

San Mateo Consolidated Fire Department

Adopted 2023-24 Budget



Table of Contents

Budget Message	5
Transmittal Letter	6
Overview	13
San Mateo Consolidated Fire Department	14
Organizational Chart	17
Basis of Budgeting	18
Budget Preparation Timeline	19
Department Financials	20
Sources of Funding	21
Full Time Equivalent (FTE) Personnel	22
Fund Information	25
General Fund	26
Special Revenue	28
Internal Services	30
Appendix	35
Financial Policies	36
Budget Adoption Documentation	39

Budget Message



Transmittal of Adopted Budget

Fire Chief's Letter of Transmittal

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

As with most organizations recovering from the impacts of the COVID-19 pandemic and the economic challenges brought on by increasing inflation, the San Mateo Consolidated Fire Department faced significant challenges through much of 2022. Through the year we've been able to offset the impacts of those challenges and stay in front of widespread supply chain issues, increased costs for goods and services, and production delays for new equipment.

Along with challenges, the year also brought on the opportunity for significant organizational changes. As a young organization in its fourth year of existence, it was time to complete an internal assessment to identify where we are as an organization, what challenges lay ahead, and what changes need to be implemented to help us continue to provide the excellent level of service we feel our citizens deserve. A strategic plan outlining specific organizational changes was presented and supported by our Fire Board in March. The significant changes included a positional Command Staff reorganization, separation from a shared training division with Central County and San Bruno Fire Departments, and the implementation of our own comprehensive internal Training Division.

To further evaluate the needs of the organization and assist with long range planning, a Community Risk Assessment and Standards of Cover Report was commissioned. The findings and recommendations from the report have been evaluated and are being incorporated into our current Strategic Planning process, where appropriate. Our primary goals in 2022 were focused on firming up our organizational foundation and securely positioning SMC Fire for the next several years.

Along with recovering from the pandemic and organizational changes, we continue to honor our updated mission of "Providing all risk fire and emergency services through professionalism, collaboration and public trust". In 2022 a large part of those services included 19,018 emergency calls for service, and 3,832 fire inspections.

In addition, after 8 months as the Interim Fire Chief, in January of 2022 I accepted the offer from the Fire Board to become the third permanent Fire Chief of San Mateo Consolidated Fire Department. My commitment to taking on the role of Fire Chief is done so with great pride and humility, and I intend to do all I can to honor all members of our organization, our Fire Board, and the communities we are sworn to serve.

As we continue to look for ways to improve our service level and honor our mission, vision and values, the health and safety of our employees remains a top priority. While we attempt to shed the obstacles brought on by the pandemic, we will remain focused on the physical and behavioral health of our organization by implementing policies and programs that will help ensure long healthy careers. With Firefighters being at significantly higher risk of a cancer diagnosis than the general public, we will continue to identify and implement practical solutions that will help SMC Fire bring those numbers down.

I continue to be inspired by the commitment I see at every level of our organization, and I'm reassured by the level of talent and leadership I see throughout SMC Fire. We're excited about the opportunities 2023 will present. We are also thankful for the opportunity to serve, as our commitment to provide outstanding public safety and serve the cities of Belmont, Foster City, and San Mateo remains steadfast and strong.

Transmittal of Adopted Budget

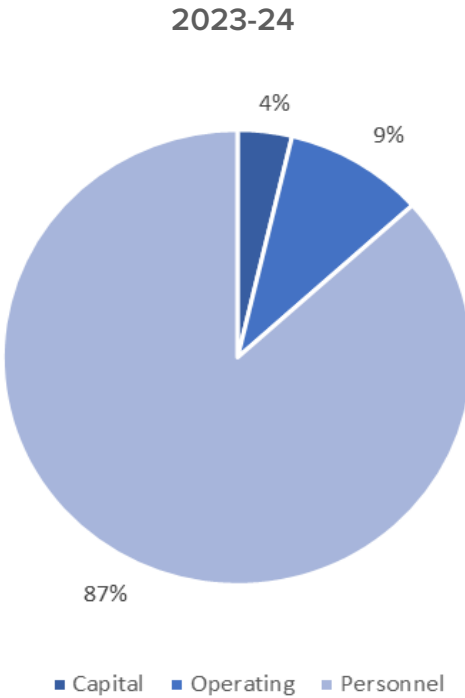
I am pleased to present for your review and consideration the 2023-24 Budget. Overall, the total adopted budget for fiscal year 2023-24 is \$49.6 million. This budget will provide funding for core services at levels consistent with what the three member agencies relied on when each agency had their own fire department. The table below summarizes the adopted operating expenditures for 2023-24.

