



Fiscal Year 2019/2020

Annual Budget and Operational Plan

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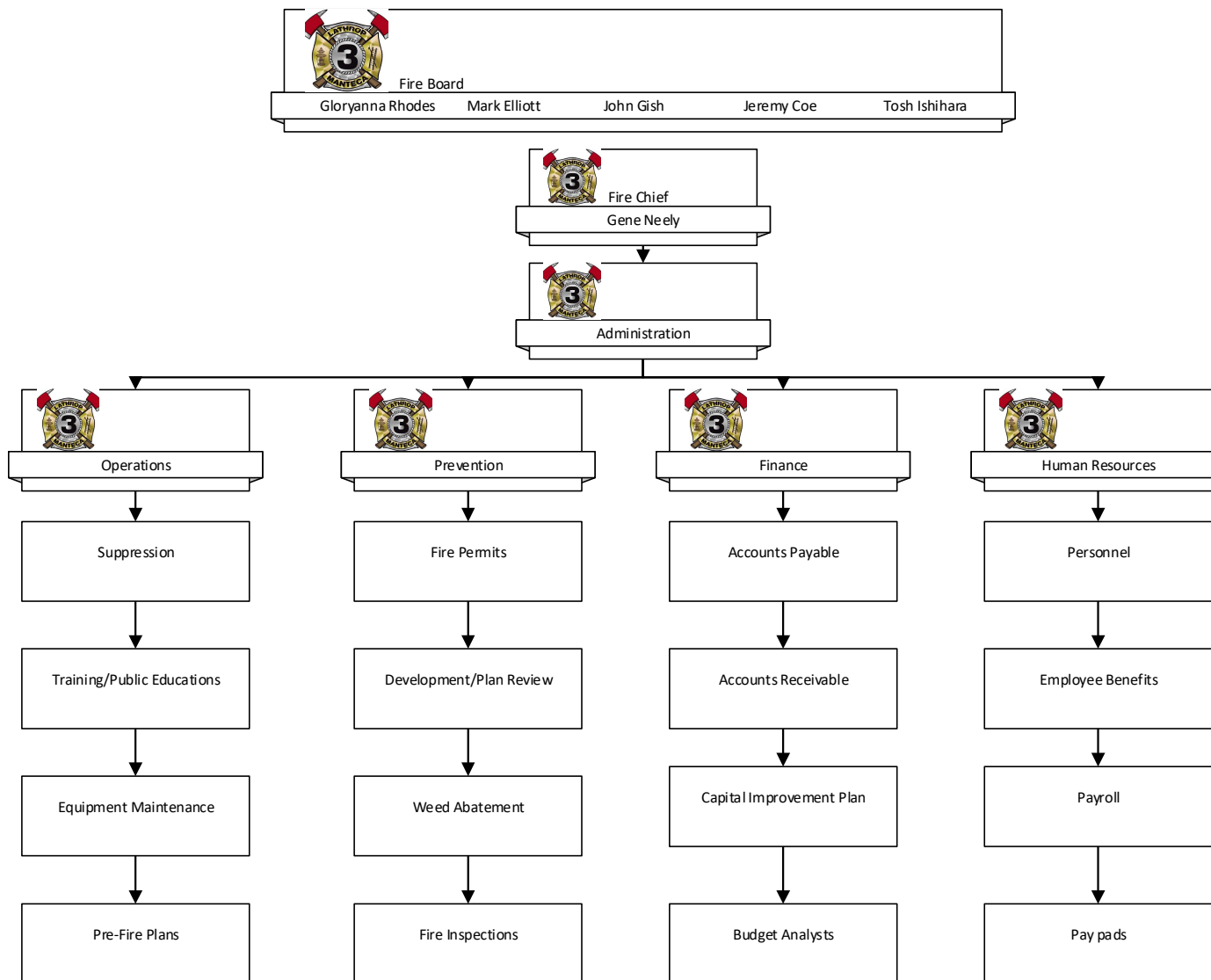
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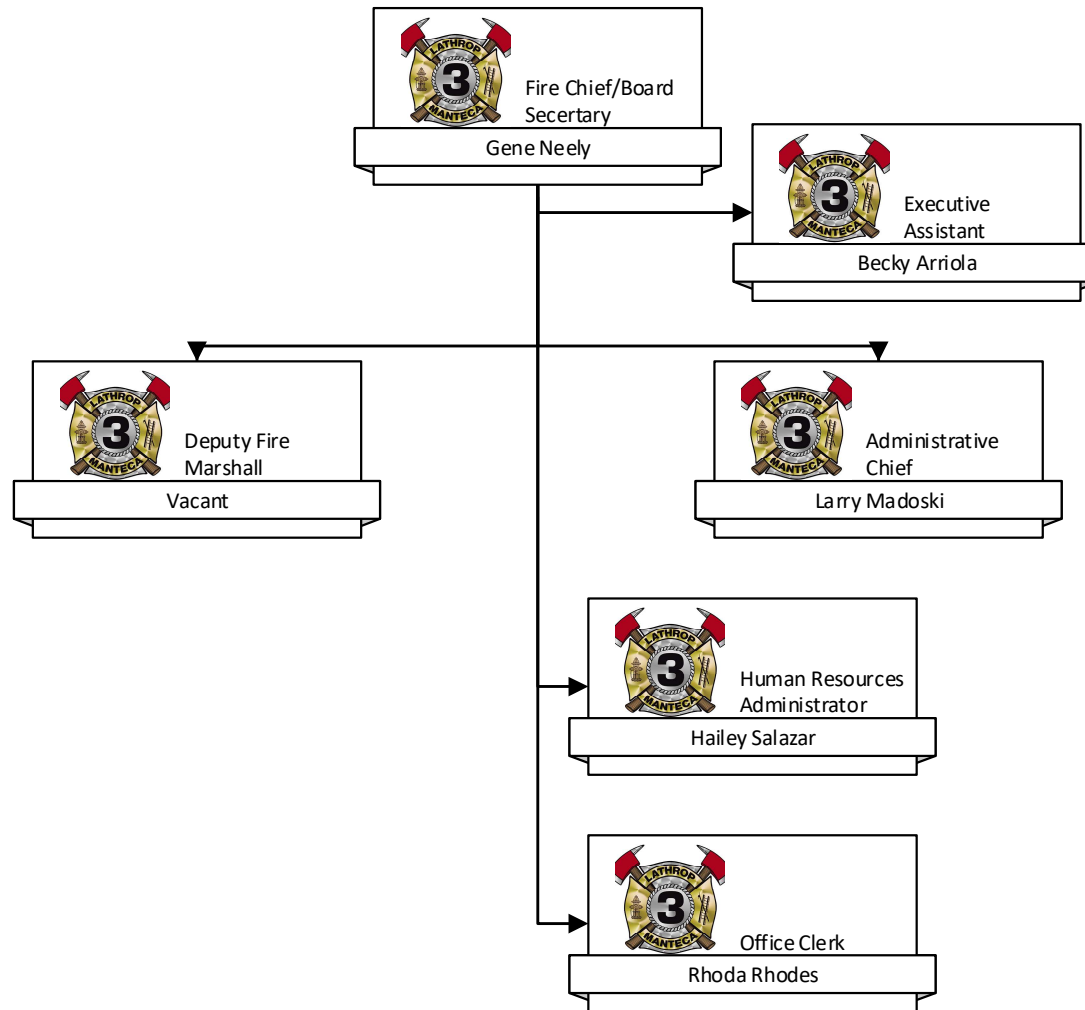
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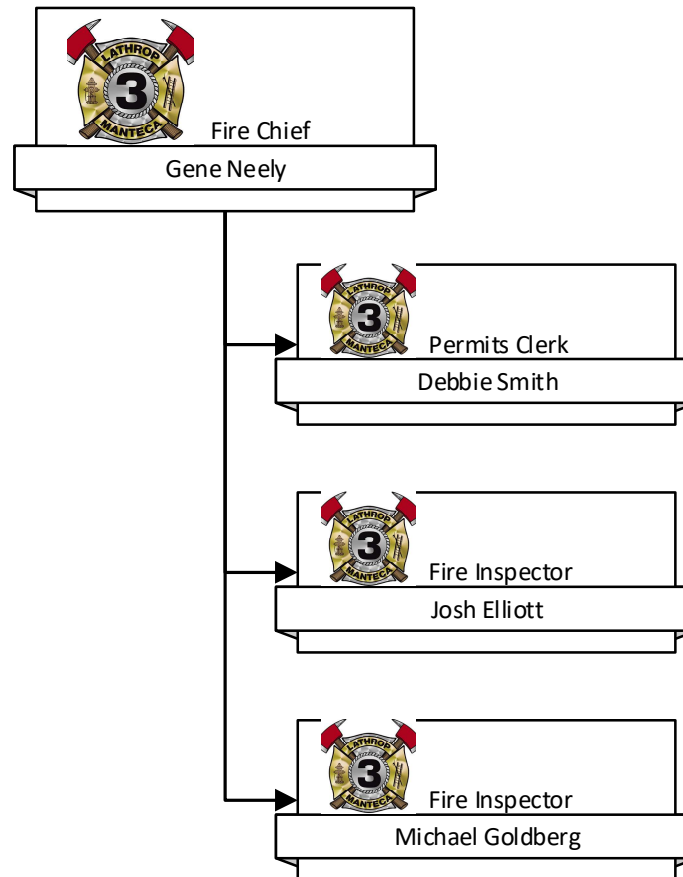
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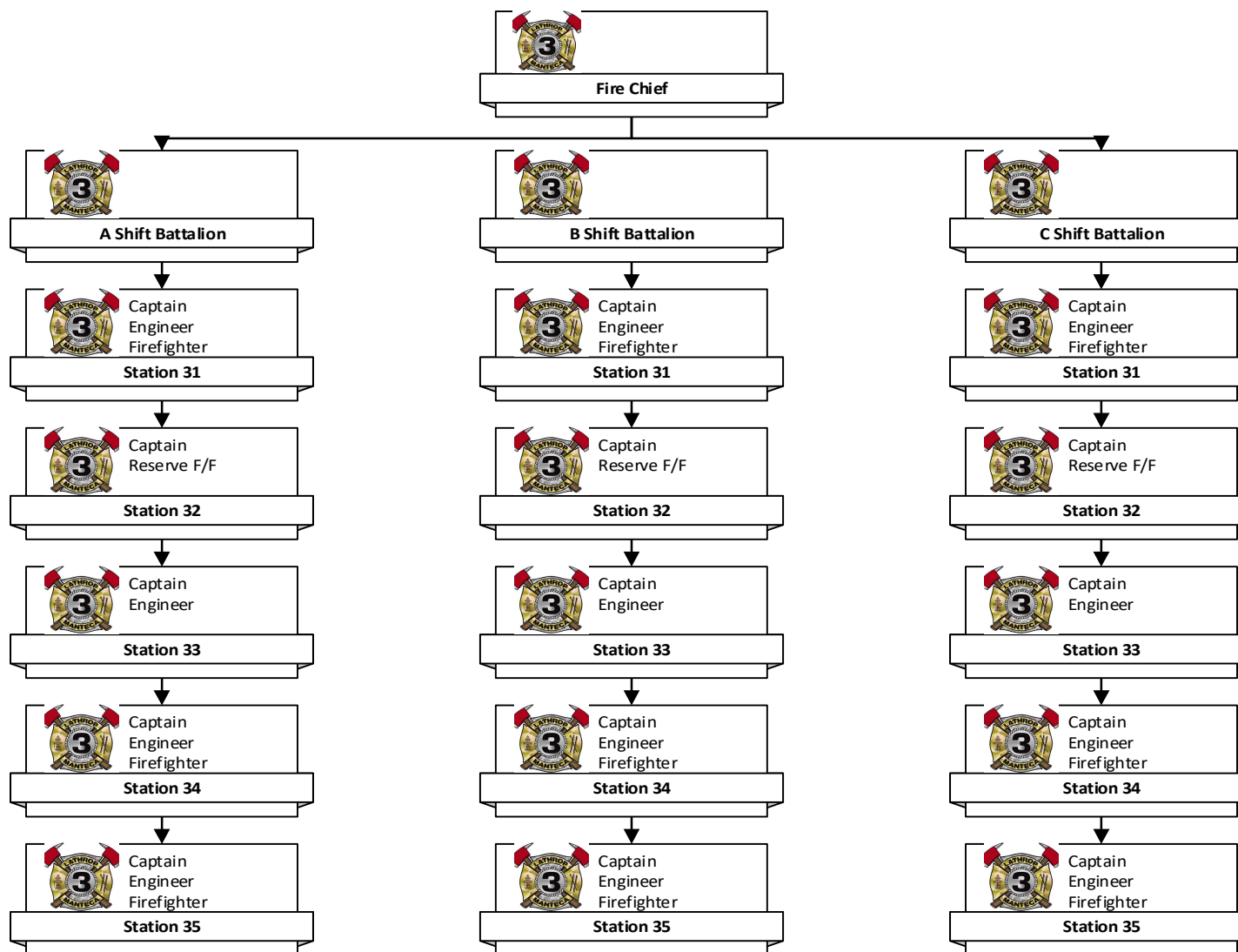
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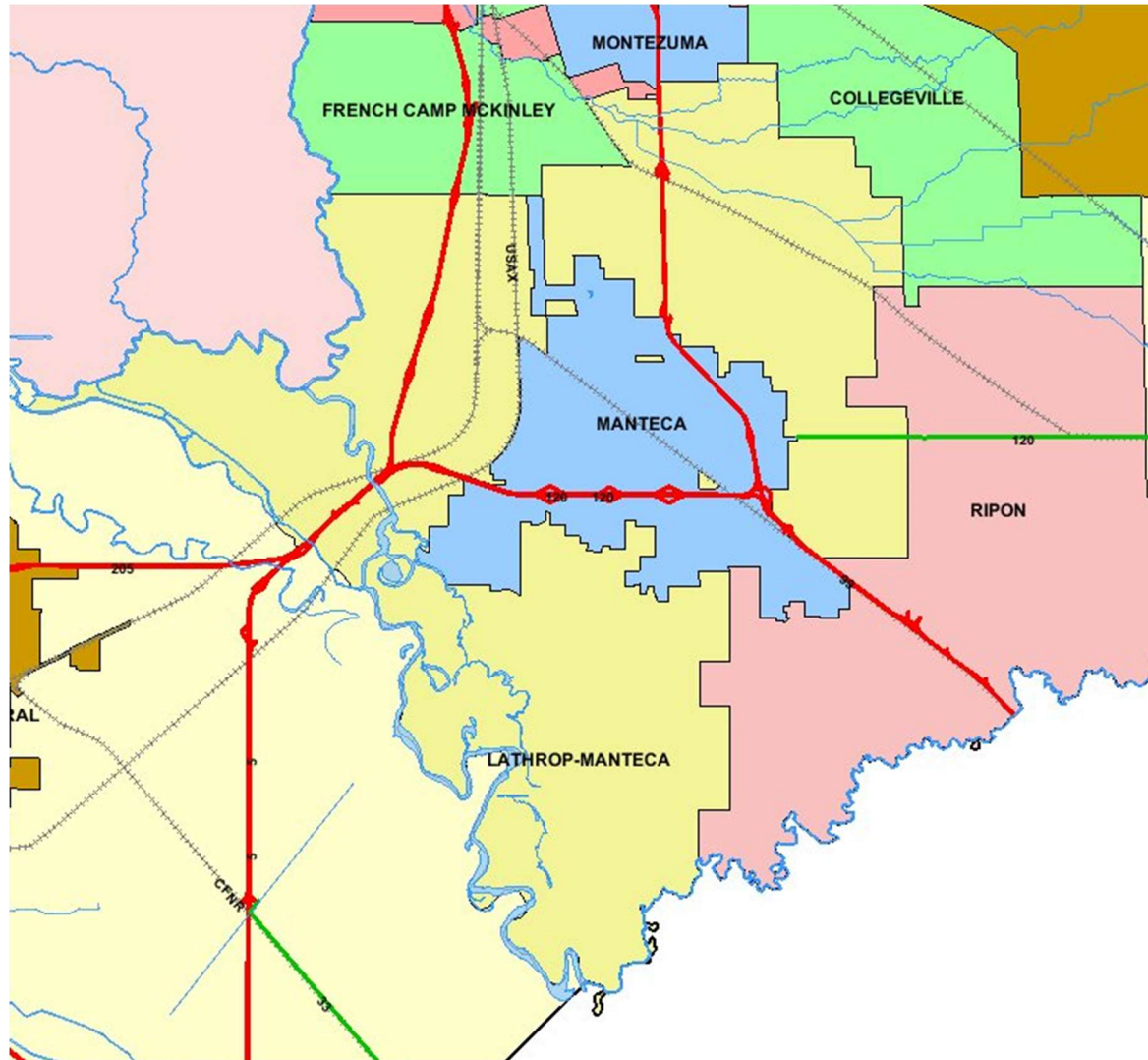
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District Map



