

San Mateo Consolidated Fire Department

Adopted 2021-22 Budget



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Budget Message



Transmittal of Adopted Budget

Fire Chief's Letter of Transmittal

Honorable Board of Directors of the San Mateo Consolidated Fire Department:

The San Mateo Consolidated Fire Department (SMC Fire) experienced a very challenging year. The members of the fire department and the communities we serve experienced difficult times which tested our resolve and our resiliency. We experienced civil unrest and protest of epic proportions that rocked our nation. We held front row seats to the worst fire season on record with over 4 million acres burned in the State of California. Our operations personnel were deployed on multiple major campaign fires for weeks at a time all over the State of California. Although we continue to pivot and adjust due to the impacts of the COVID-19, we are in a much better place now than at the outset of the pandemic. Throughout it all we have proven ourselves to be an unstoppable team that is dedicated to serving the needs of our communities.

On January 13, 2021, SMC Fire has marked its second year since our commencement of operations on January 13, 2019. We have continued to provide the high level of fire, rescue, and emergency medical services that our citizens have come to expect and deserve. In doing so, we have set the model of effective and efficient fire service delivery in San Mateo County.

Over the last year, the department has completed much of what it set out to accomplish according to our 2020 strategic plan. We applied to the Federal Emergency Management Agency (FEMA) for the Assistance to Firefighters Grant (AFG), a COVID-19 supplemental grant, for personal protective equipment (PPE) funding and was awarded \$816,758.43, of which, \$343,030.59 was apportioned to SMC Fire. We also applied for and received \$85,000 for fire prevention and public education from FEMA's Fire Prevention & Safety Grant Program. SMC Fire was also awarded \$178,709 in training facility funding from the Gilead Giving Program. This year we took delivery of our new Inflatable Rescue Boat (IRB) and two new personal watercraft (PWC) vessels. We received confirmation from the California Governor's Office of Emergency Services (CAL OES) that we will be receiving two brand new Type 6 fire engines.

This year, we have submitted three separate FEMA grant applications: Assistance to Firefighter Grant (AFG) for self-contained breathing apparatus (SCBA), Fire Prevention and Safety (FP&S) for vegetation management, and Staffing for Adequate Fire and Emergency Response (SAFER) for 12 additional firefighter positions. All three of these grant opportunities were formally accepted by the Fire Board during April's meeting. If successfully awarded, the total amount received from the three grant applications would be \$8.5 million over three years.

Throughout February and March of this year, we updated our strategic plan and set our sights on the future. In addition to our strategic plan, mission, and values, we collaboratively worked through a process to develop our new vision statement, "Keep our promise to our community by delivering uncompromising, excellent, and professional service as a progressive leader in the fire service."



Transmittal of Adopted Budget

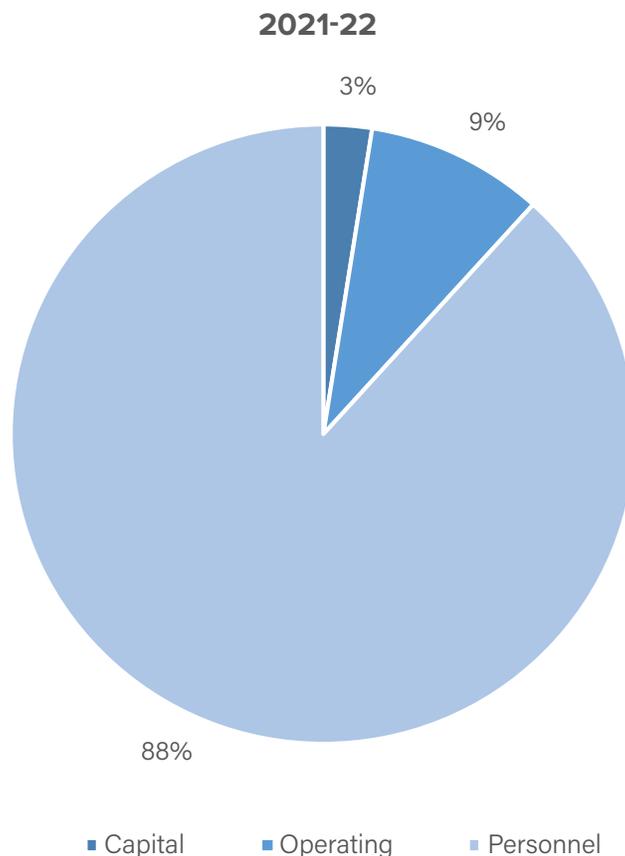
I am pleased to present the Adopted 2021-22 Budget. Overall, the total adopted budget for fiscal year 2021-22 is \$45.6 million. This budget continues to provide funding for core services at levels consistent with what the three member agencies relied on when each agency had their own fire department. The table below summarizes the spending plans for operating expenditures for 2021-22.

SMC FIRE OPERATIONS		2021-22 ADOPTED BUDGET
General Fund	\$	43.0
Special Revenue Fund		2.6
Total	\$	45.6

In millions.

General Fund

The General Fund is the primary funding source for the vast majority of SMC Fire's operations, which include field operations, training, hazardous materials response program, emergency preparedness and planning, and program administration. Of the total adopted budget, the General Fund represents over 90%. The total spending plan for the General Fund is outlined in the chart below and shows fire personnel constituting the majority of the operating budget in SMC Fire.



Transmittal of Adopted Budget

Budget Development Priorities

The operating budget reflects maintenance of existing service levels, with adjustments predominantly focused on updating costs to reflect current conditions. This consisted of adjusting personnel costs to factor in the current composition of SMC Fire staff and the contractual agreements that are in place. Adjustments were also made to pension costs with updated contribution rates from CalPERS, and to other benefit costs such as health insurance.

Short- and Long-Term Factors

This year we have been able to obtain more data from our own experience as an entity to use in building this budget and corresponding long-term plan. As we continue our operations, our expenditure and revenue assumptions will continue to be refined and adjusted in the long-term plan.

SMC Fire's unfunded liability increased in 2019-20 when CalPERS investment returns as of June 30, 2020 were 4.7%, which fell short of the 7.0% discount rate, or expected rate of return. Payment on this unfunded liability will begin in 2022-23. However, as of April 6, 2021, CalPERS' market value of its investment portfolio was \$453.18 billion, which is a return on investment (ROI) of 16.5%. If CalPERS investment portfolio market value remains steady for the remainder of the year, the gain will offset the investment losses from the prior fiscal year. Other costs that are expected but not yet quantifiable include the claims costs that are below the self-insured retention levels for workers' compensation and general liability. As experience continues to build in SMC Fire, the long-term plan will continually be monitored and adjusted as information becomes available.

General Fund Long-Term Financial Plan

Funding for SMC Fire comes from contributions by its member agencies, as prescribed in the governance of the JPA: 20% Belmont, 20% Foster City, and 60% San Mateo. In order to provide each agency with a framework of its contributions in the short- and long-term, a five-year financial plan is created to consider costs that are known, as well as costs that are assumed, that maintain current service levels. The major components of the long-term financial plan include:

- Known salary increases according to the contractual agreements
- Assumed 2% salary increases annually beyond the terms of the contractual agreements
- Increases in CalPERS contribution rates predominantly absorbed by SMC Fire
- Assumed increases in medical and other benefits costs

Because funding for SMC Fire comes from the three cities, factors that affect each city's financial ability to provide services for its own community will also affect SMC Fire's ability to provide services for all three communities. More so than ever, this is being put to the test as we face not only the human toll of the coronavirus pandemic, but also the resulting economic and financial impacts. Each member agency experienced a drastic decrease in sales tax and hotel tax revenues due to the coronavirus pandemic. The impacts to our member agencies are immediate, and we do not yet know how long the impacts will last. These impacts put each member agency in a difficult position to maintain their existing level of service to their communities, and in turn, the existing level of fire service provided through our entity. However, we are in a strong position where all three cities have a proven record of financial sustainability and prudent fiscal practices. Each city is committed to maintaining the high level of fire service to their communities. Even with the challenges ahead, we face them together in collaboration with one another. SMC Fire is in a fortunate position to receive strong support from all three cities who work together to ensure stability of services. Our organization stands ready to adjust to this new reality together with our member agencies to ensure long-term sustainability, while also maintaining the high level of fire service our communities expect and deserve.

Transmittal of Adopted Budget

Concluding Remarks

As I noted in the beginning of my message, the 2021-22 budget and corresponding long-term plan reflect this commitment and service to the communities. With over 260 years of combined history in providing fire service, the three cities have faced and overcome many challenges. Building on the legacy that each city has in its prudent financial practices, SMC Fire remains adaptable amidst rapidly changing conditions to ensure sustainability in the long-run. Our spirit of resiliency is stronger than ever, and together as SMC Fire, I am confident that we will become more caring, more committed, and more dedicated to serving our communities.

The development and delivery of the adopted budget to the Board is the culmination of months of work from staff throughout SMC Fire as well as its three member agencies, and it is a true team effort. I would like to thank the Board of Directors, as well as City Council members from the cities of Belmont, Foster City, and San Mateo, for their vision and their support of the San Mateo Consolidated Fire Department. I would like to thank the SMC Fire staff members for their efforts in supporting the budget development process. I would also like to thank the Finance Directors from each member agency, along with their respective staff members, for their partnership to build a thoughtful budget. And finally, I'd like to thank the members of the City of San Mateo Finance Department, who drove the process to develop the budget and prepare this budget document.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ray Iverson", with a long horizontal flourish extending to the right.

