

Contra Costa County FPD
Special District

Jeff Carman, Fire Chief

Contra Costa County FPD Operating Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	77,850,799	87,988,989	88,521,254	91,659,392	3,138,138
Services and Supplies	7,649,999	9,821,278	10,339,203	10,339,203	0
Other Charges	3,653,973	4,600,600	4,268,647	4,268,647	0
Fixed Assets	989,186	1,596,100	847,000	847,000	0
Expenditure Transfers	15,331,109	15,983,599	16,673,103	16,673,103	0
TOTAL EXPENDITURES	105,475,065	119,990,566	120,649,207	123,787,345	3,138,138
REVENUE					
Other Local Revenue	103,397,287	109,540,328	120,455,136	120,455,136	0
Federal Assistance	3,119,271	5,349,131	55,000	55,000	0
State Assistance	888,912	880,700	881,452	881,452	0
GROSS REVENUE	107,405,471	115,770,159	121,391,588	121,391,588	0
NET FUND COST (NFC)	(1,930,405)	4,220,407	(742,381)	2,395,757	3,138,138
Allocated Positions (FTE)	332	339	339	353	14
FINANCIAL INDICATORS					
Salaries as % of Total Exp	86%	85%	85%	86%	
% Change in Total Exp		14%	1%	3%	
% Change in Total Rev		8%	5%	0%	
% Change in NFC		(319%)	(118%)	(423%)	
COMPENSATION INFORMATION					
Permanent Salaries	30,154,364	35,449,800	36,076,298	37,497,693	1,421,395
Temporary Salaries	326,833	275,000	275,000	275,000	0
Permanent Overtime	9,435,759	11,162,633	9,336,160	9,646,160	310,000
Deferred Comp	16,380	28,560	28,560	29,580	1,020
Comp & SDI Recoveries	(420,258)	(500,000)	0	0	0
FICA/Medicare	579,776	725,898	690,100	710,710	20,610
Retirement Expense	21,961,730	24,019,469	23,866,147	24,863,020	996,873
Excess Retirement	30,316	30,000	53,000	53,000	0
Employee Group Insurance	4,965,806	5,595,776	5,737,400	5,983,500	246,100
Retiree Health Insurance	5,433,396	5,638,480	5,637,000	5,637,000	0
OPEB Pre-Pay	1,959,289	1,959,289	1,959,289	1,959,289	0
Workers Comp Insurance	3,407,409	3,604,084	4,862,300	5,004,440	142,140

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Department Description

The preceding table represents information in aggregate summarizing expenditures and revenue for the fire suppression/emergency medical response crews, fire prevention bureau, communications center, apparatus shop, training section, emergency medical services office, and administration functions.

Major Department Responsibilities

The Contra Costa County Fire Protection District (CCCFPD) is responsible for providing fire suppression responses to both structure and wildland fires; emergency medical services including paramedic responses, rescue responses, hazardous condition responses; plan review, code enforcement, fire/arson investigation, weed abatement, public education, permits issuance required by Fire Code; and ensuring water supply needed for fire flow, compliance-based inspections, and training.

CCCFPD Operating Fund Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$123,787,345
Financing:		121,391,588
Fund Balance:		2,395,757
Funding Sources:		
Property Taxes	86.0%	\$106,475,840
Charges for Svcs	7.8%	9,577,222
Intergovernmental	4.2%	5,238,526
Fund Balance	1.9%	2,395,757
Misc. Revenue	0.1%	100,000
FTE: 352.6		

Non-Operating Funds

Non-operating fund budget units include developer fee accounts that are restricted to

capital needs necessitated by growth, Pension Obligation Bond (POB) Debt Service and Stabilization fund budget units that were created pursuant to the issuance of pension obligation bonds in July 2005, and the EMS Transport Fund created in 2015 to track expenditures and reimbursement revenue associated with the provision of ambulance service.