District Profile

The MANTECA-LATHROP RURAL COUNTY FIRE PROTECTION DISTRICT was established in 1936 to provide fire protection for the township of Lathrop, rural Lathrop and rural Manteca. The Fire District was organized under the laws of the State of California, Health and Safety Code section 13800, more recently known as the Fire Protection District law of 1987. It is governed by a five-member Board of Directors who are elected at-large to serve a four-year term. Since 1936, the District has developed into a proactive Fire Department covering nearly 100 square miles including the recently incorporated City of Lathrop. The District currently employs 47 career personnel and 25 reserve firefighters that staff five strategically located fire stations.

In February of 2002, the Board of Directors changed the name to the LATHROP-MANTECA FIRE PROTECTION DISTRICT (LMFD).

The LMFD serves the City of Lathrop and the rural Manteca Area which is located in Northern San Joaquin Valley at the intersection of I-5 and 120 Freeways. Sitting aside Interstate 5, one of the major freeways in California and the major north-south freeway along the entire West Coast, Lathrop sits in the center of a metro triangle, bounded by the Bay Area, Stockton and Sacramento. Lathrop is centrally located within a 30-minute commute of Tracy, Manteca, Stockton, Lodi, Modesto, Livermore and Pleasanton.

Lathrop's Population in 1989 was approximately 5,000. Lathrop's current population is nearly 29,000 and is expected to reach 35,000 by the 2020 census count. With a projected "build out" population of 70,000, Lathrop is experiencing a unique opportunity to plan and manage its future development in a manner seldom available to other communities in Northern California. The City of Lathrop is one of Northern California's fastest growing and most comprehensive Master Planned Communities. We are a city at the cusp of extensive residential and commercial growth.

The City of Lathrop has a seven-mile radius population of 105,893 with an average household income of \$63,072.

The 20-mile radius surrounding Lathrop has a current combined population of nearly 750,000 and an expectation that this number will approach 1 million within ten years.

Over 40,000 vehicles per day commute over the Altamont Pass into the Bay Area for employment. There is a strong demand for housing from the Bay Area as residents are moving to affordability.

Lathrop Developments

River Islands at Lathrop

11,000 residential units currently underway

325-acre Employment Center

50-acres of Town Center

17,000 new jobs – 4 million square feet of non-residential development

Mossdale Village

Residential construction is currently underway

2,500 units Master Planned Community

Freeway Commercial – 27 acres at I-5/Louise - Lathrop Marketplace - Anchor is Target

Nearly 1 million square feet of retail/office space

Central Lathrop Specific Plan

1,540-acre site – west side of I-5, north of Louise Ave.