Ray Iverson
Fire Chief

Overview



San Mateo Consolidated Fire Department

Overview

The San Mateo Consolidated Fire Department (SMC Fire) commenced operations as a new fire agency on January 13, 2019. The department was formed following the establishment of a Joint Powers Authority (JPA) on November 22, 2017, and represents the merger of the San Mateo, Foster City, and Belmont Fire Departments.

SMC Fire has over 260 years of combined history providing emergency services to the cities of San Mateo, Belmont, and Foster City, and serves a population of over 166,000. The department is staffed by 153 personnel, utilizing 10 engine companies and two ladder trucks from nine fire stations. This consolidation allows SMC Fire to continue providing comprehensive emergency response services to all three cities in a more cost-effective way, while maintaining the high level of service each city relies on.

Vision Statement

Keep our promise to our community by delivering uncompromising, excellent, and professional service as a progressive leader in the fire service.

Mission Statement

Enhancing the quality of life for our community through professionalism, collaboration, and public trust.

Core Values

- Respect
- Compassion
- Integrity
- Dedication
- Innovation

Services and Structure

Administration

The Administration Division provides leadership and direction for SMC Fire consistent with the expectations of the community and the industry's long tradition of trust and reliability. The administrative function of this division includes personnel management, labor relations, Fire Action Consensus Team (FACT) oversight, budget development, payroll, purchasing, clerical support, as well as facilities and equipment management. In addition to internal responsibilities, this division fosters intergovernmental relationships and constantly seeks opportunities for providing services more efficiently through partnerships and collaboration. The division is also responsible for ensuring effective and efficient emergency response operations, including basic and advanced life support emergency medical services (EMS). Lastly, the division encourages personnel to actively participate in civic activities within the jurisdictions which they serve.

Field Operations

Personnel assigned to the Operations Division respond to emergency and non-emergency incidents, provide incident scene management, and mitigate incidents. Safety and ethical behavior are top priorities for the division, which focuses on providing exceptional customer service throughout all interactions with the community. Responses are "all risk" in nature, including fires, explosions, emergency medical incidents, hazardous materials releases, natural and man-made disasters, weapons of mass destruction (WMD), extrication of trapped victims, water rescue, and service calls of all types and manner. This division responds to all types of non-emergency calls for service to assist citizens, including water removal from properties, providing lift assistance to the elderly, and investigating unknown types of odors.



San Mateo Consolidated Fire Department

Key responsibilities of the Operations Division include:

- Ensuring that fire suppression personnel are physically and mentally prepared to safely carry out their responsibilities.
- Utilizing Incident Command System (ICS) to effectively and safely manage and mitigate all emergency incidents.
- Participating in the development of countywide operational deployment and training objectives through the San Mateo County Operations Chiefs Section and Training Chiefs Section.
- Responding to issues brought forward by SMC Fire's Safety Committee within 14 days, 100% of the time.
- Monitoring all SMC Fire fire apparatus "out of chute" times annually for appropriate response times when dispatched by San Mateo County Public Safety Communications.
- Ensuring each fire apparatus is fully equipped and mechanically operational for reliable response.
- Coordinating and integrating with other local agencies, such as the Police and Public Works departments from each member agency, and external agencies such as Pacific Gas and & Electric (PG&E), California Water Service, Red Cross, Chamber of Commerce, and neighborhood/ homeowners groups as needed.
- Maintaining computer technology with Computer-Aided Dispatch and pre-plans in all front-line fire apparatus.

Hazardous Materials Response Program

The Hazardous Materials Response Program operates under a fee-for-service contract with the County of San Mateo to provide hazardous materials emergency response to all jurisdictions within San Mateo County. Fire personnel trained as Hazmat Technicians respond as a specialized team to incidents and operate in partnership with the County's Environmental Health Division and the Sheriff's Office of Emergency Services. This program was incorporated into SMC Fire as part of the consolidation with the Belmont Fire Protection District, who provided these county-wide services since 1986.

Training Division

The Training Division delivers programs that develop multiple manipulative skills for response personnel, including probationary firefighters, and strives to enhance the leadership capability of SMC Fire. The division investigates all accidents and reviews all injuries to provide training to reduce risks of future accidents and injuries. Additionally, Emergency Medical Services (EMS) and fire suppression/rescue training is provided through an agreement with the Central County Fire Department (Burlingame, Millbrae, and Hillsborough) and the San Bruno Fire Department.

The Emergency Medical Services (EMS) section provides basic and advanced life support (ALS) emergency medical training to our emergency medical technicians (EMTs) and paramedics. The EMS section delivers the State-mandated continuing education (CE) requirements for our EMTs and paramedics. This EMS section works closely with Field Operations for training, certification, and licensing to operate effectively, and at all times, following best practices and leading-edge training standards.

Key responsibilities of the Training Division include:

- Making safety and ethical behavior a top priority for all.
- Ensuring that fire suppression personnel are physically and mentally prepared to safely carry out their responsibilities.
- Participating in development of countywide operational deployment and training objectives through the San Mateo County Operations Chiefs Section and Training Chiefs Section.
- Providing a training program for all members of SMC Fire that meets local, state, and federally mandated training requirements, including probationary training to provide consistent, quality customer service.
- Continuous self-assessment to evaluate our performance standards and readiness to ensure that SMC Fire members have the most current and up to date training to meet the challenges of an ever-changing world.

San Mateo Consolidated Fire Department

Community Risk Reduction Division

The goal of the Community Risk Reduction (CRR) Division is to provide a resilient and sustainable community by reducing the risk of injury and loss of life and property from the effects of fire and other emergencies or events.

Key responsibilities of the CRR Division include:

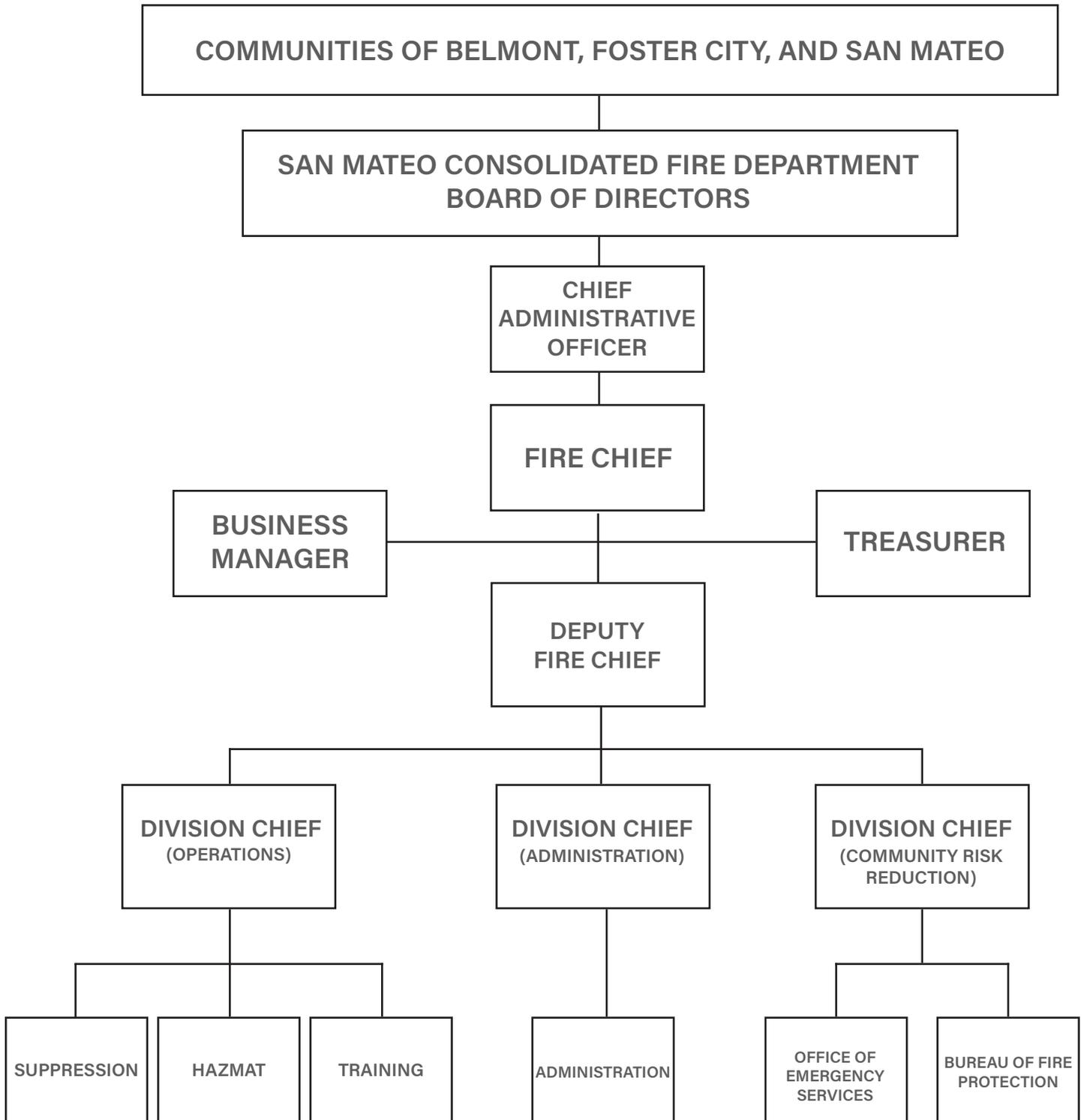
- Providing ongoing comprehensive risk analysis and assessments of the community.
- Managing all risk to the community through education, engineering, and enforcement.
- Maintaining community partnerships, with a focus on incident prevention and risk mitigation.
- Coordinating and cooperating with the Building, Planning, and Code Enforcement Divisions within the cities which SMC Fire serves.
- Reducing the risk of catastrophic wildfires through a robust vegetation management education and enforcement program.