SMC FIRE		2023-24 ADOPTED BUDGET
General Fund	\$	47.0
Special Revenue Fund		2.6
Total	\$	49.6

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, and reorganization to achieve greater operating efficiencies, and cost adjustments 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

When developing the budget, the department has taken several short- and long-term factors into consideration. Such factors include inflation, COVID uncertainty, and unfunded pension liabilities. Rising inflation has been an issue for many of us in the last couple of months. With the Federal government actively seeking to control inflation, we hope the impact will be a short-term factor. However, as we anticipated the inflation issue will most likely continue into next year, inflationary increases have been factored into the development of the budget. Additionally, the COVID-19 pandemic will continue to have an impact on the department's operations. In 2021-22, the department experienced higher than normal overtime expenses. The increase was partly due to mutual-aid fire support which was later reimbursed by the State government. A good portion was also related to COVID-19 and having to backfill the shifts of employees who fell ill or had to quarantine after an exposure to the virus. Due to many uncertainties from COVID-19, it is difficult to determine whether the COVID concerns will be short- or long-term. It is anticipated that the pandemic will continue to have an impact on the department personnel in 2023-24 with the rising cost of services in a period of significant inflation and uncertainties posed by COVID, coupled with the three member agencies still recovering from impacts from the pandemic over the prior three years, long-term sustainability is not achieved without careful planning and monitoring of the department's spending to ensure it stays within budget. Efforts to mitigate potential operational impacts include leaving vacant positions unfilled where doing so results in minimal operational impact, reorganization of the Command Staff structure, and an evaluation of overtime expenditures with recommendations for reduction. As a new entity, SMC Fire does not carry significant unfunded pension liabilities in its contract with CalPERS. The unfunded pension liabilities, or payment with current dollars to fund for pension benefits for prior years' services, remained with the respective member agencies. For now, SMC Fire's pension contribution rates primarily consist of normal services costs (contributions to fund for pension benefits for the current years' service). However, it is important to note that this will not be the case in the near- and long-term. An unfunded pension liability will increase when CalPERS investment returns do not meet the expected rate of return (discount rate) or when there are changes in CalPERS actuarial assumptions, such as changes in discount rate, salary growth and mortality, just to name a few. While CalPERS' investment return of 21.3% for the fiscal year ended June 30, 2021 was beneficial for member agencies, the investment loss of negative 7.5% from the fiscal year ended June 30, 2022 will increase pension contributions by \$300,000 per year. Full amortization of the investment loss over the 20-year period beginning in 2024-25 will cost SMC Fire \$5.75 million in additional pension contributions. Other costs that are expected but not yet quantifiable include the claims costs that are below the insurance coverage 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.



Transmittal of Adopted Budget

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, to maintain current service levels. The major components of the long-term financial plan include:

- Known salary increases according to the contractual agreements
- Assumed 3% - 3.5% 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. Coming out of the pandemic, many financial pressures continue to weigh on budgets for the communities we serve. Sales taxes and hotel

occupancy taxes which decreased drastically during the pandemic have started to rebound, but other economic pressures loom over the recovery. Supply chain issues, worker shortages in many industries, and high inflation all weigh heavily on future revenue projections and will need to be considered by the three cities as well as SMC Fire as we fully realize the impacts caused by these pressures. This may impact the member agency's ability to maintain existing service levels to their communities, which in turn may impact SMC Fire's ability to maintain service levels. 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. 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

After four years of operations, all members of SMC Fire remain committed to our mission, values, and benefits our consolidated agency provides. We are confident that the structural changes implemented this year will help optimize our organization and leave us positioned to take on the challenges and opportunities that lay ahead. 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 'K. Thrasher', with a stylized, flowing script.

Kent Thrasher
Fire Chief

A black and white photograph of a fire truck, showing the side of the cab and the front of the engine compartment. The truck is parked on a paved surface. An orange rectangular overlay is positioned on the right side of the image, partially covering the truck's body. The word "Overview" is written in white, bold, sans-serif font within this orange area.

Overview

San Mateo Consolidated Fire Department

Overview

The San Mateo Consolidated Fire Department (SMC Fire) commenced operations 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 166 personnel, utilizing 10 engine companies and two ladder trucks from nine fire stations. This consolidation allows SMC Fire to continue providing comprehensive emergency response, fire prevention and disaster preparedness services to all three cities in a more cost-effective way, while maintaining the high level of service each city relies on .

Mission Statement

Providing all risk fire and emergency services through professionalism, collaboration, and public trust.

Core Values

- Respect
- Accountability
- Dedication
- Integrity
- Compassion
- Altruism
- Leadership

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) support, 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 the administrative support needed to ensure effective and efficient emergency response operations. Lastly, the division encourages personnel to actively participate in civic activities within the jurisdictions which they serve.



San Mateo Consolidated Fire Department

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.

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 manage and mitigate all emergency incidents effectively and safely.
- 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 response times annually to ensure expedience 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 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, the Chambers of Commerce, and neighborhood groups as needed.
- Maintaining 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/Specialists respond as a specialized team to incidents and operate in partnership with the County’s Environmental Health Division and the County’s Department of Emergency Management. 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.



San Mateo Consolidated Fire Department

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. The Training Battalion Chief functions as the Department Safety Officer.

The Emergency Medical Services (EMS) section of the division provides basic and advanced life support (ALS) emergency medical training to our emergency medical technicians (EMTs) and paramedics. The EMS section delivers State-mandated continuing education (CE) requirements for our EMTs and paramedics. The EMS section works closely with Field Operations for training, certification, and licensing to operate effectively while maintaining operational readiness, by 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 fire suppression personnel are physically and mentally prepared to safely carry out their responsibilities.
- Participating in the development of countywide deployment and training objectives through the San Mateo County Fire Chiefs Operations and Training Chiefs Sections.
- Providing a training program for all members of SMC Fire that meets local, state, and federally mandated training requirements to provide consistent, quality emergency and non-emergency services.
- Provide Paramedic and EMS oversight as required by countywide EMS JPA Agreement.
- Conducting self-assessments to evaluate our performance standards and operational readiness ensuring that SMC Fire members have the most current training to meet the challenges of an ever-changing world.