Up to 6,800 dwelling units, including low density, medium density and high density

Site for power center and other retail uses along west side of I-5

Nearly 4.5 million square feet of office commercial in Lathrop's I-5 regional commercial corridor

Southern Lathrop Specific Plan

315-acre Planned Freeway Commercial is currently underway

Over 5 million square feet of distribution warehouse

The Fire District is organized to maintain professional personnel on duty, 24 hours a day, year round, to respond to emergencies from five fire stations. The Fire District's main fire station is located in the center of the City of Lathrop. The authorized career personnel strength of the Fire District includes 43 uniformed employees. Although currently operating with a Fire Chief, (4) Battalion Chiefs, (15) Fire Captains, (12) Engineers (9) Firefighter and (2) Fire Inspectors. A reserve firefighter roster of up to 35 members is maintained to augment the fire suppression force.

Since the incorporation of the City of Lathrop in 1989, The Fire District has developed plans to provide adequate coverage for the potential urban growth of the new City. The District-wide fire suppression force is organized into three shifts. Each of the shifts is on duty for rotating periods of 48 hours. In the Administrative Office, there are four non-safety employees an Executive Assistant, Human Resources Administrator, Permit Clerk, and an Office Clerk.

Fire apparatus housed at **Station 31** consist of (1) Type 1 Truck, (1) Type 1 Pumper, (1) Type 2 Truck, (1) 3000-gallon Water-Tender/Pumper, (1) Water Rescue/Dive Unit and Rescue Dive Boat. Fire apparatus located at **Station 32** consist of (1) Type 1 Pumpers, (1) Type 3 Pumper, and (1) Type 1 OES Engine. Fire apparatus located at **Station 33** consist of (2) Type 1 Pumpers. Fire apparatus located at **Station 34** consist of (1) Type 1 Pumpers, and (1) Type 3 Pumper. Fire apparatus located at **Station 35** consist of (1) Type 1 Pumpers, (1) Type 3 Pumper, and (1) Type 2 Heavy Rescue. An aggressive fire prevention and code enforcement program is utilized, adopted by reference by both the City of Lathrop and the Fire District with some local additions, deletions and amendments. Companion ordinances establish fees for services, which include charged re-inspections that are required by the California Fire Code and State Fire Marshal's regulations.

The Fire Marshal along with the Deputy Fire Marshal administers the District's fire prevention and code enforcement program. Plan checks are done by the Fire Marshal along with the more complex inspections. The Fire Inspector conducts inspections and annual re-inspections. Fire Company personnel conduct pre-fire plans for all the businesses in the entire district. Additional fire safety programs include smoke detector installations for the elderly and disabled, along with fire safety and awareness in the schools. The Fire District provides continuous CPR training classes to the community. It is statistically proven that by training the citizens it will enhance the survival rate of a sudden death victim significantly. The Lathrop-Manteca Fire District responds, not only to fires of all types, but also medical emergencies, hazardous material leaks/spills, traffic accidents, and river rescues.

The Fire District is an active member of the San Joaquin County hazardous materials response team. The District is also the nucleus for developing a highly skilled urban search and rescue team.

Budget Introduction

The Fiscal Year (FY) 2019/2020 Budget and Operational Plan represents the Fire District's projections for expected expenditures and operations for the coming fiscal year. It also identifies the means by which those expenditures will be paid. The annual Budget / Operational Plan represent the most significant policy document that the Fire District Governing Board creates each year. This document sets the work plan and the service levels for the operating divisions of the District. Many of the outlined goals and objectives are based on the Strategic Operational Objectives Plan (SOOP), which is developed prior to the construction of the Budget / Operational Plan each fiscal year. The budget is balanced and illustrates the District's ongoing commitment to contain expenditures to necessary and reasonable levels.

The annual budgeting and operational activities of the Fire District are determined with the ultimate goal of accomplishing the Fire District's mission, which is:

The Mission of the Lathrop-Manteca Fire District is to protect Life and Property through Efficient and Dedicated Response to the Emergency Needs of Our Community Delivered with Care, Skill and Compassion to All Who Need Our Aid.

Financial Assessment:

The Fire District has an important responsibility to its citizens to carefully account for public funds, manage finances wisely, and plan for the adequate funding of services desired by the public. In these times of economic uncertainty and limited growth in the District's tax base, the District needs to ensure that it is capable of adequately funding and providing those core services desired by the community. Ultimately, the District's reputation and success will depend on the public's awareness and acceptance of the management and delivery of these services.

The development of guidelines for the District's overall fiscal planning and management should foster and support the continued financial strength and stability of the Lathrop-Manteca Fire District and its financial goals. Through the establishment of sound financial policies, the District seeks to:

- Deliver quality services on an affordable, efficient, and cost-effective basis providing full value for each tax dollar.
- Maintain an adequate financial base to sustain the current level of fire and emergency medical response.
- Have the ability to withstand local and regional economic fluctuations and respond to changes in funding affecting District operations.

Financial Policies:

Establishing and following sound fiscal policies enhances the District's financial health as well as its image and credibility with its citizens and the public in general. The Board is charged with establishing financial policies and staff is responsible for implementing those policies in the day-to-day management of District finances.

The District's budget is closely aligned with the financial policies established by the Governing Board. These policies serve to strengthen the current and long-term financial health of the organization and are visited, at a minimum, on an annual basis to ensure they represent the most current and realistic framework for decision-making. A balanced budget is the foundation of the District's financial policies. The Board and District staff members define a balanced budget as one that matches required expenditures necessary to provide the District's established service goals with available, sustainable resources. The Board and the staff spend an extensive period of time detailing expenditures and identifying and verifying the revenue sources that are available to support those expenditures. As revenues fluctuate, so must expenditures. However, the Board and staff must strive to ensure that these fluctuations do not negatively impact emergency service levels.

Funding Overviews

The Lathrop-Manteca Fire District currently use five major fund groups: The General Fund, the Capital Outlay Fund, the Facility Fee Fund, the Measure C Fund, and the Developer Account Fund.

General Fund:

The General Fund, or working fund, outlines in detail, anticipated revenues and expenditures for FY 2019/2020. This fund's activities represent the true financial plan for the Lathrop-Manteca Fire District during the fiscal year. During the beginning months of each fiscal year, generally between July and October, the District receives little or no property tax revenues. This is a direct result of San Joaquin County property tax billing and collection cycle. Property taxes are levied and billed to taxpayers annually and payments are due in two installments. The first installment is due during October and the balance is due in April of each fiscal year.

Capital Outlay Fund:

The Capital Outlay Fund is in effect, the District's "savings" account, which was established through Board action to support the Capital Improvement Plan designed to fund future capital purchases. Revenue sources for this fund include transfers from the General Fund as allocated through the Capital Fund Account. This account will carry a fund balance from year to year, as capital projects may encompass many years.

Facility Fee Fund:

The Facility Fee Fund has revenues and expenditures based on the economic development in the District. A detailed account of the current balance is reviewed every fiscal year during our budgeting process. At the end of the fiscal year, a report has to be given to San Joaquin County and the City of Lathrop for their adoption. Every five years a full report is given to both entities, showing a detailed plan for the expenditures applicable for this account.

Measure C Fund:

On November 6th, 2012 over 77% of the City of Lathrop passed Measure C, which provides funding for Public Safety within the boundaries of the city limits. On November 19th, an agreement was formalized between the City of Lathrop and the Lathrop-Manteca Fire District that the District would receive 40% of those funds to augment and provide enhanced fire services.

Developer Account Fund:

The Developer Account Fund was established to account for billing for services provided during development projects. Over the last few years an extensive amount of time is exhausted when developers come to the Fire District requesting information regarding the long term financial stability of the Fire District, and the service impact the proposed development will cause. This account is to fund any and all billing that will be required to research, acquire outside services, and provide staff time to facilitate the developer(s)/developments when requested.

Fund Balance Summary:

Each fund is considered to be a separate accounting entity which may or may not carry a fund balance. Fund balance is generally defined as the difference between a fund’s assets and liabilities. The operations of each fund are accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures as appropriate. The District reports each of these funds as major governmental funds in its financial statements. All District audited financial statements are presented using the modified accrual basis of reporting.

| <i>Fiscal Year 2019/2020 Fund Balance</i> | <i>June 30, 2019</i> | <i>FY 2019/2020</i> | <i>FY 2019/2020</i> | <i>June 30, 2020</i> |
|---|---------------------------|----------------------------|----------------------------|---------------------------|
| <i>Fund</i> | <i>Projected</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Estimated</i> |
| | Fund Balance | Revenues | Expenditures | Fund Balance |
| <i>Reserve Fund</i> | \$1,600,000 | \$185,540 | \$0 | \$1,785,540 |
| <i>General Fund</i> | \$0 | \$11,372,314 | \$11,186,774 | \$185,540 |
| <i>Capital Outlay Fund</i> | \$449,143 | \$50,000 | \$390,510 | \$108,633 |
| <i>Fire Facility Fee Fund</i> | \$1,521,511 | \$418,051 | \$707,751 | \$1,231,811 |
| <i>Measure C Fund</i> | \$1,750,178 | \$1,500,000 | \$1,930,846 | \$1,319,332 |
| <i>Developer Account Fund</i> | \$9,197 | \$0 | \$9,197 | \$0 |
| <i>Total All Funds</i> | <i>\$3,730,029</i> | <i>\$13,340,365</i> | <i>\$14,225,078</i> | <i>\$2,845,317</i> |

Budget Message

The FY 2019/2020 budget process is in the midst of economic improvement at national, state, and local levels, while some stability has taken place the sediment of being conservative remains. The previous years of declines in development-related fee revenues and property values and falling interest rates, coupled with higher inflation and increases in gasoline and commodities prices. These trends, provide a continuing somewhat guarded outlook for the next few years.

The Fire District cannot and will not ignore the fact that hard-hitting financial times experienced by many District property owners and sustained economic challenges still continue. The persisting uncertainty in the overall economy presents a considerable challenge in developing the FY 2019/2020 budget.

The Board has provided key directives and goals for consideration during the FY 2019/2020 budget process. Given the economy uncertainty and the forecast for slowed recovery, the Board has directed staff to present a budget that maintains core services but that continues to exclude any “non-essentials.”