Office of Emergency Services

Through the CRR Division, the mission of the Office of Emergency Services is to maintain, sustain, and improve a comprehensive, multi-city, risk-based emergency management program. This is achieved by maintaining emergency plans, including the Emergency Operations Plan (EOP), Continuity of Operations/ Continuity of Government (COOP/COG) Plan, and Incident Action (IAP) Plans; providing training and education to employees, businesses, and residents within the areas which we serve to be better prepared for response to all natural and man-made disasters; managing the Community Emergency Response Team (CERT) program; and ensuring readiness of each member agency's Emergency Operations Center (EOC) through coordination with each member agency's Information Technology Department to ensure redundancy and reliability of equipment and communications infrastructure. This division works before, during, and after a disaster or significant event in conjunction with the San Mateo County Office of Emergency Services, the California Governor's Office of Emergency Services, the Department of Homeland Security, and other agencies to obtain additional resources and/or to mitigate a significant incident.



Organizational Chart



BOARD OF DIRECTORS

Board Chair	Joe Goethals, City of San Mateo
Board Member	Warren Lieberman, City of Belmont
Board Member	Richa Awasthi, City of Foster City

Basis of Budgeting

Fund Accounting Budget System

The budget of the San Mateo Consolidated Fire Department (SMC Fire) is organized on the basis of the fund accounting system, in which each fund is considered a separate budgeting entity. Government resources are allocated to and expenses accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. All operating funds' budgets lapse at the end of the adoption cycle. SMC Fire also maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Encumbered amounts in the operating budget lapse one year after the end of the fiscal year. There is no formal provision in the budget for depreciation and compensated absences (i.e. accrued vacation and sick leave time), but they are budgeted as internal services fund charges. The following fund types are used by SMC Fire:



Governmental Fund Types

All governmental fund budgets are accounted for using a current financial resources measurement focus and a modified accrual basis.

General Fund

This fund accounts for all financial resources not required to be accounted for in other funds, and is the general operating fund of SMC Fire.

Special Revenue Fund

This fund accounts for SMC Fire's revenues from sources which, by law or administrative action, are designated to account for particular functions or activities other than capital projects or expendable trusts.

Proprietary Fund Types

All proprietary fund budgets are accounted for on a flow of economic resources measurement focus and a full accrual basis.

Internal Service Fund

These funds are an accounting device used to accumulate and allocate costs internally among SMC Fire's various functions.

Budgetary Controls

SMC Fire has a two-year budget cycle. The two-year budget process requires that SMC Fire submits two one-year expenditure plans and revenue estimates to the Fire Board for approval. Only the first of the two years' budget will be adopted. In each alternate year, staff makes recommendations to the Fire Board for amending the second-year plan. The Fire Chief is responsible for containing expenditures within their budgeted appropriations as approved by the Fire Board. Subsequent to the adoption of the budget, all additional changes to the budget require Fire Board approval.

Activities of the General Fund, Special Revenue Funds, and Proprietary Funds are included in the annual budget. The level of budgetary control is within each fund.

Budget Preparation Timeline

Annual Budget Calendar

The process to develop and produce the budget is continuous throughout the fiscal year, which runs from July 1 to June 30. The major activities and milestones are as follows:

July Through September

- Encumbrances are incorporated into the budget and long-term financial plans of each applicable fund.
- Preliminary financial results from the previous fiscal year are reported to the Fire Board.
- Initial scoping meetings are held between division heads and the Fire Chief to discuss any significant changes to the operating budget that will be proposed for the upcoming cycle.

October Through December

- Schedule for the development of the following fiscal year's budget is established and distributed to divisions.
- Final financial results from the previous fiscal year, in the form of the Comprehensive Annual Financial Report, are presented to the Fire Board.
- Development of internal service charges and cost allocations begins.
- Budget direction and guidance are provided to divisions.

January Through March

- Fire Board holds its annual goal setting session to identify budget priorities.
- Operating budget requests are received and evaluated by the Chief Administrative Officer.

April Through June

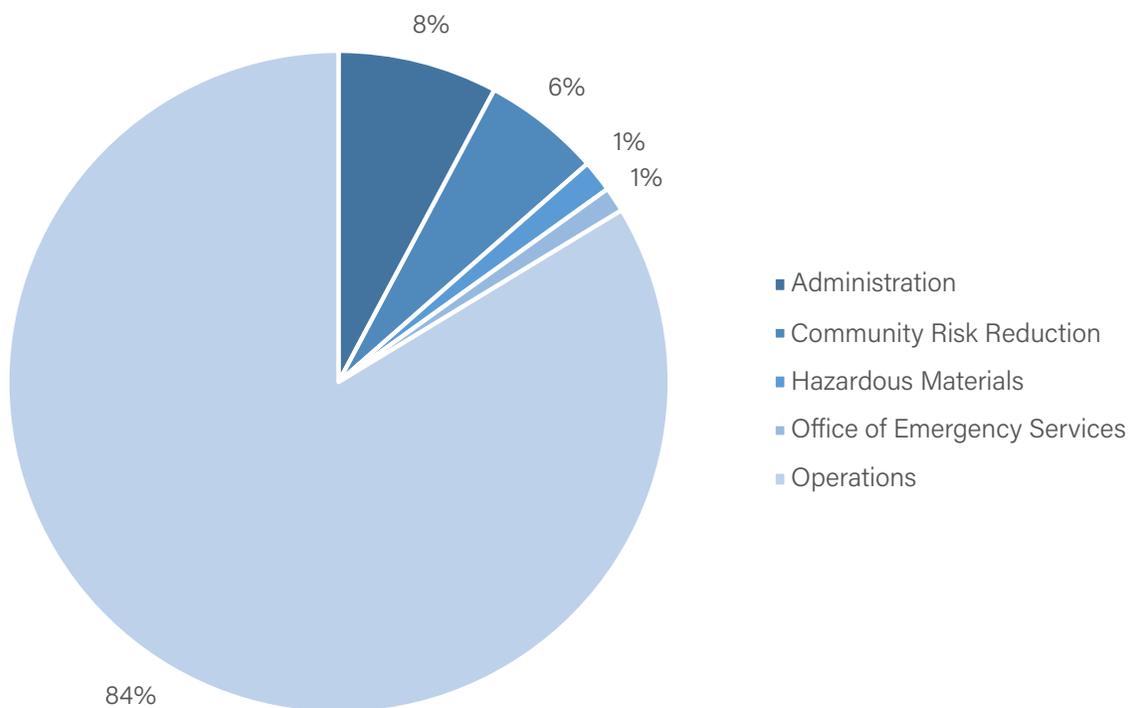
- Fire Board approves Master Fee Schedule during a public hearing.
- Long-term financial plans for applicable funds are finalized.
- The Fire Board holds a public hearing on the recommended budget.
- The Fire Board approves the recommended budget. Each of the member agencies then seeks approval from their respective City Councils on the recommended budget and their respective contributions. Once approved, the recommended budget becomes final and adopted.



Department Financials

FINANCIALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Expenditures by Category			
Personnel	\$ 37,711,012	\$ 40,308,905	\$ 40,210,071
Operating	3,674,112	5,271,275	4,320,164
Capital Outlay	1,100,000	1,099,000	1,110,000
Total Expenditures	\$ 42,485,124	\$ 46,679,180	\$ 45,640,235
Expenditures by Program			
Administration	\$ 2,716,332	\$ 3,037,384	\$ 3,560,728
Community Risk Reduction	3,907,823	3,938,939	2,617,443
Hazardous Materials	431,047	675,969	709,767
Office of Emergency Services	388,918	494,612	559,430
Operations	35,041,004	38,532,276	38,192,867
Total Expenditures	\$ 42,485,124	\$ 46,679,180	\$ 45,640,235
Funding Sources			
General Fund	\$ 38,577,301	\$ 42,740,241	\$ 43,022,792
Special Revenue Fund	3,907,823	3,938,939	2,617,443
Total Funding Sources	\$ 42,485,124	\$ 46,679,180	\$ 45,640,235