Community Risk Reduction Division

The goal of the Community Risk Reduction (CRR) Division is to maintain 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.

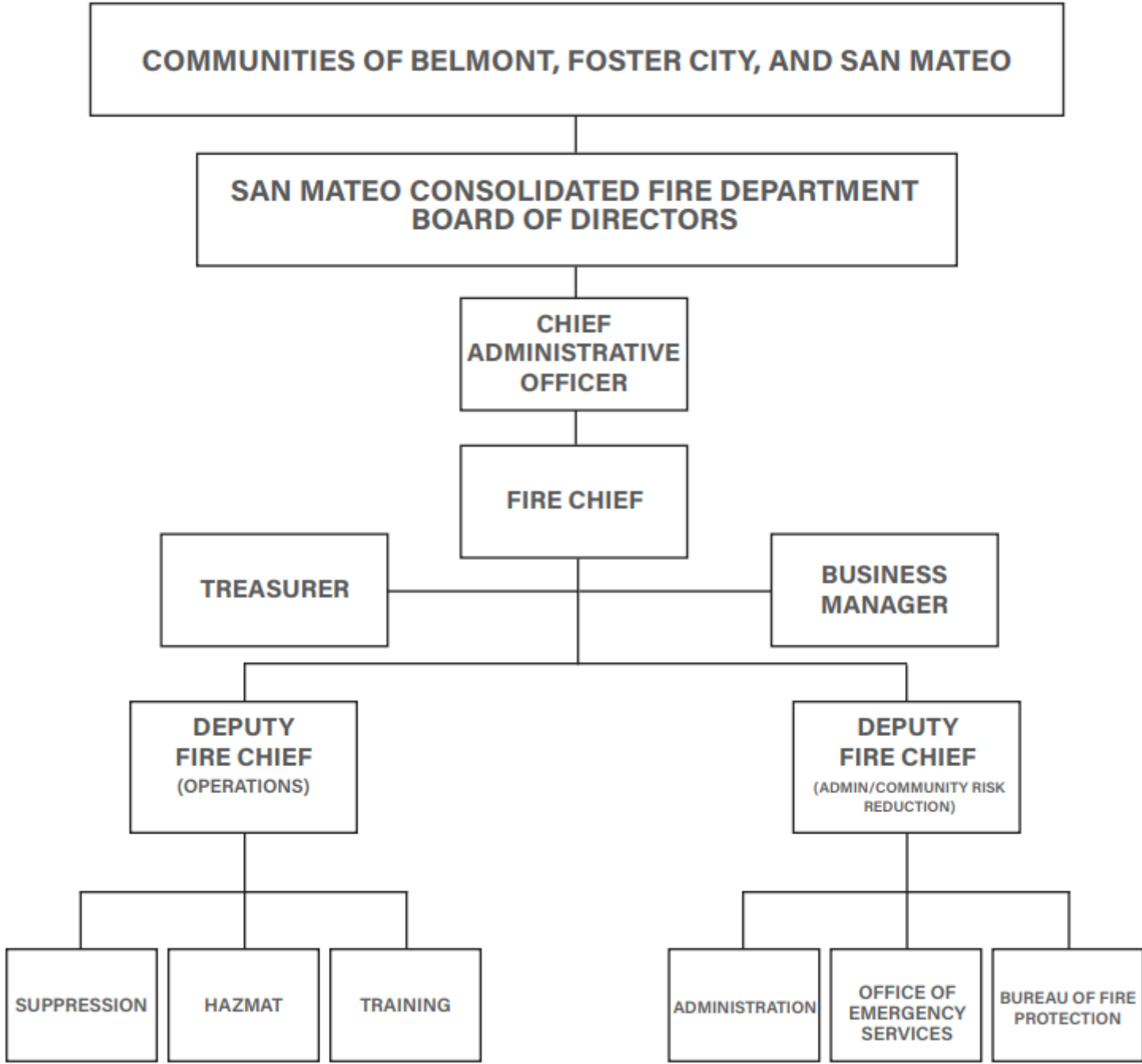
Key responsibilities of the CRR Division include:

- Managing risk within the community guided by a community risk assessment.
- Reducing loss through education on specific risks, engineering of safety solutions, and enforcement of fire and building codes.
- 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 developing and 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 manmade 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 Department of Emergency Management, the California Governor's Office of Emergency Services, the Department of Homeland Security, and other agencies to obtain additional resources and/or to mitigate significant incidents.