Many factors were considered when preparing the District’s financial plan for the FY 2019/2020 Budget and Operational Plan. Some of these factors included:

- Fluctuation of property tax revenues due to changes in the economic environment.
- Changes in population or other service-level indicators.
- Changes in political environment.
- Anticipated changes in property values within the District.
- Recent annexations contributing to the decline of the District’s service boundaries.

During a strong economy, the District prepares for an economic downturn by maintaining financial reserves. Such preparation gives the District the flexibility to maintain the current level of services being offered to the citizens. The FY 2019/2020 budget presents a responsible financial plan that enables the District to continue to deliver its vital services at present service levels but eliminates most “nice to haves” in exchange for “have to haves.” A significant number of expenditure reductions are an integral part of this year’s budget balancing strategy. These reductions were not applied on an across-the-board basis. Instead, District management requested reductions focused on preserving the Fire District’s core services while reducing or eliminating non-essential funding wherever possible.

Non-Financial Goals and Objectives

Financial policies are essential to the effective fiscal management of the District; however, they must be coupled with strategic, long-term non-financial planning processes in order to support an effective organization. The District will use a strategic planning process to update its goals and objectives annually in conjunction with the annual budget process. The goals and objectives, identified under strategic priorities as set forth in the Strategic Operational Objectives Plan (SOOP), determine the framework for prioritization of budget requests and the overall allocation of resources. The SOOP is developed collaboratively through participation and input from the Board, administrative and management staff, employee representatives and the public. Progress towards planned goals will be evaluated on a bi-annual basis and during any update process. External factors such as the national or regional economy, demographic changes, statutory changes, legislation, and mandates will all be considered when updating or setting new goals and objectives.

The following are the 2019/2020 Strategic Goals as outlined in the SOOP:

1. Begin to lay a foundation for regional training
2. Continue to establish clearly defined governance policies
3. Provide a pathway to attain excellent governance practices as an agency
4. Establish new methods of communication that identify District strengths
5. Continue to engage the community to support and provide volunteer service to enhance our mission

The District's SOOP Strategic Priorities are detailed through a series of Action Items used as benchmarks to measure progress towards goal completion. Each Strategic Priority and the associated Action Items are listed as follows:

Strategic Priority #1:

- Action Item 1.1 – Train personnel to establish a consortium of quality instructors
- Action Item 1.2 – Establish a Regional Firefighter 1 Academy to be held annually
- Action Item 1.3 – Revive the Rescue Systems 1 training center and provide classes through the region

Strategic Priority #2:

- Action Item 2.1 – Continue to work with consultant to produce and adopt updated governance policies
- Action Item 2.2 – Maintain an up-to-date policy manual for all line personnel to review and follow
- Action Item 2.3 – Provide public access to all policies and procedures

Strategic Priority #3:

- Action Item 3.1 – Maintain our membership with the California Special District Association
- Action item 3.2 – Provide training to all Board Members to obtain District of Distinction Accreditation
- Action Item 3.3 – Apply for the District of Distinction Accreditation

Strategic Priority #4:

- Action Item 4.1 – Conduct a Quarterly Address video to inform the community of District news
- Action Item 4.2 – Host quarterly Coffee with the Fire Chief events at the Fire Stations for the public to attend
- Action Item 4.3 – Create a "Year in Review" video to publish on social media and the website

Strategic Priority #5:

- Action Item 5.1 – Utilize the C.E.R.T. Program members around the District to improve disaster preparedness within the community
- Action Item 5.2 – Continue to support the efforts of Behind the Fire LMFJ to enhance community involvement with the Lathrop – Manteca Fire District
- Action Item 5.3 – Continue to grow an enhanced and progressive Explorer Program

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Revenue Summary

General Fund Revenues are anticipated using available information and historical projections. The FY 2019/2020 Budget includes funding from Property Taxes, Intergovernmental Revenues, and Miscellaneous Revenues, All Capital expenditures were separated into the Capital Outlay Fund. Staff has included the FY 2017/2018 budgeted revenues, the budgeted FY 2018/2019 and proposed FY 2019/2020 proposed budget.

| <i>Fiscal Year 2019/2020 Revenue Summary</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|--|---------------------------|---------------------------|----------------------------|---------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Opening Balance</i> | \$534,844 | \$531,426 | \$805,227 | \$273,801 |
| <i>Property Tax</i> | \$3,711,978 | \$3,883,336 | \$4,554,801 | \$671,466 |
| <i>Intergovernmental Revenues</i> | \$2,194,985 | \$2,194,985 | \$2,494,397 | \$299,412 |
| <i>Miscellaneous Revenues</i> | \$1,411,942 | \$2,921,248 | \$3,517,889 | \$596,641 |
| <i>Total All Funds</i> | <i>\$7,853,749</i> | <i>\$9,530,994</i> | <i>\$11,372,314</i> | <i>\$1,841,320</i> |

Revenue Analysis

General Revenues include all the property taxes that the district receives. This has been separated into several different descriptions, which consist of secured and un-secured taxes. Most secure taxes refer to properties that have a secured assessment applied to it. The unsecured would be taxes that have no security attached to them. This Revenue is collected by San Joaquin County and Allocated to our account in two installments. The first installment is in November and the second is in April.

| <i>Fiscal Year 2019/2020 Revenue</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|--------------------------------------|---------------------------|---------------------------|---------------------------|-------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| General Revenues | | | | |
| <i>Property Tax-Secured</i> | \$3,395,471 | \$3,565,245 | \$4,197,426 | \$632,181 |
| <i>Property Tax-Secured-SB813</i> | \$81,232 | \$81,232 | \$142,683 | \$61,451 |
| <i>Property Tax-Unsecured</i> | \$203,509 | \$203,509 | \$213,680 | \$10,171 |
| <i>Property Tax-Unsecured-SB813</i> | \$31,670 | \$33,253 | \$837 | (\$32,416) |
| <i>Property Tax-SB813-Prior</i> | \$2 | \$2 | \$1 | (\$1) |
| <i>Property Tax-Unsecured-Prior</i> | \$95 | \$95 | \$175 | \$80 |
| <i>Subtotals</i> | <i>\$3,711,978</i> | <i>\$3,883,336</i> | <i>\$4,554,801</i> | <i>\$671,466</i> |

Revenue Analysis

Intergovernmental Revenues are received from Permits, Out of District Billing, Taxes from Mobile Homes, Property Override tax and other services. This revenue is collected throughout the year and posts to our account monthly. The only exception is the Tax Override; this source is collected by San Joaquin County and allocated the same as the Property Taxes.

| <i>Fiscal Year 2019/2020 Revenue</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|--|---------------------------|---------------------------|---------------------------|-------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Intergovernmental Revenues</i> | | | | |
| <i>License/Permits-Other</i> | \$3,084 | \$3,084 | \$320 | (\$2,764) |
| <i>License/Permits-Fire</i> | \$96,079 | \$96,079 | \$113,493 | \$17,414 |
| <i>Interest Income</i> | \$99 | \$99 | \$1,251 | \$1,152 |
| <i>St-Homeowner Property Tax</i> | \$29,047 | \$29,047 | \$29,303 | \$256 |
| <i>Property Override Tax</i> | \$1,980,044 | \$1,980,044 | \$2,174,492 | \$194,448 |
| <i>Back Taxes</i> | \$127 | \$127 | \$0 | (\$127) |
| <i>Other Service Fees</i> | \$251 | \$251 | \$251 | \$0 |
| <i>Plan Check fees</i> | \$86,254 | \$86,254 | \$175,287 | \$89,033 |
| <i>Subtotals</i> | <i>\$2,194,985</i> | <i>\$2,194,985</i> | <i>\$2,494,397</i> | <i>\$299,412</i> |

Revenue Analysis

Miscellaneous Revenues consist of several different sources to include City of Lathrop Agreements, any Grants the District may receive, Strike Team Reimbursements, Retiree's insurance co-pays, Donations and Training revenue. These sources vary when they are received, making it somewhat difficult to budget to the exact dollar amount.

| <i>Fiscal Year 2019/2020 Revenue</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|--------------------------------------|---------------------|---------------------|---------------------|--------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| Miscellaneous Revenues | | | | |
| <i>Outlawed Warrants</i> | \$535 | \$535 | \$700 | \$165 |
| <i>CLSP-CFD-06</i> | \$116,397 | \$116,397 | \$116,397 | \$0 |
| <i>Measure C</i> | \$1,128,000 | \$1,838,901 | \$2,430,846 | \$591,945 |
| <i>FEMA Grant</i> | \$0 | \$798,405 | \$798,405 | \$0 |
| <i>Hazmat Response</i> | \$38,628 | \$38,628 | \$40,204 | \$1,576 |
| <i>Station 31 O&M</i> | \$16,554 | \$16,554 | \$17,230 | \$676 |
| <i>Strike Team Overtime</i> | \$0 | \$0 | \$0 | \$0 |
| <i>MDA Rental</i> | \$36,000 | \$36,000 | \$36,000 | \$0 |
| <i>Tower Rental</i> | \$14,561 | \$14,561 | \$14,561 | \$0 |
| <i>Retired Ins Co-Pay</i> | \$24,925 | \$24,925 | \$24,925 | \$0 |
| <i>Insurance Rebates</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Donations/Fundraising</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Returned Checks</i> | \$0 | \$0 | \$75 | \$75 |
| <i>CPR</i> | \$295 | \$295 | \$1,025 | \$730 |
| <i>Standby Fees</i> | \$7,286 | \$7,286 | \$6,614 | (\$672) |
| <i>Mitigation Fees</i> | \$23,534 | \$23,534 | \$25,983 | \$2,449 |
| <i>MISC.</i> | \$5,227 | \$5,227 | \$4,924 | (\$303) |
| SUBTOTALS | \$1,411,942 | \$2,921,248 | \$3,517,889 | \$596,641 |
| Total Revenue | \$7,853,749 | \$9,530,994 | \$11,372,314 | \$1,841,320 |