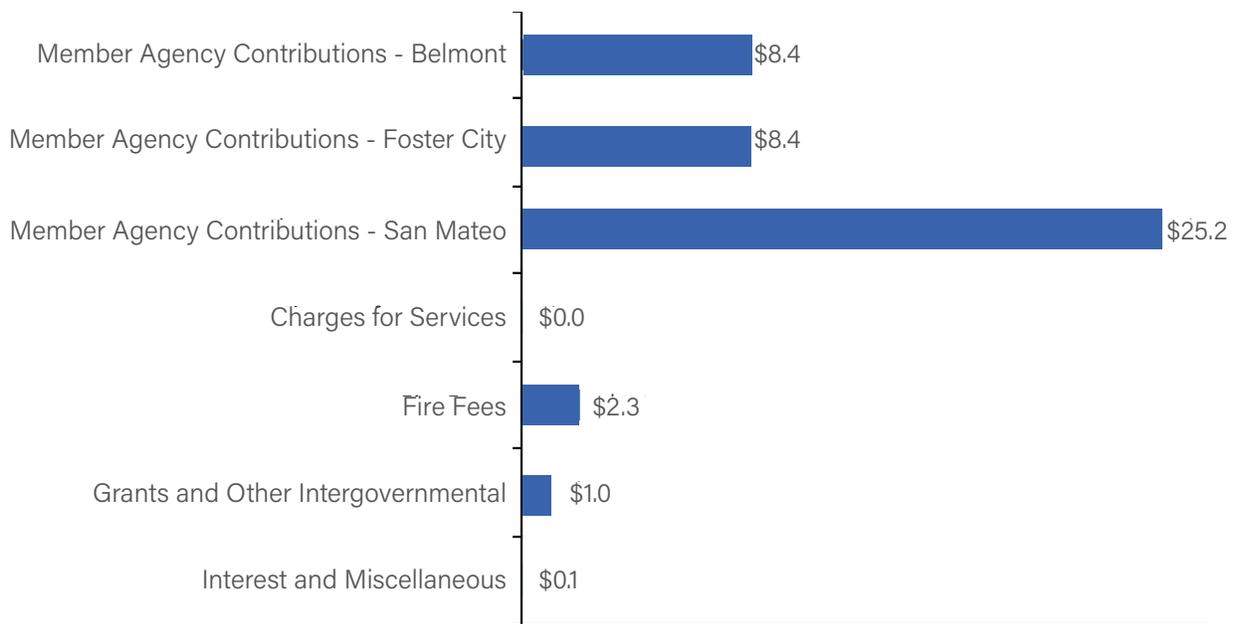
**EXPENDITURES BY PROGRAM
2021-22 (\$45.6 MILLION)**



Sources of Funding

CATEGORY	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Member Agency Contributions - Belmont	\$ 7,487,307	\$ 7,939,627	\$ 8,405,749
Member Agency Contributions - Foster City	7,487,307	7,939,627	8,405,749
Member Agency Contributions - San Mateo	22,427,724	23,818,880	25,217,246
Charges for Services	13,373	11,000	11,000
Fire Fees	2,241,494	3,119,388	2,338,988
Grants and Other Intergovernmental	1,333,826	3,036,094	1,012,003
Interest and Miscellaneous	597,790	79,160	59,384
Total Sources of Funding	\$ 41,588,821	\$ 45,943,776	\$ 45,450,119

SOURCES OF FUNDING
in millions



Full Time Equivalent (FTE) Personnel

FULL TIME EQUIVALENT (FTE) PERSONNEL	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Fire Chief	1.00	1.00	1.00
Administrative Assistant	4.00	3.00	3.00
Administrative Technician	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Deputy Fire Chief	2.00	1.00	1.00
Deputy Fire Marshal	1.00	1.00	1.00
EMS Clinical Education Specialist	1.00	1.00	1.00
Emergency Services Manager	1.00	1.00	1.00
Emergency Services Specialist	2.00	2.00	2.00
Facilities and Fleet Services Manager	1.00	1.00	1.00
Fire Battalion Chief	7.00	5.00	5.00
Fire Captain	39.00	39.00	39.00
Fire Division Chief	-	3.00	3.00
Fire Marshal	1.00	-	-
Fire Prevention Inspector I/II*	6.00	6.00	6.00
Firefighter**	84.00	84.00	84.00
Fleet and Facilities Technician	-	1.00	1.00
Management Analyst I/II	1.00	1.00	1.00
Office Assistant I/II	1.00	1.00	1.00
Total Merit	154.00	153.00	153.00
Total Per Diem	3.10	3.01	3.01
Total Positions	157.10	156.01	156.01

*2.0 FTE Fire Prevention Inspector I/II have been defunded in the Adopted 2021-22 Budget.

**An additional four unbudgeted firefighters are approved as over-hire positions to address training lead time of new firefighters going through the Fire Academy.



Fund Information



General Fund

General Fund

GENERAL FUND	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 863	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357
Revenues							
Member Agency Contributions - Belmont	\$ 7,487	\$ 7,740	\$ 8,406	\$ 8,521	\$ 8,725	\$ 8,934	\$ 9,069
Member Agency Contributions - Foster City	7,487	7,740	8,406	8,521	8,725	8,934	9,069
Member Agency Contributions - San Mateo	22,462	23,219	25,217	25,564	26,176	26,801	27,206
Charges for Services	5	-	11	11	11	12	12
Grants and Other Intergovernmental	1,334	3,741	933	952	971	990	1,010
Interest and Miscellaneous	526	123	50	51	52	53	54
Total Revenues	\$ 39,301	\$ 42,563	\$ 43,023	\$ 43,620	\$ 44,660	\$ 45,724	\$ 46,419
Expenditures							
Salaries and Wages	\$ 24,685	\$ 27,687	\$ 27,233	\$ 27,776	\$ 28,330	\$ 28,895	\$ 29,475
Benefits	9,539	10,077	10,753	11,234	11,671	12,121	12,073
Operating	3,282	3,736	3,961	3,513	3,540	3,567	3,707
Capital Outlay	1,072	1,064	1,076	1,097	1,119	1,142	1,164
Total Expenditures	\$ 38,577	\$ 42,563	\$ 43,023	\$ 43,620	\$ 44,660	\$ 45,724	\$ 46,419
Transfer Out	\$ 230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357

Fund numbers are represented in thousands.

The General Fund is the primary funding source of the SMC Fire's operations, which includes field operations, training, hazardous materials response program, emergency preparedness and planning, and program administration. Funding comes primarily from contributions by its member agencies: 20% Belmont, 20% Foster City, and 60% San Mateo; as well as intergovernmental partnerships for services that SMC Fire provides.

This five-year forecast maintains core services at the current level. Operations in SMC Fire are mostly provided by fire personnel, and of the total General Fund expenditures, personnel costs represent nearly 90%. In this forecast, increases for salaries and salary-related costs, such as overtime, are initially based on existing contractual agreements or assumptions about the outcome of ongoing and future negotiations. Beyond those contractual assumptions, salary increases are set based on modest increases. CalPERS pension expenditures, another significant component of personnel costs, are projected in this forecast based on contribution rates that were assumed by CalPERS. These rates are then adjusted to factor in the employees' share of SMC Fire's contribution to CalPERS.

To ensure service stability without putting a huge impact on the member agencies in the event of significant financial emergency, the General Fund will seek to establish a reserve that equals at least three months of the annual operating expenditure budget. Funds will be set aside when, in any year, actual expenditures come in lower than actual revenues. Through 2019-20, approximately \$1.4 million has been set aside to build the reserve, which represents about 3% of operating expenditures by the end of the planning period in this forecast. Actual expenditures and the level of fund balance will continue to be monitored in subsequent years to build on the reserve and to evaluate whether increased contributions from member agencies are necessary to reach the desired level of reserve in a more timely manner.



Special Revenue

Fire Protection and Life Safety

FIRE PROTECTION AND LIFE SAFETY	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 2,784	\$ 1,163	\$ (229)	\$ (217)	\$ (27)	\$ 275	\$ 704
Revenues							
Member Agency Contributions	\$ (34)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Fees	2,250	2,034	2,542	2,720	2,911	3,115	3,333
Interest and Miscellaneous	72	224	87	11	11	12	12
Total Revenues	\$ 2,287	\$ 2,258	\$ 2,630	\$ 2,731	\$ 2,922	\$ 3,126	\$ 3,345
Expenditures							
Personnel	\$ 2,921	\$ 2,670	\$ 1,581	\$ 1,612	\$ 1,645	\$ 1,678	\$ 1,711
Operating	392	345	359	209	213	218	222
Capital Outlay	28	35	34	35	36	36	37
Legacy Costs	567	601	643	684	727	765	793
Total Expenditures	\$ 3,908	\$ 3,651	\$ 2,617	\$ 2,541	\$ 2,620	\$ 2,697	\$ 2,764
Ending Fund Balance	\$ 1,163	\$ (229)	\$ (217)	\$ (27)	\$ 275	\$ 704	\$ 1,285

Fund numbers are represented in thousands.

The primary mission of the Bureau of Fire Protection and Life Safety is to provide a reasonable level of safety by reducing the probability of injury and loss of life from the effects of fire and other emergencies or events. To accomplish this mission, the bureau enforces all applicable state and local fire codes and standards, as well as conducts fire investigations. The Fire Protection and Life Safety Fund is a cost recovery program that generates revenues through service fees to pay for this comprehensive fire and life safety service within the communities of SMC Fire: Belmont, Foster City, and San Mateo.

The program originated from member agency San Mateo. As a program in SMC Fire, expenditures in the Fire Protection and Life Safety Fund will include legacy costs, most notably the unfunded pension liability and workers' compensation liability costs, from fire prevention personnel that transferred from San Mateo. With a fund balance that has built over the years, fee increases were intentionally kept down in order to utilize existing fund balance. However, impacts from the coronavirus pandemic drastically drove revenues down in 2019-20 and 2020-21, and eroded the fund balance faster than expected. Estimated fund balance by the end of 2020-21 will not meet the policy-level reserves in this fund, which is three months of operating expenditures. A fee study was conducted in 2020-21 to align fees with the cost of service, and with an updated fee structure in place, the fund is forecasted to build reserves to get back within policy requirements going forward.