Organizational Chart



BOARD OF DIRECTORS

Board Chair	Julia Mates, City of Belmont
Vice Chair	Jon Froomin, City of Foster City
Board Member	Rob Newsom Jr., City of San Mateo

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 Funds

This fund type 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 Funds

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 Annual Financial Report (AFR), 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

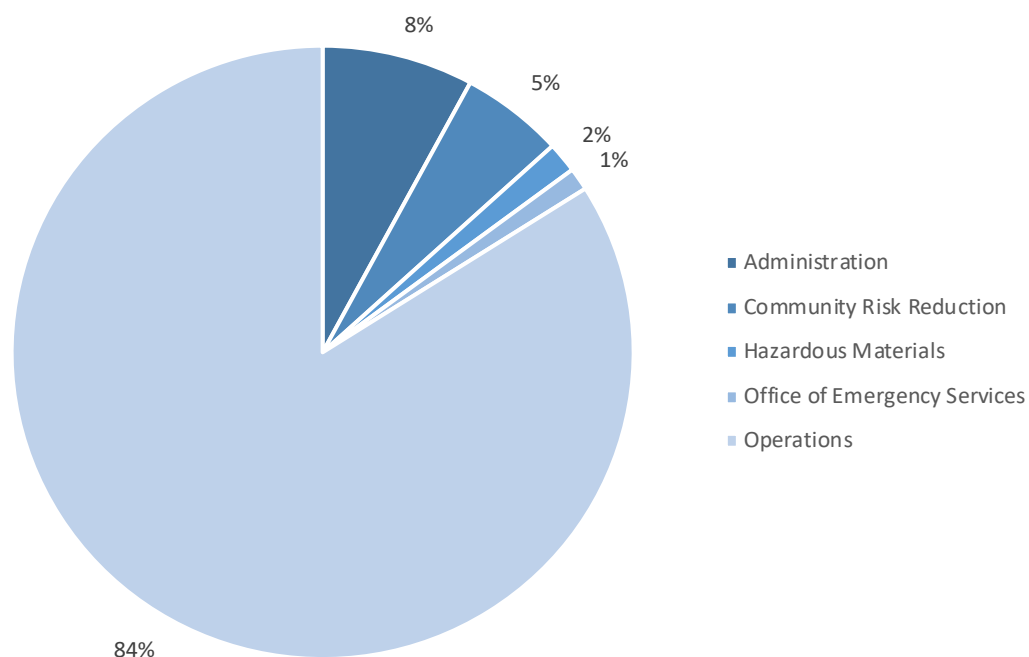
- Fire Board approves Master Fee Schedule during a public hearing.
- Long-term financial plans for applicable funds are finalized.
- The Fire Board holds a public hearing on the recommended budget.
- The Fire Board approves the recommended budget. Each of the member agencies then seeks approval from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



Department Financials

FINANCIALS		2021-22 ACTUALS		2022-23 ADJUSTED BUDGET		2023-24 ADOPTED BUDGET
Expenditures by Category						
Personnel	\$	42,882,386	\$	41,345,843	\$	43,030,258
Operating		4,828,907		4,957,024		4,802,555
Capital Outlay		1,110,040		1,526,379		1,793,263
Total Expenditures	\$	48,821,334	\$	47,829,246	\$	49,626,077
Expenditures by Program						
Administration	\$	3,068,101	\$	3,635,746	\$	3,911,381
Community Risk Reduction		2,654,042		2,624,608		2,660,294
Hazardous Materials		608,970		755,255		792,518
Office of Emergency Services		306,574		580,128		590,187
Operations		42,183,647		40,233,509		41,671,698
Total Expenditures	\$	48,821,334	\$	47,829,246	\$	49,626,077
Funding Sources						
General Fund	\$	46,167,292	\$	45,204,638	\$	46,965,783
Special Revenue Fund		2,654,042		2,624,608		2,660,294
Total Funding Sources	\$	48,821,334	\$	47,829,246	\$	49,626,077

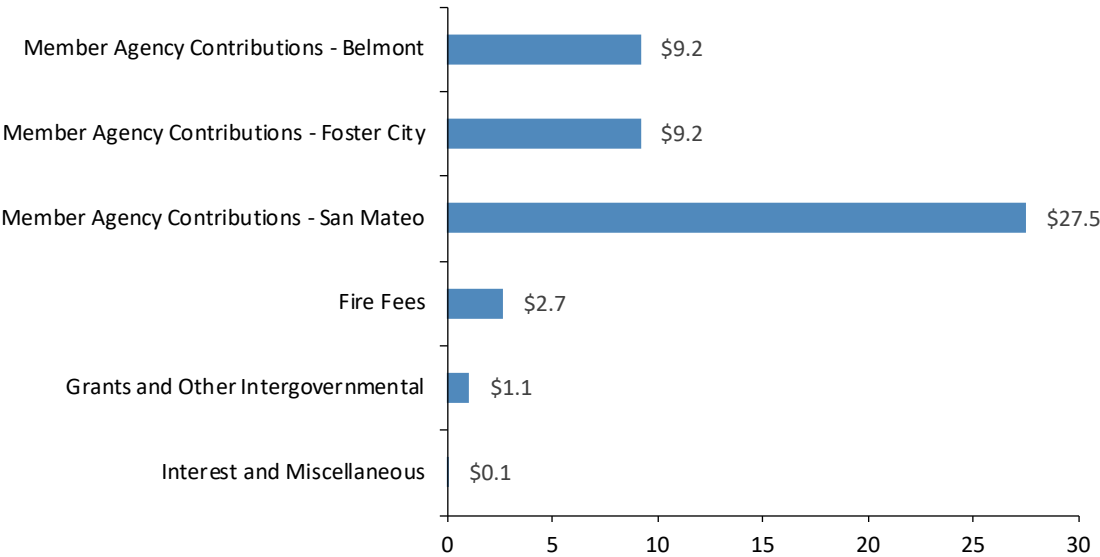
**EXPENDITURES BY PROGRAM
2023-24 (\$49.6 MILLION)**