Expenditure Summary and Analysis

The District's Expenditure Summary is classified into eight general categories: Wages and Benefits, Administrative, Support Services, Station and Grounds, Emergency Operations, Prevention, Insurance, and Firefighter Safety. The following table presents only an overview of total budgeted expenditures in each of these categories. Each expenditure category will be discussed in detail in various sections of this document. Staff has again included the FY 2017/2018 budgeted expenditures and the FY 2018/2019 estimated expenditures for budget-to-actual comparisons against the proposed FY 2019/2020 budget.

| <i>Fiscal Year 2019/2020 Expenditure Summary</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|--|---------------------------|---------------------------|----------------------------|---------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Salary & Benefits</i> | \$6,324,678 | \$7,605,120 | \$8,923,655 | \$1,318,535 |
| <i>Administrative</i> | \$356,761 | \$382,261 | \$418,261 | \$36,000 |
| <i>Support Services</i> | \$159,265 | \$184,037 | \$287,933 | \$103,896 |
| <i>Station and Grounds</i> | \$123,296 | \$116,899 | \$137,845 | \$20,946 |
| <i>Emergency Operations</i> | \$143,158 | \$169,158 | \$306,736 | \$137,578 |
| <i>Prevention</i> | \$3,064 | \$3,064 | \$5,064 | \$2,000 |
| <i>Insurance</i> | \$250,839 | \$250,839 | \$359,708 | \$108,869 |
| <i>FF Health and Safety</i> | \$8,900 | \$8,900 | \$8,900 | \$0 |
| <i>City of Lathrop Loan</i> | \$100,875 | \$100,875 | \$0 | (\$100,875) |
| <i>Capital Outlay Payments</i> | \$138,672 | \$138,672 | \$138,672 | \$0 |
| <i>Fiscal year 2019/2020 Roll Over</i> | \$310,000 | \$200,000 | \$600,000 | \$400,000 |
| <i>Total All Expenses</i> | <i>\$7,919,508</i> | <i>\$9,159,825</i> | <i>\$11,186,774</i> | <i>\$2,026,949</i> |

Fire District's Goals

FY 2019/2020 Performance Goals & Objectives

- Research potential grant opportunities and seek alternative grant revenue to enhance District funding.
- Oversee new Fire Board member orientation and update Fire Board Manuals.
- Create an intranet Fire District Forms Catalog for personnel use.

Personnel Staffing

When determining adequate District staffing levels, current and future employee workload, response models, regulatory requirements, and industry standards are explored. The current District staffing levels set forth by the Board are detailed in the Staffing Plan and table presented below:

Fire District Personnel Staffing Levels Summary

| <i>Position / Rank</i> | <i>FY 2017/2018 Budgeted</i> | <i>FY 2018/2019 Budgeted</i> | <i>FY 2019/2020 Projected</i> | <i>Projected Variance</i> |
|--------------------------------------|----------------------------------|----------------------------------|-----------------------------------|-------------------------------|
| <i>Fire Chief</i> | 1.0 | 1.0 | 1.0 | 0.0 |
| <i>Admin Battalion Chief</i> | 1.0 | 1.0 | 1.0 | 0.0 |
| <i>Battalion Chief</i> | 3.0 | 3.0 | 3.0 | 0.0 |
| <i>Deputy Fire Marshal</i> | 1.0 | 1.0 | 1.0 | 0.0 |
| <i>Fire Inspector</i> | 0.5 | 1.0 | 2.0 | 1.0 |
| <i>Executive Assistant</i> | 1.0 | 1.0 | 1.0 | 0.0 |
| <i>Human Resources Administrator</i> | 0.0 | 1.0 | 1.0 | 0.0 |
| <i>Office Assistant</i> | 0.5 | 1.0 | 1.0 | 0.0 |
| <i>Office Clerks</i> | 1.0 | 1.0 | 1.0 | 0.0 |
| <i>Captains</i> | 9.0 | 12.0 | 15.0 | 3.0 |
| <i>Acting Captain</i> | 3.0 | 3.0 | 0.0 | -3.0 |
| <i>Engineers</i> | 15.0 | 12.0 | 12.0 | 0.0 |
| <i>Firefighters</i> | 0.0 | 9.0 | 9.0 | 0.0 |
| <i>Reserve Firefighter</i> | 25.0 | 25.0 | 35.0 | 10.0 |
| Total District Personnel | 61.0 | 72.0 | 83.0 | 11.0 |

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Wages and Benefits

District compensation and benefit data is contained within this section of the annual budget document. This section of the operating budget tends to be the most unpredictable and the most difficult area in which to project actual expenditures for the entire fiscal year. It is analyzed from every possible angle in an attempt to avoid over or under budgeting. These budgeted expenditures have been meticulously calculated ensuring that only appropriate values have been assigned to each line item. Items such as employment taxes, retirements, and worker's compensation costs are requirements under Federal and/or State mandates. In order to remain competitive in the local market place, the Board has also dictated that certain benefits be provided to preserve the District's exceptionally skilled labor force. The various project managers have also submitted budget requests for estimated overtime and other wage related expenditures.

Loss of employees creates financial issues based on the costs associated with training new employees and the vacancies created within the daily staffing model, which requires overtime personnel to fill. Another turnover, related issue is the loss of experienced personnel with historical knowledge, which can lead to operational deficiencies.

An additional factor that is commonly used by the District in determining annual wage scale enhancements has been competitiveness with neighboring special district emergency service agencies. This is perhaps the most valuable process as wage and benefit competitiveness is vitally important in maintaining a stable and satisfied work force. However, District management does feel that the highly qualified and dedicated personnel in this District, who provide compassionate and expert care to the property owners, deserve to receive wages and benefits that are at least equitable with those of other departments/districts in the Valley.

| <i>Fiscal Year 2019/2020 Expenditures</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|---|---------------------------|---------------------------|---------------------------|---------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Salary and Benefits</i> | | | | |
| <i>Salaries -Regular</i> | \$2,605,015 | \$3,109,013 | \$3,467,945 | \$358,932 |
| <i>Salaries-Reserves</i> | \$150,000 | \$138,250 | \$138,250 | \$0 |
| <i>Salaries-Overtime</i> | \$400,000 | \$400,000 | \$900,000 | \$500,000 |
| <i>Salaries-Overtime 12 Plan</i> | \$0 | \$0 | \$0 | \$0 |
| <i>State Disability Insurance</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Other Employee Benefits</i> | \$73,962 | \$87,949 | \$102,135 | \$14,186 |
| <i>Retirement</i> | \$1,850,579 | \$2,408,467 | \$2,792,676 | \$384,209 |
| <i>Retirement: Non-County</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Social Security 6.2%</i> | \$164,857 | \$193,998 | \$230,618 | \$36,620 |
| <i>Medicare 1.45%</i> | \$39,462 | \$45,255 | \$52,019 | \$6,764 |
| <i>Social Security Reserves 6.2%</i> | \$8,800 | \$8,364 | \$8,364 | \$0 |
| <i>Medicare Reserves 1.45%</i> | \$2,450 | \$2,005 | \$2,005 | \$0 |
| <i>Strike Team Overtime</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Health Insurance</i> | \$1,029,373 | \$1,211,820 | \$1,229,530 | \$17,710 |
| <i>Salaries & Benefits-SD</i> | \$180 | \$0 | \$113 | \$113 |
| <i>Subtotal</i> | <i>\$6,324,678</i> | <i>\$7,605,120</i> | <i>\$8,923,655</i> | <i>\$1,318,535</i> |

Wage and Benefit Goals

FY 2019/2020 Performance Goals & Objectives

- Continue to research alternative benefit plans to reduce the Districts' future liability.
- Continue to provide an update accrual list to help monitor the employee vacation and sick leave balances.
- Continue to monitor the retirement plan and look for cost saving alternatives.
- Continue to look for alternative way to help increase the daily staffing levels.

Administrative Expenses

The administrative component of this segment includes the following: general administration and records management; clerical support, continuous review, revision, and enforcement of the District Policy and Operations Manuals. The records management responsibilities include serving as legal custodian of the District's official records; coordinating public records request fulfillment; and records retention and destruction processes.

The information technology component of this section is responsible for District-wide integration and coordination of all technology applications; managing the District's wide area data network; work station computers; e-mail resources; District webpage; employee scheduling; the District's data management systems (i.e. Emergency Reporting) which handle incident reporting and other information; Fire Prevention occupancy and inspection records; and training records. To enhance effectiveness and efficiency, the District is increasingly utilizing technology in all facets of its operations. Correct and reliable statistical information is also vital to the District in terms of grant acquisitions, accreditation accomplishment, and growth planning projections.

Administration

| <i>Fiscal Year 2019/2020 Expenditures</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|--|---------------------|---------------------|---------------------|------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| Administrative | | | | |
| <i>Office Expenses</i> | \$23,500 | \$23,500 | \$28,500 | \$5,000 |
| <i>Fees, Dues, Subscriptions</i> | \$385 | \$385 | \$385 | \$0 |
| <i>Memberships</i> | \$1,000 | \$1,000 | \$10,000 | \$9,000 |
| <i>Auditor Payroll & AP Charges</i> | \$5,521 | \$5,521 | \$7,521 | \$2,000 |
| <i>Auditors Direct Assessment Services</i> | \$20,071 | \$20,071 | \$22,071 | \$2,000 |
| <i>Professional/Special Services</i> | \$81,227 | \$81,227 | \$81,227 | \$0 |
| <i>Dispatching</i> | \$128,000 | \$143,000 | \$143,000 | \$0 |
| <i>Tax Administration Charges</i> | \$61,557 | \$61,557 | \$79,557 | \$18,000 |
| <i>Audit</i> | \$25,000 | \$25,000 | \$25,000 | \$0 |
| <i>Publication and Legal Notices</i> | \$1,000 | \$1,000 | \$1,000 | \$0 |
| <i>Director Expenses</i> | \$8,000 | \$8,000 | \$8,000 | \$0 |
| <i>Elections</i> | \$12,000 | \$12,000 | \$12,000 | \$0 |
| Subtotal | \$367,261 | \$382,261 | \$418,261 | \$36,000 |

Administrative Expenses

FY 2019/2020 Performance Goals & Objectives

- Continue the skillful and responsible management of the District's monetary resources to optimize the public's investment.
- Continue the pursuit of strategies that minimize tax levy dependence through alternative revenue sources.
- Continue to refine the accounting system and revise policies and procedures where necessary.
- Continue to review the proposed District's five-year model and determine timelines and future financial impact.
- Successfully conduct orientation for newly hired employees.