Internal Services

Vehicle and Equipment Replacement

VEHICLE AND EQUIPMENT REPLACEMENT	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 2,559	\$ 5,687	\$ 3,547	\$ 710	\$ 1,067	\$ 2,011	\$ 2,964
Revenues							
Interest Earnings	\$ 89	\$ 23	\$ 12	\$ 12	\$ 12	\$ 15	\$ 20
Member Agencies Contributions	2,130	-	-	-	-	-	-
Rental Charges - Vehicles	745	743	765	791	807	822	835
Rental Charges - Computers	30	27	28	27	28	28	29
Rental Charges - Radios	45	44	46	46	47	48	48
Rental Charges - Major Equipment	280	285	294	267	273	278	282
Total Revenues	\$ 3,319	\$ 1,122	\$ 1,144	\$ 1,144	\$ 1,167	\$ 1,191	\$ 1,214
Expenses							
Vehicle Replacement	\$ 168	\$ 2,918	\$ 2,646	\$ 636	\$ 126	\$ 61	\$ 40
Computer Replacement	1	2	125	-	6	2	-
Radio Replacement	-	-	117	-	-	-	294
Major Equipment Replacement	158	341	1,093	153	90	174	465
Other Capital Outlay	(136)	-	-	-	-	-	-
Total Expenses	\$ 192	\$ 3,262	\$ 3,981	\$ 788	\$ 223	\$ 238	\$ 799
Ending Fund Balance	\$ 5,687	\$ 3,547	\$ 710	\$ 1,067	\$ 2,011	\$ 2,964	\$ 3,379

Fund numbers are represented in thousands.

The Vehicle and Equipment Replacement Fund accounts for charges to SMC Fire operations to fund the replacement of vehicles and equipment. This includes vehicles, computers, radios, and other major equipment. Funds for future replacement are collected while vehicles and equipment are in service so that when it is time for replacement, adequate funds are available. As such, a fund balance will accumulate over time, to ensure that those funds are available when replacement is needed.

Collection into the fund is from SMC Fire operations, so it is important that the amount of available fund balance considers this. To that end, a long-term spending plan is an important tool for managing this type of fund. Understanding spending needs over the short- and long-term and factoring in fund balance allows SMC Fire to set a collection amount that ensures funding is available when vehicles and equipment need to be replaced, but does not maintain such a large fund balance that creates an unnecessary burden on the operations. Based on the replacement costs and the estimated years of service for each replacement item, the member agencies have agreed to transfer each agency's respective collected funds over a three-year period. The first two transfers were necessary to fund existing needs, and were reflected as member agencies' contributions in 2018-19 and 2019-20. After a review of the fund by each member agency during 2019-20, the final transfer was determined not necessary. This five-year plan captures the long-term spending plans for each of the replacement categories, and sets future collections to ensure funding for replacements is available and fund balance is set at an appropriate level.

Benefits

BENEFITS	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 468	\$ 1,258	\$ 1,959	\$ 2,477	\$ 2,934	\$ 3,356	\$ 3,740
Revenues							
Internal Service Charge - Pension	\$ 3,439	\$ 3,633	\$ 3,868	\$ 3,993	\$ 4,111	\$ 4,233	\$ 4,359
Internal Service Charge - Medicare	380	436	352	359	367	374	381
Internal Service Charge - Healthcare	3,058	2,973	3,308	3,489	3,707	3,931	4,161
Internal Service Charge - Severance Trust	452	454	498	508	518	528	539
Internal Service Charge - Other	942	920	969	1,008	1,047	1,088	1,129
Total Revenues	\$ 8,271	\$ 8,416	\$ 8,996	\$ 9,357	\$ 9,750	\$ 10,154	\$ 10,569
Expenses							
Pension	\$ 3,441	\$ 3,635	\$ 3,868	\$ 3,993	\$ 4,111	\$ 4,233	\$ 4,359
Medicare	380	436	352	359	367	374	381
Healthcare	2,642	2,684	2,980	3,198	3,423	3,656	3,893
Severance Trust	130	104	332	365	402	442	486
Other	888	855	946	985	1,025	1,066	1,108
Total Expenses	\$ 7,481	\$ 7,714	\$ 8,478	\$ 8,900	\$ 9,328	\$ 9,770	\$ 10,228
Ending Fund Balance	\$ 1,258	\$ 1,959	\$ 2,477	\$ 2,934	\$ 3,356	\$ 3,740	\$ 4,081

Fund numbers are represented in thousands.

The Benefits Fund accounts for the collection of funds from SMC Fire operations to cover the cost of employee benefits. The expenses covered by this fund include pension, Medicare, SMC Fire's payment for medical, dental, and vision premiums for active employees, funding for the severance trust (to pay for the cashout of unused vacation to employees who retire or otherwise leave SMC Fire), as well as a few other benefit costs such as life insurance and long-term disability insurance. In some cases, the cost of providing these benefits is known and collections can be set accordingly. For example, the normal cost of pensions is set as a percentage of pay, so collections can be set based on that percentage of pay. In other cases, such as the funding of the severance trust, the cost is an estimate that will fluctuate annually based on different factors. Thus, to accommodate the fluctuation of expenses like those related to the severance trust, the fund should maintain some level of fund balance. To that end, collections for the various components of this fund have been set to collect costs to fund the programs adequately while maintaining a level of fund balance that allows for year-over-year fluctuations without requiring a transfer from the General Fund.

Workers' Compensation and General Liability

WORKERS' COMPENSATION AND GENERAL LIABILITY	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 534	\$ 529	\$ 1,325	\$ 1,507	\$ 1,689	\$ 1,876	\$ 2,068
Revenues							
Internal Service Charges	\$ 2,237	\$ 2,580	\$ 2,446	\$ 2,519	\$ 2,595	\$ 2,672	\$ 2,753
Interest Earnings	-	5	5	5	5	5	5
Other Revenues	231	482	-	-	-	-	-
Total Revenues	\$ 2,468	\$ 3,066	\$ 2,451	\$ 2,524	\$ 2,600	\$ 2,678	\$ 2,758
Expenses							
Insurance Premiums	\$ 2,703	\$ 2,271	\$ 2,268	\$ 2,343	\$ 2,413	\$ 2,485	\$ 2,560
Total Expenses	\$ 2,703	\$ 2,271	\$ 2,268	\$ 2,343	\$ 2,413	\$ 2,485	\$ 2,560
Transfer In	\$ 230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 529	\$ 1,325	\$ 1,507	\$ 1,689	\$ 1,876	\$ 2,068	\$ 2,266

Fund numbers are represented in thousands.

The Workers' Compensation and General Liability Fund accounts for workers' compensation and comprehensive liability activities. Expenses in this fund primarily consist of insurance premiums. Funding for general liability comes from a contribution by the operating funds, and funding for workers' compensation comes from collections through personnel charges. Each employee is charged a percentage of pay, and the amount of the charge depends on the type of employee. Positions that historically have higher workers' compensation experience, such as fire safety employees, are charged a higher rate than positions with historically lower experience, such as administrative employees.

An overpayment on workers' compensation insurance premiums was made in 2019-20 based on estimated payroll that was reported too high to the insurance carrier. As a result, a refund was issued from the insurance carrier after the actual payroll for 2019-20 was submitted and audited, and is shown under other revenues in 2020-21. For 2021-22, collections have been set to adequately cover the cost of the workers' compensation and general liability programs. As experience begins to build in this fund, annual collection amounts will be adjusted accordingly to ensure the costs of the programs are covered and with an appropriate fund balance to absorb major fluctuations in cost.



Appendix

Financial Policies

Statement of Purpose

The financial integrity of the San Mateo Consolidated Fire Department (SMC Fire) is of utmost importance. To discuss, write, and adopt a set of financial policies is a key element to maintaining this integrity. The set of policies within this document, adopted each year with our budget, serves as a central reference point of our policies, which are critical to the continued financial health of SMC Fire.

Written, adopted financial policies have many benefits, such as assisting board members and staff in the financial management of SMC Fire, saving time and energy when discussing financial matters, engendering public confidence, and providing continuity over time as board members and staff members change. While these policies will be amended periodically, they provide the basic foundation and framework for many of the issues and decisions facing SMC Fire. They promote sound financial management and assist in SMC Fire's stability, efficiency, and effectiveness.

The following policies are divided into seven (7) general categories for ease of reference. These categories include:

1. General Policies
2. Accounting, Auditing, and Financial Reporting Policies
3. Funding Balance and Reserve Policies
4. Pension and Retirement Funding Policies
5. Internal Service Fund Policies
6. Investment Policies
7. Operating Budget Policies

With the exception of the Funding Balance and Reserve Policies, all policies included in this document are currently adhered to. As noted in the General Fund narrative, compliance will be achieved on a gradual basis, rather than immediate based on the actual results of each fiscal year to avoid placing an unnecessary and immediate financial impact on member agencies.

General

SMC Fire will:

- Manage its financial assets in a sound and prudent manner.
- Maintain and further develop programs to ensure its long-term ability to fund core services and pay all costs necessary to provide the level and quality of service required by the communities it serves.
- Establish and maintain investment policies that are in accordance with State laws.