Sources of Funding

CATEGORY		2021-22 ACTUALS		2022-23 ADJUSTED BUDGET		2023-24 ADOPTED BUDGET
Member Agency Contributions - Belmont	\$	8,405,749	\$	8,722,543	\$	9,169,909
Member Agency Contributions - Foster City		8,405,749		8,722,543		9,169,909
Member Agency Contributions - San Mateo		25,217,246		26,167,628		27,509,727
Charges for Services		660		-		-
Fire Fees		2,718,881		2,643,209		2,656,585
Grants and Other Intergovernmental		3,268,180		2,604,012		1,061,238
Interest and Miscellaneous		90,257		59,570		64,857
Total Sources of Funding	\$	48,106,723	\$	48,919,505	\$	49,632,225

SOURCES OF FUNDING
2023-24 (\$49.6 MILLION)
in millions



Full Time Equivalent (FTE) Personnel

FULL TIME EQUIVALENT (FTE) PERSONNEL	2022-23 ADJUSTED BUDGET	2023-24 ADOPTED BUDGET
Fire Chief	1.00	1.00
Administrative Assistant	4.00	4.00
Administrative Technician	1.00	1.00
Business Manager	1.00	1.00
Central Services Worker	1.00	1.00
Deputy Fire Chief	2.00	2.00
Deputy Fire Marshal	1.00	1.00
EMS Manager	1.00	1.00
Emergency Services Manager	1.00	1.00
Emergency Services Specialist	2.00	2.00
Facilities and Fleet Services Manager	1.00	1.00
Fire Battalion Chief	6.00	6.00
Fire Captain	41.00	41.00
Fire Prevention Inspector I/II*	6.00	6.00
Firefighter	90.00	90.00
Management Analyst I/II	1.00	1.00
Office Assistant I/II	1.00	1.00
Systems Analyst II	1.00	1.00
Total Merit	162.00	162.00
Total Per Diem	2.31	2.31
Total Positions	164.31	164.31

*One position has been defunded in the Adopted 2023-24 Budget.

**The proposed book showed 166.31 total positions and it has been corrected to 164.31.



Fund Information



General Fund

General Fund

GENERAL FUND	2021-22 ACTUALS	2022-23 ESTIMATED ACTUALS	2023-24 ADOPTED BUDGET	2024-25 FORECAST	2025-26 FORECAST	2026-27 FORECAST	2027-28 FORECAST
Beginning Fund Balance	\$ 1,462	\$ 550	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619
Revenues							
Member Agency Contributions - Belmont	\$ 8,406	\$ 8,723	\$ 9,170	\$ 9,403	\$ 9,667	\$ 9,941	\$ 10,248
Member Agency Contributions - Foster City	8,406	8,723	9,170	9,403	9,667	9,941	10,248
Member Agency Contributions - San Mateo	25,271	26,168	27,510	28,208	29,000	29,822	30,743
Charges for Services	1	194	-	-	-	-	-
Grants and Other Intergovernmental	3,268	3,008	1,061	1,102	1,144	1,181	1,219
Interest and Miscellaneous	76	152	55	57	58	60	62
Total Revenues	\$ 45,374	\$ 46,967	\$ 46,966	\$ 48,172	\$ 49,535	\$ 50,944	\$ 52,519
Expenditures							
Salaries and Wages	\$ 30,104	\$ 29,362	\$ 29,113	\$ 29,827	\$ 30,611	\$ 31,418	\$ 32,249
Benefits	10,686	10,801	11,586	11,933	12,410	12,907	13,423
Operating	4,200	4,246	4,517	4,627	4,694	4,762	4,953
Capital Outlay	1,076	1,489	1,750	1,785	1,820	1,857	1,894
Total Expenditures	\$ 46,066	\$ 45,898	\$ 46,966	\$ 48,172	\$ 49,535	\$ 50,944	\$ 52,519
Transfer Out	\$ 118	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 550	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619
Committed	\$ -	\$ 101	\$ 101	\$ 101	\$ 101	\$ 101	\$ 101
Unassigned Fund Balance	\$ 550	\$ 1,518	\$ 1,518	\$ 1,518	\$ 1,518	\$ 1,518	\$ 1,518

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 projected based on existing labor contracts or assumptions about the outcome of ongoing and future negotiations. Beyond those contractual assumptions, salary increases are set based on modest increases. CalPERS pension contributions, another significant component of personnel costs, are projected based on the contribution rate forecast provided 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 is reasonable and sufficient to provide flexibility to meet the department's operational needs. Funds will be set aside when, in any year, actual expenditures come in lower than actual revenues. At the close of fiscal year 2021-22, the fund balance dropped to \$0.55 million, but is expected to improve to \$1.6 million by the end of fiscal year 2022-23. Actual expenditures and the level of fund balance will continue to be monitored in subsequent years to build on the reserve. SMC Fire's Reserve Policy has been modified to set a modest reserve requirement that reflects the member agencies' preference to retain resources in their respective agencies' ledgers and provide SMC Fire with a reasonable amount of resources to account for operational flexibility without having to request additional contributions during the fiscal year.