Support Services

The support service section in the budget covers Equipment Maintenance, Radio Maintenance and Replacement, Fuel, Lubes and Oils, and it also includes Tire Replacement.

The equipment maintenance portion of the Support Services ensures that preventative maintenance and repair work is performed on all District emergency apparatus, light trucks, automobiles, and specified communications equipment. Personnel also project apparatus strengths and weaknesses to estimate apparatus life expectancy for the vehicle aging/replacement schedule. Although this portion has been reduced in an effort to save cost, this fiscal year we will be only conducting annual maintenance instead of the traditional bi-annual maintenance performed in the past.

The radio portion covers ongoing maintenance and future replacements. The new unfunded mandate requires all emergency services to move into the narrow banded technology within this year's budget. The next mandate coming will require the District to move to the digital age. This mandate will require the District to replace some outdated equipment in the upcoming Fiscal Years.

The fuel, lube and oil cover the cost of the day to day operational replacement apparatus fleet we currently operate. This does not cover the annual oil changes that have been budgeted in the equipment maintenance portion.

| <i>Fiscal Year 2019/2020 Expenditures</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Support Services</i> | | | | |
| <i>Equipment Maintenance</i> | \$79,280 | \$84,590 | \$157,446 | \$72,857 |
| <i>Radio Maintenance/Replace</i> | \$15,000 | \$14,102 | \$14,102 | \$0 |
| <i>Fuel, Lube, Oil</i> | \$57,627 | \$57,627 | \$60,000 | \$2,373 |
| <i>Tires & Tubes</i> | \$27,718 | \$27,718 | \$56,385 | \$28,667 |
| <i>Subtotal</i> | <i>\$179,625</i> | <i>\$184,037</i> | <i>\$287,933</i> | <i>\$103,896</i> |

Support Services

FY 2019/2020 Performance Goals & Objectives

- Continue to maintain apparatus, equipment.
- Continue to maintain replacement schedule for vehicles, large equipment, and smaller capital items.
- Maintain all spare fire apparatus in a ready state for usage (“turn-key operation”).

Station and Grounds

The District must maintain facilities to house both the personnel and the apparatus that support the District’s mission. The increase is partly due to the long needed replacement of the apparatus bay pad along with some pavement repairs. This increase will be partially funded by the Operating and Maintenance revenues received by the City of Lathrop.

The following table outlines details regarding the Facilities Maintenance Expenditures for the coming fiscal year:

| <i>Fiscal Year 2019/2020 Expenditures</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|---|-------------------------|-------------------------|-------------------------|------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Station and Grounds</i> | | | | |
| <i>Station Maintenance</i> | \$38,785 | \$32,388 | \$37,388 | \$5,000 |
| <i>Communications</i> | \$30,379 | \$30,379 | \$45,000 | \$14,621 |
| <i>Utilities</i> | \$46,213 | \$46,213 | \$46,213 | \$0 |
| <i>Household Expenses</i> | \$7,919 | \$7,919 | \$9,244 | \$1,325 |
| <i>Subtotal</i> | <i>\$123,296</i> | <i>\$116,899</i> | <i>\$137,845</i> | <i>\$20,946</i> |

Station and Grounds

FY 2019/2020 Performance Goals & Objectives

- Continue to maintain facility maintenance and repairs.
- Continue to manage the District's wide area data network, the District's intranet, internet and e-mail resources, all District desktop PCs and related equipment and PC software.
- Continue to update existing intranet for easier access to pertinent information for employees.
- Continue support for fire and medical information programs as well as the links from the Communications Center to the District's emergency management reporting system.
- Continue to work towards a paperless office environment.

Emergency Operations

This Section contains all expenditures related to firefighting and personal protective equipment acquisition, maintenance, and supplies. The District strives to obtain and maintain the appropriate tools for employees to safely and effectively provide the services necessary to protect District property owners. The Personal Protective Equipment (PPE) Program ensures all District personnel possess a complete set of PPE clothing and equipment which is maintained in a safe and functional condition. The program is also responsible to regularly maintain, replace and/or repair any component of the assigned PPE equipment and performs other related tasks as required.

The Training / Development Section provide coordination for both the training and development of current suppression personnel as well as providing an active role in the recruitment of new District personnel. The primary focus of this section is to provide ongoing training for emergency personnel. Continuing Education is required by local, state, and federal regulations and standards (including NFPA Standards Volume 10, OSHA Regulations 29 CFR 1910, and the California State Fire Marshal’s Office. The Training and Development Section also coordinates instruction on any new organizational procedures and guidelines.

This budget category provides for the emergency medical disposable or consumable supplies used by the District throughout the fiscal year. These include but are not limited to: medical oxygen, tubing and fluids, bandaging materials, sterile gloves, immobilization gear, airway tools, etc.

| <i>Fiscal Year 2019/2020 Expenditures</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Emergency Operations</i> | | | | |
| <i>Firefighting Supplies</i> | \$31,065 | \$25,637 | \$54,593 | \$28,956 |
| <i>Firefighter PPE/Uniforms</i> | \$95,861 | \$80,542 | \$123,038 | \$42,496 |
| <i>Public Relations and Training</i> | \$53,635 | \$43,812 | \$90,616 | \$46,804 |
| <i>EMS Supplies</i> | \$19,373 | \$19,167 | \$38,489 | \$19,322 |
| <i>Subtotal</i> | <i>\$199,934</i> | <i>\$169,158</i> | <i>\$306,736</i> | <i>\$137,578</i> |

Emergency Services Division

FY 2019/2020 Performance Goals and Objectives

- Maintain an adequate inventory of firefighting equipment and supplies.
- Maintain the District's Wildland Response Team equipment and supplies.
- Maintain all equipment in a state of good repair for the safety of all firefighters.
- Replace PPE items based on manufacturer's recommendations or as a result of irreparable damage.
- Maintain employee certification for PPE repairs and maintenance.
- Maintain comprehensive and accurate records concerning PPE training, equipment maintenance, equipment allocations, etc.
- Maintain adequate number of Red Card certified personnel in the District.
- Assist with advanced Wildland certifications for interested employees.
- Maintain all Wildland apparatus supplies, equipment and personnel in a ready state for immediate deployment at any time day or night.
- Continue to facilitate and provide yearly physicals for required District personnel.
- Continue to facilitate and provide annual driver's training and driver's license checks for District personnel.
- Provide initial drivers training programs for new employees and volunteers.
- Continue to audit District facilities and equipment for regulatory agency compliance and safety.
- Evaluate and revise District safety policies and procedures where needed.

Prevention

The LMFD also administers an aggressive fire prevention and code enforcement program. The LMFD adopted by reference the City of Lathrop Municipal Code as it relates to LMFD. Companion ordinances include the California Fire Code and State Fire Marshal’s regulations. The Chief, as the Fire Marshal, administers the LMFD’s fire prevention and code enforcement program.

The Fire Marshal administers the District’s fire prevention and code enforcement program. Plan checks are done by the Fire Marshal along with the more complex inspections. Fire Company personnel conduct inspections and annual re-inspections, Additional fire safety programs include smoke detector installation for the elderly and disabled, along with fire safety and awareness in the schools. The Fire District provides continuous CPR training classes to the community. It is statistically proven that by training the citizens it will enhance the survival rate of a sudden death victim significantly. The Lathrop-Manteca Fire District responds not only to fires of all types, but also medical emergencies, traffic accident, and river rescues.

| <i>Fiscal Year 2019/2020 Expenditures</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Prevention</i> | | | | |
| <i>Fire Prevention</i> | \$3,064 | \$3,064 | \$5,064 | \$2,000 |
| <i>Subtotal</i> | <i>\$3,064</i> | <i>\$3,064</i> | <i>\$5,064</i> | <i>\$2,000</i> |

Prevention and Public Education

FY 2019/2020 Performance Goals & Objectives

- Continue with promotional and educational programs for the community.
- Continue to explore new partnerships to assist in delivering our educational safety messages to the community.
- Establish Citizens Academies and C.E.R.T. Volunteer Program.
- Complete all priority inspections to reduce potential for life loss within a 30-day variance of their scheduled time.
- Complete all plan reviews and permit/user fee invoices within a 30-day period from the time received.
- Maintain annual fire prevention / investigation training program for District fire.
- Evaluate access/egress capabilities in the newly annexed areas and work to improve any issues.
- Update records and forecast District growth related issues on an annual basis.
- Enhance and continue to develop closer working relationships with landowners and developers in Fire District's areas.
- Plan for service issues associated with the District's growth planning areas including efforts to define and then secure future station sites and service need timelines in conjunction with accreditation.
- Identify and secure resources and alternative funding for programs.
- Monitor and evaluate performance measures for existing and new District Community Risk Reduction programs.
- Develop a plan to guide the District in developing an Emergency Operations Center. Alternative funding sources should be explored and included in final plan.
- Update/revise District Disaster Plan. Final plan should integrate with San Joaquin County and Lathrop City's Disaster Plan and upon adoption, should be distributed to affected agencies.
- Identify target hazards and audit community response needs.
- Maintain a training and exercise plan to evaluate and improve the major emergency response plan of the District.
- Continue the fostering of hazard mitigation throughout the District via public education and plan development.