Accounting, Auditing, and Financial Reporting

Accounting Standards

SMC Fire's accounting of financial systems shall be maintained in accordance with Generally Accepted Accounting Principles (GAAP), standards of the Governmental Accounting Standards Board (GASB), and the Government Finance Officers Association (GFOA).

Annual Audit

An independent public accounting firm will perform an annual audit, and its opinions will be included in the Comprehensive Annual Financial Report and presented to the Fire Board at a public meeting.

Financial Information

It is the policy of SMC Fire to provide all financial information in a thorough, timely fashion, and in a format that is easy for the Fire Board, citizens, and staff to understand and utilize.



Financial Policies

Funding Balance and Reserves

SMC Fire utilizes a variety of accounting funds for recording revenues and expenditures of the agency. At the end of each fiscal year-end, budgeted/appropriated expenditure authority lapses, with the exception of operating expenses that have been incurred but not paid (encumbered). The remaining dollars left in each fund are unassigned and constitute available funds of SMC Fire. Fund balance will be reported in the following classifications:

Nonspendable Fund Balance

Amounts that are not in spendable form, such as inventory, prepaid amounts, and long-term receivables, and those that legally or contractually must be kept intact, such as endowment corpus of revolving loan funds.

Restricted Fund Balance

Amounts that can be used only for specific purposes due to constitutional provisions, enabling legislation, or externally imposed constraints, such as restrictions imposed by creditors, grantors, or other governments.

Committed Fund Balance

Amounts that can only be used for specific purposes because of a formal action by the government's highest decision-making authority. These constraints are binding unless removed in the same manner in which they were originally committed.

Assigned Fund Balance

Amounts intended for specific purposes but not restricted or committed. The assigned fund balance can never be in excess of the total fund balance less the non-spendable, restricted, and committed components of fund balance. Ultimately, this is the residual fund balance for all funds other than General Fund.

Unassigned Fund Balance

The residual classification for the General Fund, the only governmental fund that can report a positive unassigned fund balance. Other funds might have a negative unassigned fund balance due to overspending restricted, committed, or assigned amounts.

General Fund

The General Fund reserve will be maintained in an amount equal to at least three months of the annual General Fund operating expenditure budget. These reserves are designed to be used in the event of significant financial emergency, such as natural catastrophic events (e.g. an earthquake) or economic cycles. The Fire Board may, at its discretion, reserve additional funds above the minimum. Such additional reserves may be set aside for specific purposes, such as capital projects, for known significant future cost items, or as general operational reserves.

Special Revenue Fund

The Fire Protection and Life Safety Fund will maintain reserves equal to three months of operating expenditures.

Pension and Retirement Funding

SMC Fire contracts with the California Public Employees' Retirement System (CalPERS) for pension benefits. SMC Fire will make minimum annual payments for the employer share equal to the required Annual Required Contribution (ARC) established by actuarial valuation but, in any given year, no less than the normal cost.



Financial Policies

Internal Service Fund

Vehicle and Equipment Replacement Fund

Through the use of the Vehicle and Equipment Replacement Fund, SMC Fire will annually budget sufficient funds to provide for the orderly replacement of its fleet, vehicles, computers, radios, equipment, technology infrastructure, and other major capital outlay. The fund is supported by charges to user divisions, which are adjusted annually based on the divisions' proportionate share of estimated expenses. Sufficient reserves will be maintained in the Replacement Fund to provide for the scheduled replacement of fleet, vehicles, computers, radios, equipment, technology infrastructure, and other major capital outlay at the end of their useful lives.

Risk Management Fund

SMC Fire maintains a Workers' Compensation and Comprehensive Liability Insurance Fund for the purpose of workers' compensation, property, and liability expenses. This fund pays insurance premiums, and administrative and operating expenses. SMC Fire will complete an actuarial valuation of this fund every other year. The workers' compensation component of the fund is supported by charges to personnel. The annual charges shall reflect historical experience and shall be established to approximately equal the annual expenses as they relate to workers' compensation. The comprehensive liability component of the fund is supported by the operating funds. Separate reserves shall be maintained for current and long-term general liability and workers' compensation liability at a level which will adequately fund SMC Fire's potential loss exposure in each area. The practice is to establish reserves in both funds at least at the marginally acceptable level as determined by the actuarial report.

Investment

The Fire Board shall annually review, update, or modify as appropriate, SMC Fire's investment policy. The policy shall be adopted by resolution of the Fire Board based upon staff's recommendations. Funds will be managed in a prudent and diligent manner with emphasis on safety, liquidity, and yield, in that order.

Operating Budget

Balanced Operating Budget

It is SMC Fire's policy to adopt a balanced budget where operating revenues and available resources are equal to or exceed operating expenditures. Any year-end operating surpluses will revert to unappropriated balances for use in maintaining reserve levels set by policy and/or "one-time only" General Fund expenditures.

Budget Document

The two-year business plan shall serve as the official financial plan for SMC Fire. It will serve as the policy document of the Fire Board for implementing Board goals and objectives. The budget shall provide staff the resources necessary to accomplish Board-determined service levels.

SMC Fire has two-year business plan development procedures. The two-year business plan process requires two one-year expenditure plans and revenue estimates to be provided to the Fire Board for approval. Only the first of the two-year budget will be adopted. The second year represents a projected plan which will be subject to amendment in the following year. Due to the financial volatility of COVID-19, SMC Fire has temporarily shifted to a one-year budget, but anticipates returning to a two-year business plan for 2022-24.

The Treasurer shall annually prepare and the Fire Chief shall present a proposed operating budget to the Fire Board no later than thirty days prior to the fiscal year end, and the Fire Board will adopt said budget no later than June 30 of each year. SMC Fire's annual budget will be presented with a logical breakdown of programs and proposed expenditures. The budget document will also summarize expenditures at the personnel, operating, and capital levels.

Budget Control and Accountability

The Fire Chief is responsible for containing expenditures within the budgeted appropriations as approved by the Fire Board. Subsequent to the adoption of the budget, all additional changes to the budget require Fire Board approval.

Activities of the General Fund, Special Revenue Fund, and Proprietary Funds are included in the annual budget. The level of budgetary control is within each fund.

Budget Adoption Documentation

RESOLUTION NO. RES-2021-021

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN MATEO CONSOLIDATED FIRE DEPARTMENT APPROVING THE 2021-22 BUDGET

WHEREAS, the San Mateo Consolidated Fire Department (SMC Fire) Board of Directors held a public hearing on the fiscal year 2021-22 budget; and,

WHEREAS, the budget required to operate and support SMC Fire is \$45,640,235 for the fiscal year beginning July 1, 2021 and ending June 30, 2022; and,

WHEREAS, unrecoverable costs in the approved budget are allocated between the member agencies as prescribed in section 14.2 of the Joint Powers Authority (JPA) governing SMC Fire: sixty percent (60%) to City of San Mateo, or \$25,217,245, and twenty percent (20%) each to Foster City and Belmont, or \$8,405,748 each.

NOW, THEREFORE, the Board of Directors of the San Mateo Consolidated Fire Department resolves as follows:

1. **Approve SMC Fire's budget, which provides for expenditures and appropriations in a total of \$45,640,235 for the fiscal year beginning July 1, 2021 and ending June 30, 2022, as set forth in the accompanying Staff Report and its attachments.**
2. Recommend approval of the budget to the governing bodies of the member agencies.
3. Authorize the Fire Chief, upon approval of the budget by the governing boards of the member agencies, to effectuate SMC Fire's budget as adopted.

PASSED AND ADOPTED as a resolution of the Board of Directors of the San Mateo Consolidated Fire Department at the regular meeting held on the 12th day of May, 2021, by the following vote:

Budget Adoption Documentation

AYES: **Goethals, Lieberman, Awasthi**

NOES:

ABSENT:

ABSTAIN:

ATTEST:



Acting Board Secretary


[Joe Goethals \(May 13, 2021 09:34 PDT\)](#)

Board President

APPROVED AS TO FORM:


[William D. Ross \(May 13, 2021 08:59 PDT\)](#)

William D. Ross, General Counsel

Budget Adoption Documentation

RESOLUTION NO. 2021-055

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT ADOPTING FISCAL YEAR 2021-2022 REVENUE, APPROPRIATIONS, AND CAPITAL IMPROVEMENT PROGRAM BUDGETS AND PERMANENT STAFFING PLAN FOR THE CITY OF BELMONT

WHEREAS, the City Council desires to have a fiscal and staffing plan for the City of Belmont in order to plan for anticipated revenues and control expenditures; and,

WHEREAS, the City Council and the Audit Committee reviewed the budgets for compliance with the goals and objectives of the community; and,

WHEREAS, the fiscal year revenue, appropriation, capital improvement program and permanent staffing plan for the City of Belmont are expressed in the fiscal year 2022 budget document; and,

WHEREAS, the City's General Fund is dependent on revenue from the hotel room tax which is estimated to drop 65% in FY 2021 due to a slowdown in business travel related to the COVID-19 pandemic and is not anticipated to recover until FY 2025; and,

WHEREAS, the State drastically reduced vehicle license fees (VLF) that historically were earmarked for cities and committed to replace those revenues going forward with additional property tax revenue but has failed to live up to that promise, causing the City to experience a \$1.5 million shortfall in VLF replacement revenue which is anticipated to grow to \$4 million annually over the next several years; and,

WHEREAS, State actions continue to negatively affect city property tax revenues with a recent court decision interpreting state legislation to require residual property tax that the city had been receiving to be redirected, causing an estimated on-going \$700,000 annual shortfall in expected city general fund revenues and an on-going \$900,000 annual shortfall in Belmont Fire Protection District revenues; and,

WHEREAS, General Fund balance reserves are currently being used to replace revenue shortfalls and maintain City services and quality of life, but the long-term use of fund balance to maintain services is not sustainable; and,

WHEREAS, current and projected City revenues are insufficient to consistently maintain the City's general fund at or above the City's General Fund minimum balance policy of \$5 million over a ten-year forecast and are projected to fall well below the policy target of 33% for much of the forecast period; and,

WHEREAS, the General Fund balance is projected to fall by \$7.4 million over the next five years, representing a 60% reduction in available fund balance; and,

WHEREAS, the City has implemented a number of cost saving strategies, however, the magnitude of the revenue shortfall greatly exceeds any additional savings that could practically be achieved through further cost cutting measures while maintaining City services and quality of life; and,

WHEREAS, the City Council has held public hearings on the programs and fiscal policies to obtain public comments regarding the Budget document.