CCCFPD Capital Outlay Fund

The Capital Outlay Fund includes funds collected during the building permit process and is intended to ameliorate the impact of new construction service demands on District capital needs. This fund is primarily intended for major capital outlay projects such as new fire stations.

CCCFPD Capital Outlay Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,058,519
Financing:		3,058,519
Funding Sources:		
Fund Balance	98.0%	\$2,998,279
Developer Fees	2.0%	60,000
Use of Money	0.0%	240

CCCFPD Fire Developer Fee Fund

The CCCFPD Developer Fee includes funds collected during the building permit process in the unincorporated areas of the former CCCFPD (prior to the July 1994 consolidation). This fund no longer receives developer fees because it has been replaced by the CCCFPD New Development Fee Fund that was established in August 2006. Residual monies in this fund are intended to mitigate the new construction service demands on District capital needs, and are primarily used for construction projects.

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CCCFPD Developer Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$990
Financing:		990
Funding Sources:		
Fund Balance	100.0%	\$990

Pittsburg Special Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$865,547
Financing:		865,547
Funding Sources:		
Fund Balance	99.9%	\$865,227
Use of Money	0.1%	320

Riverview Fire Developer Fee Fund

The Riverview Fire Developer Fee Fund, which includes monies previously collected during the building permit process in the unincorporated areas of the former Riverview Fire Protection District, no longer receives developer fees and has been replaced by the CCCFPD New Development Fee Fund established in August 2006. Residual monies in this fund are intended to mitigate the impact of new construction service demands on District capital needs, and are primarily used for construction projects.

CCCFPD New Development Fee Fund

The CCCFPD New Development Fee Fund, established in August 2006, replaces both the CCCFPD and Riverview Fire Developer Fee Funds. This fund includes monies collected during the building permit process in all of the unincorporated areas of the District and is intended to mitigate the impact of new construction service demands on District capital needs.

Riverview Fire Developer Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$56,115
Financing:		56,115
Funding Sources:		
Fund Balance	100.0%	\$56,115

CCCFPD New Development Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$148,641
Financing:		148,641
Funding Sources:		
Fund Balance	59.5%	\$88,401
Developer Fees	40.4%	60,000
Use of Money	0.1%	240

Pittsburg Special Fund

The Pittsburg Special Fund is comprised of fees collected in the Pittsburg area and by agreement with the City of Pittsburg for capital purchases.

CCCFPD POB Debt Service Fund

The Pension Obligation Bond Debt Service Fund was created due to the issuance of Pension Obligation Bonds in July 2005 to refinance the District's Unfunded Actuarial Accrued Liability (UAAL) as of December 2004 with the Contra Costa County Employees' Retirement Association. The refinancing resulted in savings in excess of \$50 million over 18 years as the

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POB interest rate paid to the bondholders was significantly lower than the interest rate charged by the Retirement Association. This fund is created to pay the bondholders via the trustee.

CCCFPD POB Debt Service Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$13,158,905
Financing:		13,158,905
Funding Sources:		
Reimbursements	100.0%	\$13,158,905

commercial and private payers for EMS services rendered along with expenditures associated with the provision of those services.

CCCFPD EMS Transport Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$40,745,128
Financing:		40,745,128
Funding Sources:		
Cost Recovery	100.0%	\$40,745,128

CCCFPD Stabilization Fund

The Pension Obligation Stabilization Fund was created pursuant to the issuance of Pension Obligation Bonds in July 2005. The savings realized from the lower interest rates are set-aside in the Stabilization Fund to extinguish new Retirement System Unfunded Actuarial Accrued Liabilities (UAAL); replenish reserves; and, upon a unanimous vote of the full Board, for any other lawful purpose of the District.