Insurance

District employees work in an atmosphere where they are faced with potentially life threatening or bodily injury situations on a daily basis. The risk to their lives and livelihoods is greater than that of the average private sector employee. This results in elevated annual premiums for Worker's Compensation Insurance. Premium rates differentiate between each Worker's Compensation Class and can change from year to year based on industry trends. The District did experience an increase in the Fire Fighter's Classification rates for FY 2017/2018 resulting in an increase in this budget expenditure. However, the District focuses on safety both in the field and in its facilities, which has resulted in reduced instances of reportable injuries. This aids the District in maintaining a steady and more predictable premium.

The District must ensure that its assets are protected to prevent any possible disruption in the services it provides to District property owners. To provide this assurance, the District obtains insurance policies that will replace property due to damage, theft, or loss. The District also retains insurance coverage to protect against unforeseen or unidentified potential liabilities.

| <i>Fiscal Year 2019/2020 Expenditures</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Insurance</i> | | | | |
| <i>Workman's Compensation</i> | \$196,721 | \$196,721 | \$305,590 | \$108,869 |
| <i>Casualty Insurance</i> | \$54,118 | \$54,118 | \$54,118 | \$0 |
| <i>Subtotal</i> | <i>\$250,839</i> | <i>\$250,839</i> | <i>\$359,708</i> | <i>\$108,869</i> |

Insurance

FY 2019/2020 Performance Goals & Objectives

- Continue to use captured information pertaining to the nature and number of on-the-job injuries sustained by personnel for the purpose of developing and implementing focused prevention initiatives.
- Continue to monitor personnel who repeatedly emerge in Worker's Compensation claims.
- Continue to develop and implement programs designed to reduce the incidence of on-the-job injuries (e.g., flyers/brochures, incentives, awareness campaigns, training).

Firefighter Health and Safety

The Health and Safety Section is responsible for overseeing the general safety and health of the District employees. The goal of the Health and Safety Section is to educate and train employees regarding safety awareness and to assist them in maintaining a minimum level of physical conditioning to prevent personal injury during their job performance. The District provides facilities to encourage self-awareness of individual physical abilities as well as strengths and weaknesses. By increasing awareness of potential safety hazards both on emergency scenes and in the District's facilities, the District strives to reduce the occurrence of workplace accidents and injuries. The District and its personnel are required to observe the Occupational Safety and Health Act (OSHA) requirements as well as other regulations and standards set by national organizations such as the National Fire Protection Agency (NFPA). This budget category allocates funding to assure that the District is in compliance with these regulations and standards.

| <i>Fiscal Year 2019/2020 Expenditures</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|---|-----------------------|-----------------------|-----------------------|-------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Firefighter Health and Safety</i> | | | | |
| <i>Physical Exams</i> | \$5,000 | \$5,000 | \$5,000 | \$0 |
| <i>Firefighter Physicals</i> | \$3,900 | \$3,900 | \$3,900 | \$0 |
| <i>Subtotal</i> | <i>\$8,900</i> | <i>\$8,900</i> | <i>\$8,900</i> | <i>\$0</i> |

Firefighter Health and Safety

FY 2019/2020 Performance Goals & Objectives

- Develop peer fitness program - complete fitness assessments for shift personnel.
- Develop guidelines for exercise and nutrition for shift personnel.
- Facilitate return to work and fit for duty issues for District personnel.
- Investigate all employee injuries and accidents.
- Evaluate Workers Compensation claims for common injuries. Determine effective ways to reduce these types of injuries with preventative education programs.
- Evaluate and maintain quality pre- and post-exposure services.
- Evaluate and possibly implement Employee Safety Handbook.
- Continue to administer required annual employee inoculation program.
- Continue to evaluate current Critical Incident Stress Debriefing needs. Explore options and develop a plan to deal with current as well as future needs including utilizing CISD teams from neighboring jurisdictions.
- Review and revise Infection Control Plan as necessary.

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Administration

Fire District Personnel Staffing Levels

| Administration | FY 2017/2018 | FY 2018/2019 | FY 2019/2020 | |
|---------------------------------|---------------------|---------------------|---------------------|-----------------|
| Position / Rank | Budgeted | Budgeted | Projected | Variance |
| Fire Chief | 0.75 | 1.00 | 1.00 | 0.00 |
| Deputy Chief | 0.00 | 0.00 | 0.00 | 0.00 |
| Division Chief | 0.00 | 0.00 | 0.00 | 0.00 |
| Battalion Chief | 0.50 | 0.50 | 1.00 | 0.50 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 0.00 |
| Human Resources Administrator | 0.00 | 0.50 | 1.00 | 0.50 |
| Office Assistant | 0.00 | 0.50 | 1.00 | 0.50 |
| Office Clerk | 0.50 | 1.00 | 0.25 | -0.75 |
| Total District Personnel | 2.75 | 4.50 | 5.25 | 0.75 |

Fiscal Year 2019/2020 Expenditures

| Administration | FY 2017/2018 | FY 2018/2019 | FY 2019/2020 | |
|------------------------------|---------------------|---------------------|---------------------|------------------|
| Description | Budgeted | Budgeted | Projected | Variance |
| Salary & Benefits | \$766,991 | \$832,598 | \$1,062,192 | \$229,594 |
| Administrative | \$173,534 | \$173,534 | \$203,630 | \$30,096 |
| Support Services | \$13,655 | \$13,655 | \$57,833 | \$44,179 |
| Station and Grounds | \$27,898 | \$27,898 | \$34,461 | \$6,563 |
| Emergency Operations | \$39,760 | \$39,760 | \$53,365 | \$13,605 |
| Prevention | \$3,000 | \$3,000 | \$0 | (\$3,000) |
| Insurance | \$39,109 | \$39,109 | \$86,665 | \$47,556 |
| FF Health and Safety | \$809 | \$809 | \$809 | \$0 |
| Capital Improvement Projects | \$0 | \$0 | \$0 | \$0 |
| Subtotal | \$1,064,756 | \$1,130,363 | \$1,498,956 | \$368,593 |

Prevention

Fire District Personnel Staffing Levels

| <i>Prevention</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | |
|--|---------------------|---------------------|---------------------|--------------------|
| <i>Position / Rank</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Deputy Fire Marshal</i> | 1.00 | 1.00 | 1.00 | 0.00 |
| <i>Fire Inspector</i> | 0.00 | 0.50 | 2.00 | 1.50 |
| <i>Office Clerk</i> | 0.50 | 0.50 | 0.75 | 0.25 |
| <i>Total District Personnel</i> | <i>1.50</i> | <i>2.00</i> | <i>3.75</i> | <i>1.75</i> |

Fiscal Year 2019/2020 Expenditures

| <i>Prevention</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | |
|-------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Salary & Benefits</i> | \$140,495 | \$191,285 | \$279,864 | \$88,579 |
| <i>Administrative</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Support Services</i> | \$6,827 | \$6,827 | \$6,827 | \$0 |
| <i>Station and Grounds</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Emergency Operations</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Prevention</i> | \$0 | \$0 | \$4,304 | \$4,304 |
| <i>Insurance</i> | \$0 | \$0 | \$17,333 | \$17,333 |
| <i>FF Health and Safety</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Capital Improvement Projects</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Subtotal</i> | <i>\$147,322</i> | <i>\$198,112</i> | <i>\$308,328</i> | <i>\$110,216</i> |

Suppression

Fire District Personnel Staffing Levels

| <i>Suppression</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | |
|---------------------------------|---------------------|---------------------|---------------------|-----------------|
| <i>Position / Rank</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Fire Chief</i> | 0.25 | 0.00 | 0.00 | 0.00 |
| <i>Deputy Chief</i> | 0.00 | 0.00 | 0.00 | 0.00 |
| <i>Division Chief</i> | 0.00 | 0.00 | 0.00 | 0.00 |
| <i>Admin Battalion Chief</i> | 0.50 | 0.00 | 0.00 | 0.00 |
| <i>Battalion Chief</i> | 0.00 | 3.00 | 3.00 | 0.00 |
| <i>Captains</i> | 12.00 | 9.00 | 15.00 | 6.00 |
| <i>Acting Captain</i> | 3.00 | 3.00 | 0.00 | (3.00) |
| <i>Engineers</i> | 14.00 | 15.00 | 12.00 | (3.00) |
| <i>Firefighter</i> | 0.00 | 0.00 | 9.00 | 9.00 |
| <i>Reserve Firefighter</i> | 15.00 | 25.00 | 35.00 | 10.00 |
| Total District Personnel | 44.75 | 55.00 | 74.00 | 19.00 |

Fiscal Year 2019/2020 Expenditures

| <i>Suppression</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | |
|-------------------------------------|---------------------|---------------------|---------------------|--------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Salary & Benefits</i> | \$5,417,192 | \$6,581,237 | \$7,581,599 | \$1,000,362 |
| <i>Administrative</i> | \$183,227 | \$208,727 | \$214,631 | \$5,904 |
| <i>Support Services</i> | \$138,783 | \$163,554 | \$223,272 | \$59,718 |
| <i>Station and Grounds</i> | \$95,398 | \$89,001 | \$103,384 | \$14,383 |
| <i>Emergency Operations</i> | \$103,398 | \$129,398 | \$253,371 | \$123,973 |
| <i>Prevention</i> | \$64 | \$64 | \$760 | \$696 |
| <i>Insurance</i> | \$211,730 | \$211,730 | \$255,710 | \$43,980 |
| <i>FF Health and Safety</i> | \$8,091 | \$8,091 | \$8,091 | \$0 |
| <i>Capital Improvement Projects</i> | \$0 | \$100,875 | \$0 | (\$100,875) |
| Subtotal | \$6,157,883 | \$7,492,678 | \$8,640,818 | \$1,148,140 |

Capital Improvement Projects

The CIP calls for several project to be complete this year. The following funding represent what will come from the General fund for the FY 2019/2020. The remainder of funding for the projects will come from several different funds that are explained in greater detail in the Capital Improvement Plan that has been included in the FY 2019/2020 Budget Report for reference.