Budget Adoption Documentation

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The recitals above are true and correct.

SECTION 2. The Revenue, Appropriations and Capital Improvement Program (CIP) budgets for Fiscal Year 2021-2022 are adopted as shown in the follow table:

Fund	Fund Name	Revenue	Appropriation	Capital Improvement Program	Net Other Sources (Uses)
General Funds					
101	General Fund	25,666,989	22,752,279	-	(2,914,711)
102	Measure I	2,022,445	-	4,110,000	-
General Funds Total		27,689,434	22,752,279	4,110,000	(2,914,711)
Special Revenue Funds					
205	Recreation	1,788,861	2,673,091	-	1,000,000
206	Library Maintenance & Operation	307,415	415,430	32,000	-
207	Athletic Field Maintenance	76,277	80,000	20,000	-
208	City Trees	6,306	73,990	-	-
209	Senior Services Donation	5,322	-	-	-
210	Development Services	3,994,197	5,130,413	-	1,200,000
212	General Plan Maintenance	201,811	170,000	-	(200,000)
225	Public Safety Grants	132	5,000	-	-
227	Supplemental Law Enforcement	196,882	210,989	-	15,000
231	Street Maintenance Road Maintenance & Rehabilitation	1,941,027	2,357,329	-	500,000
232	Account Street Project	533,776	-	1,775,000	-
233	Measure W	265,601	-	600,000	-
234	Street Improvement	3,602,211	61,177	4,556,000	-
237	Traffic Impact	1,688,095	-	-	-
239	Public Art	555,342	-	-	-
275	Affordable Housing	4,140,726	281,899	-	-
277	Inclusionary Housing	281,941	-	-	-
Special Revenue Funds Total		19,585,922	11,459,318	6,983,000	2,515,000
Capital Projects Funds					
308	General Facilities	3,647	41,498	388,000	-
310	Infrastructure Repair	1,223,879	-	2,015,000	-
312	Comcast	1,377	-	120,000	-
341	Planned Park	10,433	731,667	-	3,000,000
342	Park Impact Fees	3,180,669	-	250,000	(3,000,000)
343	Open Space	847	17,465	53,000	-
704	Special Assessment District	1,148	-	-	-
Capital Projects Funds Total		4,422,000	790,630	2,826,000	
Debt Service Fund					

Budget Adoption Documentation

406	Library Bond Debt Service	676,741	684,441	-	-
Debt Service Funds Total		676,741	684,441	-	
Enterprise Funds					
501-					
505	Sewer Collections	17,507,249	9,474,342	7,715,000	(703,000)
507	Sewer Treatment Facility	3,232,854	5,413,577	-	-
525	Storm Drainage	1,022,185	2,033,065	703,000	1,203,000
530	Solid Waste	500,197	517,954	-	-
Enterprise Funds Total		22,262,485	17,438,938	8,418,000	500,000
Internal Service Funds*					
570	Workers' Compensation	775,365	657,475	-	-
571	Liability Insurance	484,466	1,593,128	-	-
572	Self-Funded Vision	11,899	13,188	-	-
573	Fleet and Equipment Management	5,087,595	3,494,059	520,000	(1,000,000)
574	Facilities Management	1,683,026	2,044,326	50,000	1,000,000
575	Benefit Prefunding	1,457,812	1,482,404	-	-
Internal Service Funds Total		9,500,163	9,284,580	570,000	
City Total*		74,876,502	53,125,605	22,907,000	100,289
*For Internal Service Funds, internal service charges and operating expenses are not included in totals as they are already included in departmental budgets.					

SECTION 3. The City's Permanent Staffing Plan is established by position and classification at 136.30 full time equivalent positions for FY 2022. The City Manager, subject to compliance with all applicable City Code and Personnel Rules and Regulations, may revise the Permanent Staffing Plan provided that the total number of full-time, regular personnel citywide does not exceed the total number of authorized positions on the Permanent Staffing Plan approved by City Council.

SECTION 4. The City Council authorizes the City Manager to correct minor drafting inaccuracies to effectuate the implementation of the FY 2022 Budget.

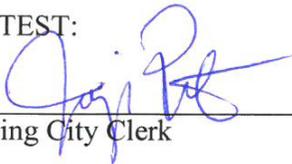
SECTION 5. Maintaining city services and continuing to invest in infrastructure is critical to protecting public safety and welfare and enabling Belmont residents to have a high quality of life. The continuing volatility and decline of state administered revenues imperils the General Fund's ability to maintain city services and basic infrastructure which if not adequately addressed in the immediate future will place the public at increasingly greater risk of harm and increase the exposure of the City to potential liability. Diversification of the city's revenue sources, expansion of the city's revenue base, and greater local control over revenue is urgently needed: (1) to provide a back stop against further state takeaways and achieving long term fiscal and organizational stability, and (2) to maintain city services and infrastructure at an adequate and sustainable level and thereby protect the public from harm and the City from overwhelming potential liability. This urgent need constitutes an emergency that requires immediate extraordinary action to address. The City Council therefore directs the City Manager to identify proposed strategies for city council consideration.

Budget Adoption Documentation

ADOPTED June 8, 2021, by the City of Belmont City Council by the following vote:

Ayes: McCune, Lieberman, Hurt, Mates, Stone

ATTEST:

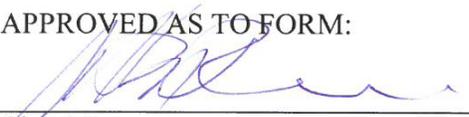


Acting City Clerk



Mayor

APPROVED AS TO FORM:



City Attorney

Budget Adoption Documentation

RESOLUTION NO. 2021-95

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FOSTER CITY
APPROVING THE FISCAL YEAR 2021-2022 CITY BUDGET

CITY OF FOSTER CITY

WHEREAS, the City Manager is responsible for preparing and submitting a City budget for the operation and improvements of the community; and

WHEREAS, the City Council has reviewed and evaluated the proposed budget submitted by the City Manager; and

WHEREAS, the citizens have had an opportunity to review and make additional suggestions to the City Council.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Foster City that:

1. The City budget for the 2021-2022 fiscal year ending June 30, 2022, is hereby approved as set forth in the attached Exhibit and incorporated herein.
2. The City Manager is hereby delegated responsibility for the administration of the budget except that transfers between departments must be approved by the City Council.
3. The City Treasurer shall not certify any encumbrance nor execute any payment in excess of department budget appropriations.
4. The City Treasurer is hereby authorized to establish an operating reserve to accumulate receipts in excess of the estimated revenues (if any) as set forth in the budget document. Said reserve is established for the purpose of funding the budget of subsequent years and the receipts in this reserve are hereby appropriated for said purpose.

Budget Adoption Documentation

PASSED AND ADOPTED as a resolution of the City Council of the City of Foster City at the regular meeting held on the 21st day of June, 2021, by the following vote:

AYES: Councilmembers Awasthi, Froomin, Hindi, Sullivan, and Mayor Gehani

NOES: None

ABSENT: None

ABSTAIN: None

DocuSigned by:
Sanjay Gehani
6049CCD8CE83493

SANJAY GEHANI, MAYOR

ATTEST:

DocuSigned by:
Priscilla Schaus
8161E59FA03B4AB

PRISCILLA SCHAUS, CITY CLERK

Budget Adoption Documentation

CITY OF SAN MATEO RESOLUTION NO. 62 (2021)

ADOPTING THE 2021-22 CITY BUDGET

WHEREAS, the City Council held public hearings on the Budget and Capital Improvement Program, as required by the City Charter section 5.02; and

WHEREAS, budget required to operate and support the City departments and to pay the bonded indebtedness of the City, or any portion or district therein, is \$200,990,594 for Operating and \$52,577,004 for the Capital Improvement Program (CIP) for fiscal year July 1, 2021 to June 30, 2022; and

WHEREAS, Municipal Code Section 3.50.060, Fiscal Accountability Provisions, requires that the amount of revenue generated by the one-quarter cent Measure S Transactions and Use Tax and how it was used be included in the annual financial audit; and

WHEREAS, budgeted resources and requirements are sufficient to meet Council's adopted financial policy that the General Fund reserve will be maintained in an amount equal to at least three months, or 25 percent, of the annual General Fund operating expenditure budget to be used in the event of significant financial emergency.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN MATEO, CALIFORNIA, RESOLVES that:

1. In accordance California Environmental Quality Act (CEQA) Guidelines section 15378(b)(4), adoption of the budget is not a project subject to CEQA because it is a government fiscal activity which does not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment.
2. The City Budget, providing for expenditures and appropriations in the sum of \$200,990,594 for Operating and \$52,577,004 for Capital Improvement Program, for a total of \$253,567,598, for the fiscal year July 1, 2021 through June 30, 2022, set forth the accompanying Administrative Report and its attachments, is approved.
3. The Measure S spending plan, which is included as part of the City Budget, \$6,917,382 in operating expenditures and transfers out for fiscal year July 1, 2021 to June 30, 2022 that includes:
 - a. \$1,703,584 in salaries and benefits covering 3.0 Full Time Equivalent (FTE) merit Police Officers, 2.0 FTE merit Police Sergeant, 1.35 FTE merit Library Assistant I/II, and 0.16 FTE merit Community Services Supervisor; and
 - b. \$209,165 in operating expenditures that consist of \$64,585 in the Library Department and \$144,580 in the Parks and Recreation Department; and
 - c. \$1,993,000 in transfers to CIP that consist of \$250,000 for the Neighborhood Traffic Improvements, \$800,000 for Citywide Street Reconstruction, \$478,000 for Park Restroom Refurbishment, \$215,000 for King and Joinville Changing Room Improvements, and

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- d. \$250,000 for Storm Drain Condition Assessment Program; and
 - d. \$339,032 in transfers to the General Fund that represents year two of ten to repay the advance funding from the General Fund; and
 - e. \$2,663,647 in debt service on street and flood control lease revenue bonds; is approved; and
- 4. The FTE positions by department as noted in the table below for fiscal year 2021-22 are hereby approved the pay period that includes July 1, 2021; and

FULL TIME EQUIVALENT (FTE) PERSONNEL	2021-22 PROPOSED BUDGET
CITY ATTORNEY	
City Attorney	1.00
Assistant City Attorney	3.00
Executive Secretary to City Attorney	1.00
CITY CLERK	
City Clerk	1.00
Assistant to the City Clerk	1.00
Deputy City Clerk	1.00
Management Analyst I/II	1.00
CITY COUNCIL	
City Council Member	5.00
CITY MANAGER	
City Manager	1.00
Assistant City Manager	1.00
Communications Manager	1.00
Economic Development Manager	1.00
Executive Secretary to City Manager	1.00
Management Analyst I/II	1.00
Sustainability Analyst	1.00

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COMMUNITY DEVELOPMENT

Community Development Director	1.00
Administrative Assistant	4.00
Administrative Technician	1.00
Associate Planner	5.00
Building Inspector I/II	6.00
Building Official	1.00
Code Enforcement Manager	1.00
Code Enforcement Officer I/II	4.00
Deputy Community Development Director	1.00
Development Review Technician	5.00
Executive Assistant	1.00
Housing and Neighborhood Services Manager	1.00
Housing Specialist I/II	1.00
Inspection Supervisor	1.00
Office Assistant I/II	2.00
Permit Center Supervisor	1.00
Plan Check Supervisor	1.00
Plan Checker I/II/Engineer	4.00
Planning Manager	1.00
Principal Planner	1.00
Senior Building Inspector	1.00
Senior Business Systems Analyst	1.00
Senior Code Enforcement Officer	1.00
Senior Development Review Technician	1.00

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Senior Management Analyst 2.00

Senior Planner 1.00

FINANCE

Finance Director 1.00

Accountant I/II 2.00

Accounting Assistant I/II 6.00

Accounting Manager 1.00

Budget Analyst 1.00

Budget Manager 1.00

Management Analyst I/II 1.00

Payroll Supervisor 1.00

Payroll Technician I/II 1.00

Senior Accountant 2.00

Treasury and Debt Manager 1.00

HUMAN RESOURCES

Human Resources Director 1.00

Deputy Human Resources Director 1.00

Human Resources Technician 4.00

Senior Human Resources Analyst 4.00

Senior Human Resources Analyst Risk Manager 1.00

INFORMATION TECHNOLOGY

Information Technology Director 1.00

Consulting and Applications Manager 1.00

GIS Coordinator 1.00

GIS Technician I/II 1.00

IS Support Technician I/II 2.00

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Network Analyst	1.00
Senior IS Support Technician	1.00
Systems Analyst I/II	3.00
Systems and Network Manager	1.00
Technical Support Supervisor	1.00
Web Specialist	1.00
LIBRARY	
City Librarian	1.00
Community Services Coordinator	0.50
Deputy City Librarian	1.00
Executive Assistant	1.00
Librarian II	8.63
Library Assistant II	8.75
Library Technology Specialist	1.00
Literacy Program Coordinator	1.00
Literacy Specialist	0.63
Senior Accounting Assistant	1.00
Senior Library Assistant	3.00
Senior Management Analyst	1.00
Supervising Librarian	3.00
Supervising Library Assistant	1.00
PARKS AND RECREATION	
Parks and Recreation Director	1.00
Administrative Assistant	1.00
Administrative Technician	1.00

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Business Manager	1.00
Community Services Coordinator*	4.00
Community Services Manager	1.00
Community Services Section Manager	2.00
Community Services Supervisor*	9.00
Custodian	1.00
Deputy Parks and Recreation Director	1.00
Executive Assistant	1.00
Golf Course Maintenance Supervisor	1.00
Golf Equipment Maintenance Specialist	1.00
Golf Services Manager	1.00
Irrigation Specialist	2.00
Landscape Laborer	3.00
Landscape Maintenance Worker I/II	15.00
Lead Teacher	4.00
Managing Arborist	1.00
Park and Landscape Maintenance Supervisor	1.00
Park and Landscape Manager	1.00
Program Assistant I/II	1.00
Project Manager I/II	1.00
Senior Accounting Assistant*	1.00
Senior Park Landscape Maintenance Worker	3.00
Senior Park Ranger	1.00
Senior Program Assistant	3.00

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Tree Maintenance Specialist	1.00
POLICE	
Chief of Police	1.00
Administrative Assistant	2.75
Administrative Technician	1.00
Business Manager	1.00
Community Engagement and Public Relations Coordinator	1.00
Community Service Officer I/II	4.00
Dispatch Services Supervisor	1.00
Dispatcher I/II	13.00
Executive Assistant	1.00
Facilities Coordinator	1.00
Police Captain	2.00
Police Digital Forensic Specialist	1.00
Police Evidence Analyst	1.00
Police Lieutenant	6.00
Police Officer	88.00
Police Records and Communications Manager	1.00
Police Records Specialist I/II	5.00
Police Records Supervisor	1.00
Police Sergeant	17.00
Senior Business Systems Analyst	1.00
Senior Community Service Officer	1.00
Senior Dispatcher	2.00
Senior Police Records Specialist	3.00

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Vehicle Abatement Officer	2.00
PUBLIC WORKS	
Public Works Director	1.00
Administrative Assistant	6.00
Administrative Technician	2.00
Associate Transportation Planner	1.00
Building Maintenance Supervisor	1.00
Business Manager	1.00
Central Services Worker	1.00
Communications and Public Relations Analyst	1.00
Construction Inspector I/II	4.00
Database Specialist	1.00
Deputy Director	2.00
Engineering Manager	3.00
Engineering Technician I/II	5.00
Environmental Compliance Inspector	2.00
Environmental Programs Coordinator	1.00
Executive Assistant	1.00
Facilities and Fleet Services Manager	1.00
Facility Maintenance Worker	2.00
Field Maintenance Manager	1.00
Fleet Services Supervisor	1.00
Instrument Control Technician	1.00
Junior/Assistant/Associate Engineer	12.00
Laboratory Analyst I/II	3.00

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Laboratory Supervisor	1.00
Laborer	1.00
Maintenance Planner	1.00
Maintenance Worker I/II	24.00
Management Analyst I/II	3.00
Principal Transportation Planner	1.00
Project Manager I/II	3.00
Public Works Maintenance Leadworker	3.00
Public Works Supervisor	2.00
Pump Station Mechanic I/II	2.00
Pump Station Mechanic III	1.00
Regulatory Compliance Manager	1.00
Senior Engineer	7.00
Senior Facility Maintenance Worker	3.00
Senior Management Analyst	1.00
Solid Waste and Recycling Program Coordinator	1.00
Traffic and Light Technician	1.00
Traffic Engineering Technician	1.00
Traffic Safety Worker	3.00
WWTP Electrical Technician	1.00
WWTP Maintenance Superintendent	1.00
WWTP Manager	1.00
WWTP Mechanic I/II	3.00
WWTP Mechanic III	1.00

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WWTP Operations Superintendent	1.00
WWTP Operator In-Training I/II	9.00
WWTP Operator III	6.00
WWTP Shift Supervisor	4.00
Waste Management Supervisor	1.00
TOTAL MERIT FTE	510.25
TOTAL PER DIEM	95.28
TOTAL 2021-22 FTEs	605.53

*Unfunded in 2021-22 Budget

5. The City Manager is authorized and instructed to effectuate the City Budget as approved.

RESOLUTION NO. 62 (2021) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 21, 2021, by the following vote of the City Council:

AYES: Council Members Rodriguez, Bonilla, Goethals, Lee and Papan
NOES: None
ABSENT: None

ATTEST:

DocuSigned by:

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Patrice M. Olds, City Clerk

DS


DocuSigned by:

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Eric Rodriguez, Mayor