CCCFPD Stabilization Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,603,395
Financing:		2,603,395
Funding Sources:		
Transfers	100.0%	\$2,603,395

CAO's Recommendation

The FY 2016-17 Recommended budget provides for the funding of 25 fire stations, 26 fully functional engine/truck companies, one limited functionality squad, and 352.6 FTEs. This includes cost of living adjustments, benefit cost increases, building and grounds maintenance and repair projects, and capital and non-capital equipment replacement. In contrast, the FY 2015-16 Recommended Budget funded 24 fire stations, 24 fully functional engine/truck companies, three limited functionality squads, and 335.6 FTEs.

The District is primarily funded by property tax revenues. In FY 2015-16, the District experienced a 7.6% growth in secured property assessed valuation and 6.9% growth in total assessed valuation. This represents the third consecutive year of growth in assessed valuation after several years of declines. The District received additional property tax distributions during the course of the fiscal year due to the dissolution of various redevelopment agencies in the County.

CCCFPD EMS Transport Fund

The EMS Transport Fund was created in 2015 following the award of a contract to the District by the County EMS Agency to provide emergency medical services throughout the County. The Fund allows the District to track reimbursement revenue from governmental,

The FY 2016-17 Recommended budget anticipates a 6% growth in secured property assessed valuation and the resumption of RDA Successor Agency pass through payments from the City of Pittsburg. The budget also anticipates the continuation of some new sources of revenue, such as emergency medical services

(EMS) first responder fees and sales tax for enhanced EMS in the City of San Pablo.

These increases in revenue are allowing the District to re-staff some of the operational resources that were taken out of service during recessionary years.

As noted in last year's report, FY 2015-16 employer retirement contribution rates decreased for most employers and rate groups. In FY 2016-17 contribution rates will decrease again due largely to prior year (2014) market returns that exceeded the 7.25% investment rate assumption. However, the rate decrease for the Tier A Safety retirement benefit is being offset by the gradual elimination of the 9% employee subvention of the employer cost towards retirement. The agreement to eliminate the employee subvention of the employer rate resulted from the last contract negotiations with the District's largest labor group, IAFF Local 1230.

The FY 2016-17 Recommended budget balances by using approximately \$2.4 million in fund balance. The District has a policy to maintain a minimum reserve of 10% of general operating fund budgeted expenditures. Despite the planned use of reserves to balance the budget, the District continues to meet its reserve requirements. It should be noted that \$2.6 million of the District's planned expenditures are for the transfer of funds from the general operating fund to the pension obligation bond (POB) stabilization fund. The POB stabilization fund can be used for very limited purposes – such as extinguishing new retirement UAALs and replenishing general operating fund reserves. Therefore, after consideration of the \$2.6 million transfer, the FY 2016-17 Recommended Budget estimates a \$200,000 increase to total available end of year fund balance.

On January 1, 2016, the District became the County's exclusive operator of emergency ambulance service (not including the areas covered by the Moraga-Orinda Fire Protection District and the San Ramon Valley Fire Protection District). It is anticipated that the new program will be cash negative for several months, but expenditures are being secured by

anticipated receivables from the provision of ambulance service.

Performance Measurement

During FY 2015-16 the District:

- Responded to approximately 50,000 incidents in calendar year (CY) 2015. This represents an 7% increase in call volume compared to CY 2014.
- Conducted approximately 15,910 life safety inspections and plan reviews of new buildings and fire/life safety systems for compliance with state and local fire and building codes during CY 2015. This represents a 25% increase in productivity compared to CY 2014.
- Following a thorough vetting process and the subsequent award of a five-year contract, effective January 1, 2016, began providing emergency ambulance services within Exclusive Operating Areas I, II, and V in Contra Costa County.
- Executed a contract with American Medical Response (AMR) to provide emergency ambulance services on behalf of the District, as the ambulance service sub-contractor, pursuant to the establishment of the Alliance.
- Hired and trained staff to begin dispatching ambulance resources from the Contra Costa Regional Fire Communications Center (CCR FCC).
- Began the hiring and transition of non-safety Fire Inspector I positions into the Fire Prevention Bureau.
- Transitioned the Fire Investigation Unit to 24/7 operations to adequately cover the increasing workload for fire investigation and fire-related law enforcement.