| <i>Fiscal Year 2019/2020 Expenditures</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|--|-------------------------|-------------------------|-------------------------|---------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Capital Improvement Projects</i> | | | | |
| <i>*** See Capital Improvement Plan***</i> | \$238,672 | \$239,547 | \$138,672 | (\$100,875) |
| <i>Subtotal</i> | <i>\$238,672</i> | <i>\$239,547</i> | <i>\$138,672</i> | <i>(\$100,875)</i> |

Measure C Expenditures

Fire District Personnel Staffing Levels

| <i>Measure C</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | |
|--|---------------------|---------------------|---------------------|--------------------|
| <i>Position / Rank</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Battalion Chiefs</i> | 2.00 | 2.00 | 2.00 | 0.00 |
| <i>Firefighter/Engineers</i> | 6.00 | 6.00 | 9.00 | 3.00 |
| <i>Total District Personnel</i> | <i>8.00</i> | <i>8.00</i> | <i>11.00</i> | <i>3.00</i> |

Fiscal Year 2019/2020 Expenditures

| <i>Measure C</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | |
|-------------------------------------|---------------------------|---------------------------|---------------------------|-------------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Salary & Benefits</i> | \$1,078,000 | \$1,838,901 | \$1,930,846 | \$91,945 |
| <i>Salaries: Overtime</i> | \$50,000 | \$0 | \$500,000 | \$500,000 |
| <i>Capital Improvement Projects</i> | \$0 | \$0 | \$0 | \$0 |
| <i>Subtotal</i> | <i>\$1,128,000</i> | <i>\$1,838,901</i> | <i>\$2,430,846</i> | <i>\$591,945</i> |

Conclusion

The Fire District Board of Directors and personnel are proud to present this completed preliminary budgetary document to the Fire District property owners for review and comment. The Lathrop-Manteca Fire Protection District is a unique entity, which has a history of using an innovative approach to delivering excellent quality and highly efficient services to its citizens. The District believes the FY 2019/2020 budget fully supports that innovative spirit.

The District has worked diligently, in conjunction with its Board of Directors and staff, to produce this fiscal year's budget; striving to minimize the financial impact to its residents through a well-managed and efficient budget. Upon the adoption of this budget, the District's Board Members and professional staff will administer each budgetary account with due diligence and accountability to the residents the District serves.

District personnel are tasked with ensuring that the expenditures they make and the actions they take are always in the best interest of the District and the residents and compliment the exemplary service standards established over the years. The FY 2019/2020 Budget presented in this document outlines in detail the minimum financial requirements to maintain the professional services District residents have become accustomed to expect.

The Lathrop-Manteca Fire District believes this budget document provides funding only for those expenditures that support its mission and goal to provide the most effective, efficient and professional emergency response services that can be provided.

The District would like to thank its residents for their continued interest and support. Additional documentation and questions regarding this budget can be obtained through the District's Administrative offices located at 19001 Somerston Parkway, Lathrop, CA 95330.

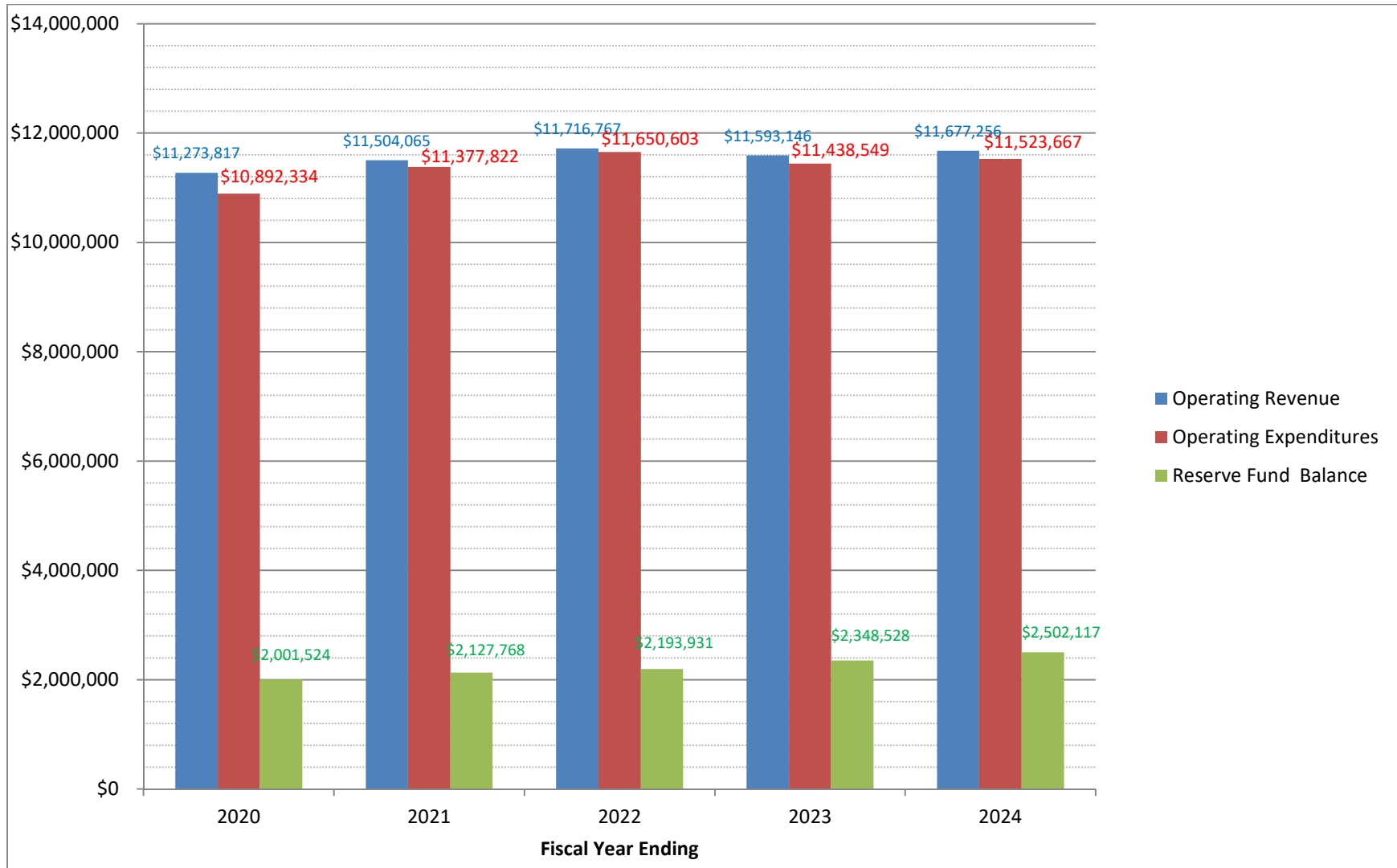
Summary

| <i>Fiscal Year 2019/2020 Revenue Summary</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|--|---------------------|---------------------|---------------------|--------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Opening Balance</i> | \$534,844 | \$531,426 | \$805,227 | \$273,801 |
| <i>Property Tax</i> | \$3,711,978 | \$3,883,336 | \$4,554,801 | \$671,466 |
| <i>Intergovernmental Revenues</i> | \$2,194,985 | \$2,194,985 | \$2,494,397 | \$299,412 |
| <i>Miscellaneous Revenues</i> | \$1,411,942 | \$2,921,248 | \$3,517,889 | \$596,641 |
| <i>Total All Funds</i> | \$7,853,749 | \$9,530,994 | \$11,372,314 | \$1,841,320 |

| <i>Fiscal Year 2019/2020 Expenditure Summary</i> | <i>FY 2017/2018</i> | <i>FY 2018/2019</i> | <i>FY 2019/2020</i> | <i>Projected</i> |
|--|---------------------|---------------------|---------------------|--------------------|
| <i>Description</i> | <i>Budgeted</i> | <i>Budgeted</i> | <i>Projected</i> | <i>Variance</i> |
| <i>Salary & Benefits</i> | \$6,324,678 | \$7,605,120 | \$8,923,655 | \$1,318,535 |
| <i>Administrative</i> | \$356,761 | \$382,261 | \$418,261 | \$36,000 |
| <i>Support Services</i> | \$159,265 | \$184,037 | \$287,933 | \$103,896 |
| <i>Station and Grounds</i> | \$123,296 | \$116,899 | \$137,845 | \$20,946 |
| <i>Emergency Operations</i> | \$143,158 | \$169,158 | \$306,736 | \$137,578 |
| <i>Prevention</i> | \$3,064 | \$3,064 | \$5,064 | \$2,000 |
| <i>Insurance</i> | \$250,839 | \$250,839 | \$359,708 | \$108,869 |
| <i>FF Health and Safety</i> | \$8,900 | \$8,900 | \$8,900 | \$0 |
| <i>City of Lathrop Loan</i> | \$100,875 | \$100,875 | \$0 | (\$100,875) |
| <i>Capital Outlay Payments</i> | \$138,672 | \$138,672 | \$138,672 | \$0 |
| <i>Fiscal year 2019/2020 Roll Over</i> | \$310,000 | \$200,000 | \$600,000 | \$400,000 |
| <i>Total All Expenses</i> | \$7,919,508 | \$9,159,825 | \$11,186,774 | \$2,026,949 |

| | |
|----------------------------------|---------------------|
| <i>FY 2019/2020 Revenue</i> | \$11,372,314 |
| <i>FY 2019/2020 Expenditures</i> | \$11,186,774 |
| | \$185,540 |

Fiscal Year 2019/2020 Budget 5-Year Outlook



Fiscal Year 2019/2020 Budget Adoption Resolution

The Fire District budget is to be posted for public inspection/comment and sent to the San Joaquin County Auditor-Controller's Office upon formal adoption by the Fire Board as required under State Statute.

The Board of Directors Budget Adoption Resolution is slated for adoption following the final Public Budget Hearing, which is currently scheduled for Thursday, July 18, 2019 at 7:00 p.m.

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