise	H&S§13214(b)	\$444	\$444
Hot-Work Operations		\$263	\$263
Liquefied Petroleum Gasses		\$468	\$468
Liquid-or gas-fueled Vehicles or Equipment in Assembly Buildings		\$468	\$468
Live Audiences		\$468	\$468
Lumber Yards storing in excess of 100,000 board feet		\$366	\$366
Magnesium Working		\$263	\$263
Motor Vehicle Fuel-Dispensing Stations		\$263	\$263
Open Burning		\$263	\$263
Organic Coating		\$263	\$263
Ovens, Industrial Baking and Drying		\$263	\$263
Parade Floats		\$263	\$263
Places of Assembly		\$434	\$434
Production Facilities		\$434	\$434
Pyrotechnical and Special Effects Material		\$468	\$468
Radioactive Materials		\$281	\$281
Refrigeration Equipment		\$391	\$391
Repair Garage		\$297	\$297
Spraying and Dipping		\$297	\$297
Tents, Canopies, and Temporary Membrane Structures		\$398	\$398
Tire Storage		\$263	\$263
Wood Products		\$263	\$263

BUDGET GLOSSARY AND ACRONYMS

BUDGET TERMS

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

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

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

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

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

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

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

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

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

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

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

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

BUDGET GLOSSARY AND ACRONYMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BUDGET GLOSSARY AND ACRONYMS

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

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

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

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

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

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

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

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

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

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

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

BUDGET GLOSSARY AND ACRONYMS

ACRONYMS

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