Special Revenue

Fire Protection and Life Safety

FIRE PROTECTION AND LIFE SAFETY	2021-22 ACTUALS	2022-23 ESTIMATED ACTUALS	2023-24 ADOPTED BUDGET	2024-25 FORECAST	2025-26 FORECAST	2026-27 FORECAST	2027-28 FORECAST
Beginning Fund Balance	\$ 226	\$ 305	\$ 579	\$ 585	\$ 427	\$ 359	\$ 386
Revenues							
Fire Fees	\$ 2,719	\$ 2,514	\$ 2,657	\$ 2,760	\$ 2,926	\$ 3,101	\$ 3,287
Interest and Miscellaneous	14	22	10	10	11	12	12
Total Revenues	\$ 2,733	\$ 2,537	\$ 2,666	\$ 2,771	\$ 2,937	\$ 3,113	\$ 3,300
Expenditures							
Personnel	\$ 1,449	\$ 1,498	\$ 1,838	\$ 2,074	\$ 2,115	\$ 2,158	\$ 2,201
Operating	528	245	285	275	281	286	292
Capital Outlay	34	37	44	45	45	46	47
Legacy Costs	643	482	493	535	564	595	621
Total Expenditures	\$ 2,654	\$ 2,263	\$ 2,660	\$ 2,928	\$ 3,005	\$ 3,086	\$ 3,162
Ending Fund Balance	\$ 305	\$ 579	\$ 585	\$ 427	\$ 359	\$ 386	\$ 524

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 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 from fire prevention personnel that transferred from San Mateo. A fee study was conducted in 2020-21 to align fees with the cost of service, and fees were updated again this year to account for CPI increases. Estimated fund balance by the end of 2022-23 will meet the policy-level reserves in this fund, which is three months of operating expenditures. The Fire Protection and Life Safety Fund's adopted 2023-24 budget does not include appropriations for x.0 Fire Prevention Inspector(s). The fund will be evaluated to determine if these positions can be funded in the near future.



Internal Services

Vehicle and Equipment Replacement

VEHICLE AND EQUIPMENT REPLACEMENT	2021-22 ACTUALS		2022-23 ESTIMATED ACTUALS		2023-24 ADOPTED BUDGET		2024-25 FORECAST		2025-26 FORECAST		2026-27 FORECAST		2027-28 FORECAST	
Beginning Cash Balance	\$	3,743	\$	2,051	\$	1,425	\$	1,765	\$	3,172	\$	4,074	\$	5,459
Revenues														
Interest Earnings	\$	(19)	\$	20	\$	20	\$	20	\$	20	\$	20	\$	20
Interfund Replacement Collections		1,526		1,526		1,793		1,829		1,866		1,903		1,941
Total Revenues	\$	1,508	\$	1,546	\$	1,813	\$	1,849	\$	1,886	\$	1,923	\$	1,961
Expenses														
Vehicle Replacement	\$	2,696	\$	493	\$	392	\$	100	\$	186	\$	137	\$	2,116
Computer Replacement		80		60		89		25		52		31		101
Radio Replacement		-		50		114		-		252		-		6
Major Equipment Replacement		126		1,569		879		317		494		369		241
Total Expenses	\$	2,902	\$	2,172	\$	1,474	\$	442	\$	984	\$	537	\$	2,465
Ending Cash Balance	\$	2,051	\$	1,425	\$	1,765	\$	3,172	\$	4,074	\$	5,459	\$	4,956

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. Fiscal year 2022-23 will end the year with an estimated \$1.4 million in fund balance. This draw on fund balance is primarily due to the implementation of a new Enterprise Resource Planning (ERP) system and purchase of self-contained breathing apparatuses (SCBAs). Due to the decrease in fund balance, staff increased the collection rate in the 2023-24 budget and the five-year plan. The goal is to replenish the fund balance of the Equipment Replacement Fund to \$5.0 million by 2027-28.

Benefits

BENEFITS	2021-22 ACTUALS	2022-23 ESTIMATED ACTUALS	2023-24 ADOPTED BUDGET	2024-25 FORECAST	2025-26 FORECAST	2026-27 FORECAST	2027-28 FORECAST
Beginning Fund Balance	\$ 2,039	\$ 2,784	\$ 2,977	\$ 1,403	\$ 1,339	\$ 1,359	\$ 1,464
Revenues							
Internal Service Charge - Pension	\$ 3,764	\$ 3,803	\$ 4,068	\$ 4,220	\$ 4,387	\$ 4,568	\$ 4,766
Internal Service Charge - Medicare	431	424	423	435	446	458	471
Internal Service Charge - Healthcare	3,150	3,311	3,407	4,031	4,212	4,402	4,601
Internal Service Charge - Severance Trust	473	492	537	553	570	587	604
Internal Service Charge - Other	952	990	1,011	1,048	1,086	1,126	1,167
Total Revenues	\$ 8,771	\$ 9,021	\$ 9,447	\$ 10,287	\$ 10,701	\$ 11,141	\$ 11,609
Expenses							
Pension	\$ 3,766	\$ 3,804	\$ 4,068	\$ 4,220	\$ 4,387	\$ 4,568	\$ 4,766
Medicare	431	424	423	435	446	458	471
Healthcare	2,760	3,328	3,586	4,201	4,299	4,404	4,529
Contribution to OPEB Trust	-	-	1,500	-	-	-	-
Severance Trust	153	276	358	369	380	391	403
Other	916	997	1,085	1,127	1,169	1,214	1,260
Total Expenses	\$ 8,026	\$ 8,828	\$ 11,021	\$ 10,351	\$ 10,681	\$ 11,036	\$ 11,429
Ending Fund Balance	\$ 2,784	\$ 2,977	\$ 1,403	\$ 1,339	\$ 1,359	\$ 1,464	\$ 1,644

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. The adopted 2023-24 budget includes contributing \$1.5 million in accumulated resources to an irrevocable trust to address SMC Fire's other post-employment benefits (OPEB) liability.