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- Invested in new Computer Aided Dispatch (CAD) infrastructure and upgrades to increase reliability, reduce call processing errors, and reduce call processing times.
- Contracted with a billing service provider to invoice and collect fees for fire first responder emergency medical services pursuant to the adoption of an ordinance establishing the fee.
- Executed a second low interest nine-year lease-purchase agreement for the replacement of aging heavy fire apparatus.
- Placed new fire apparatus into service including two (2) Type III Wildland Fire Engines, nine (9) Type I Fire Engines, three (3) 100' aerial ladder trucks, and one (1) heavy duty rescue.
- Updated the Capital Improvement Plan and continued to address infrastructure needs and the replacement of critical capital and non-capital equipment.
- Began the renovation/rehabilitation of Fire Station 16 in western Lafayette as an alternative to demolishing it and building a new station in partnership with a neighboring fire district.
- Conducted and completed Firefighter Recruit Academy 49.
- Analyzed current dispatch and deployment model and added dispatch staff to improve performance and compliance with performance standards. Modified dispatcher work schedules to accommodate current and future service delivery requirements.
- Established a standardized method for capturing and reporting incident response data.
- Continued to explore the possibility of a comprehensive energy efficiency and renewable energy program for certain District facilities.
- Was awarded a regional grant for a mobile command unit to support large incidents throughout the County, a grant to support the expansion of our rescue apparatus upgrades, grants for security upgrades of the CCRFCC, and a grant to establish an EBRCS-compliant 15 portable radio cache.

Administrative and Program Goals

During FY 2016-17, the District will:

- Reposition internal resources to effectively manage, both operationally and financially, the emergency ambulance program and Alliance with AMR.
- Fully transition the dispatching of ambulance resources to the District to increase efficiency with single point call processing, dispatching, and resource tracking.
- Re-staff Engine 6 at Fire Station 6 in the City of Concord.
- Complete renovation/rehabilitation work at Fire Station 16 in the City of Lafayette and put station back into service.
- Develop five-year plans that address current and projected maintenance needs for existing facilities, maintenance and replacement needs for the District's fleet, and maintenance and replacement of critical equipment such as protective clothing, SCBA, radios, hose, thermal cameras, cardiac monitors, etc.
- Place new apparatus into service including thirteen (13) Type I Fire Engines, four (4) 105' aerial ladder

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- trucks, one (1) command vehicle and two (2) heavy duty rescue trucks.
- Develop a plan to address fire station replacement/relocation. The plan will consider current and future development, cell data, and projected facility needs.
 - Using the updated Capital Improvement Plan, review existing and potentially new funding mechanisms such as development impact fees and creation of Community Facilities Districts in areas of new development.
 - Enter into an agreement with the City of San Pablo to share the costs of rebuilding Fire Station 70.
 - Hire and conduct Firefighter Recruit Academy 50.
 - Continue to develop our relationship with AMR in an effort to maximize our operational efficiency and deliver exemplary services to the citizens of Contra Costa County.
 - Pursue federal supplemental reimbursement for ambulance services provided to individuals with government payer plans.
 - Continue to pursue grant funding opportunities as they become available.

FY 2016-17 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net Fund Cost Impact	Impact
1	N/A	Fire Prevention/ Administration	EMS Operations	1.0	\$334,357	Add (1) one Assistant Fire Chief position to oversee EMS operations
2	N/A	Fire Prevention/ Administration	Administration	1.0	\$67,423	Add (1) one Account Clerk position to assist with payroll
3	N/A	Fire Prevention/ Administration	Fire Suppression	12.0	\$2,736,358	Add (6) six Fire Captains, (3) three Fire Engineers, and (3) three Firefighter-Paramedic positions for enhanced fire suppressions throughout the County
			Total	14.0	\$3,138,138	

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