Workers' Compensation and General Liability

WORKERS' COMPENSATION AND GENERAL LIABILITY	2021-22 ACTUALS	2022-23 ESTIMATED ACTUALS	2023-24 ADOPTED BUDGET	2024-25 FORECAST	2025-26 FORECAST	2026-27 FORECAST	2027-28 FORECAST
Beginning Fund Balance	\$ 1,460	\$ 2,111	\$ 1,954	\$ 2,149	\$ 2,211	\$ 2,126	\$ 1,878
Revenues							
Internal Service Charges	\$ 2,614	\$ 2,561	\$ 2,811	\$ 2,904	\$ 3,001	\$ 3,101	\$ 3,205
Interest Earnings	(6)	5	5	5	5	5	5
Other Revenues	548	300	200	200	200	200	200
Total Revenues	\$ 3,157	\$ 2,866	\$ 3,016	\$ 3,109	\$ 3,206	\$ 3,306	\$ 3,410
Expenses							
Insurance Premiums	\$ 2,506	\$ 3,023	\$ 2,821	\$ 3,047	\$ 3,291	\$ 3,554	\$ 3,838
Total Expenses	\$ 2,506	\$ 3,023	\$ 2,821	\$ 3,047	\$ 3,291	\$ 3,554	\$ 3,838
Ending Fund Balance	\$ 2,111	\$ 1,954	\$ 2,149	\$ 2,211	\$ 2,126	\$ 1,878	\$ 1,450

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.

In the five-year plan, 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, Except as otherwise noted 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 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.

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, 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:

Financial Policies

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

General Fund reserves will be at least 3% of annual operating expenditures. This modest goal accounts for the member agencies' preference of retaining resources in their own respective ledgers while providing SMC Fire with the operational flexibility to avoid having to request additional contributions mid-year. 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.

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.



Financial Policies

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 operating funds based on personnel costs. 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 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.

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-2023-017

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN MATEO CONSOLIDATED FIRE DEPARTMENT APPROVING THE FY 2023-24 BUDGET

WHEREAS, the San Mateo Consolidated Fire Department (SMC Fire) Board of Directors held a public hearing on the fiscal year of 2023-24 budget; and,

WHEREAS, the budget required to operate and support SMC Fire is \$49,626,077 for the fiscal year beginning July 1, 2023 and ending June 30, 2024; 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 \$27,509,727, and twenty percent (20%) each to Foster City and Belmont, or \$9,169,909 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 \$49,626,077 for the fiscal year beginning July 1, 2023 and ending June 30, 2024, 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 the 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 31st day of May, 2023, by the following vote:

Budget Adoption Documentation

AYES: **Mates, Newsom, Sullivan**

NOES:

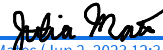
ABSENT:

ABSTAIN:

ATTEST:



Board Secretary



Julia Mates (Jun 2, 2023 12:31 PDT)

Board President

APPROVED AS TO FORM:



William D. Ross, General Counsel

Budget Adoption Documentation

RESOLUTION NO. 2023 – 03

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE BELMONT FIRE PROTECTION DISTRICT ADOPTING FISCAL YEAR 2023-24 REVENUE AND APPROPRIATIONS BUDGETS, AND PERMANENT STAFFING PLAN FOR THE DISTRICT

WHEREAS, the Board desires to have a fiscal and staffing plan for the Belmont Fire Protection District in order to plan for anticipated revenues and control expenditures; and,

WHEREAS, the fiscal year (FY) revenue, appropriation, and permanent staffing plan for the District is expressed in the in the FY 2023-24 budget document; and,

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

WHEREAS, the Planning Commission adopted a resolution finding the projects in the FY 2023-24 Capital Improvement Program (CIP) were consistent with the Belmont General Plan and Belmont Village Specific Plan (BVSP); and,

WHEREAS, the Board has held public hearing on the programs and fiscal policies to obtain public comments regarding the proposed budget document.

NOW, THEREFORE, the Board of Directors of the Belmont Fire Protection District resolves as follows:

SECTION 1. The revenue, appropriations, and CIP budgets for FY 2023-24 are adopted as shown in the follow table

FY 2023-24		REVENUES	EXPENDITURES	
Fund #	Fund Name		Operating	CIP
223	Belmont Fire Protection District	17,229,098	12,784,473	50,000

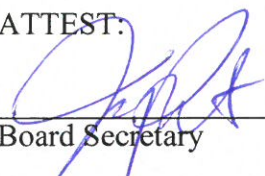
SECTION 2. The FY 2023-24 CIP budget reflects changes to the budget and accounting practices for the five-year CIP to enhance financial transparency and support project management. Beginning with FY 2023-24, appropriations for capital projects will be carried into subsequent fiscal years for the project's duration. Capital improvement appropriations authorized for FY 2022-23 are fully committed with any remaining balances carried forward into FY 2023-24.

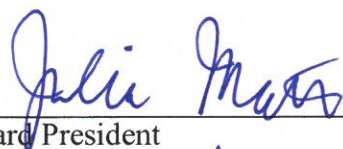
Budget Adoption Documentation

ADOPTED June 13, 2023, by the Board of Directors of the Belmont Fire Protection District by the following vote:

Ayes: Latimerlo, Pang-Maganaris, McCune, Hurt, Mates

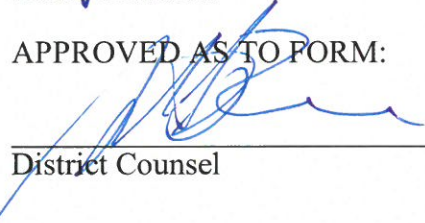
ATTEST:



Board Secretary

Board President

APPROVED AS TO FORM:



District Counsel

Budget Adoption Documentation

RESOLUTION NO. 2023-76

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FOSTER CITY APPROVING THE FISCAL YEAR 2023-24 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 2023-24 fiscal year ending June 30, 2024, 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.


PASSED AND ADOPTED as a resolution of the City Council of the City of Foster City at the special meeting held on the 20th day of June, 2023, by the following vote:

AYES: Councilmembers Hindi, Jimenez, Kiesel, Sullivan and Mayor Froomin

NOES: None

ABSENT: None

ABSTAIN: None

DocuSigned by:

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JON FROOMIN, MAYOR

ATTEST:

DocuSigned by:

6131E59FA33B4AB...
PRISCILLA SCHAUS, CITY CLERK

Budget Adoption Documentation

CITY OF SAN MATEO RESOLUTION NO. 67 (2023)

ADOPTING THE 2023-24 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 \$239,083,971 for Operating and \$78,032,026 for the Capital Improvement Program (CIP) for fiscal year July 1, 2023 to June 30, 2024; 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 \$239,083,917 for Operating and \$78,032,026 for Capital Improvement Program, for a total of \$317,115,943 for the fiscal year July 1, 2023 through June 30, 2024, 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, \$8,999,694 in operating expenditures and transfers out for fiscal year July 1, 2023 to June 30, 2024 that includes:
 - a. \$1,840,189 in salaries and benefits covering 3.0 Full Time Equivalent (FTE) merit Police Officers, 1.35 FTE merit Library Assistant I/II, 1.0 FTE merit Community Services Coordinator, 1.0 FTE merit Police Sergeant, and 0.16 FTE merit Community Services Supervisor; and
 - b. \$271,805 in operating expenditures that consist of \$75,327 in the Library Department and \$196,478 in the Parks and Recreation Department; and
 - c. \$3,850,000 in transfers to CIP that consist of \$1,000,000 for Police Department Roof Drainage Improvements, \$800,000 for Citywide Street Reconstruction, \$400,000 for Stormwater System Management and Improvement Program, \$250,000 for the Neighborhood Traffic Improvements project, \$900,000 for External Radio Infrastructure, and \$500,000 for Synthetic Field Replacement; and
 - d. \$339,032 in transfers to the General Fund that represents year five of ten to repay the advance funding from the General Fund; and
 - e. \$2,691,887 in debt service on street and flood control lease revenue bonds; is approved; and

Budget Adoption Documentation

Resolution No. 67 (2023)
Fiscal Year 2023-24 Operating Budget Approval

Page 2 of 8

4. The FTE positions by department as noted in the table below for fiscal year 2023-24 are hereby approved the pay period that includes July 1, 2023; and

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 PROPOSED BUDGET
CITY ATTORNEY	
City Attorney	1.00
Assistant City Attorney	3.00
Executive Secretary to City Attorney	1.00
Total Merit	5.00
Total Per Diem	0.00
Total FTE	5.00
CITY CLERK	
City Clerk	1.00
Assistant to the City Clerk	1.00
Deputy City Clerk	1.00
Management Analyst I/II	1.00
Total Merit	4.00
Total Per Diem	0.23
Total FTE	4.23
CITY COUNCIL	
City Council Member	5.00
Total Merit	5.00
Total Per Diem	0.00
Total FTE	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
Total Merit	7.00
Total Per Diem	0.48
Total FTE	7.48

Budget Adoption Documentation

Resolution No. 67 (2023)
Fiscal Year 2023-24 Operating Budget Approval

Page 3 of 8

COMMUNITY DEVELOPMENT

Community Development Director	1.00
Administrative Assistant	4.00
Administrative Technician	2.00
Associate Planner	6.00
Building Inspector I/II	7.00
Building Official	1.00
Business Manager	1.00
Code Enforcement Manager	1.00
Code Enforcement Officer I/II	3.00
Deputy Building Official	1.00
Deputy Community Development Director	1.00
Development Review Technician	6.00
Housing and Neighborhood Services Manager	1.00
Housing Specialist I/II	1.00
Inspection Supervisor	1.00
Managing Arborist	1.00
Office Assistant I/II	2.00
Permit Center Supervisor	1.00
Plan Check Supervisor	1.00
Plan Checker Engineer	5.00
Planning Manager	1.00
Principal Planner	2.00
Senior Business Systems Analyst	1.00
Senior Code Enforcement Officer	1.00
Senior Development Review Technician	1.00
Senior Management Analyst	1.00
Senior Planner	1.00
Total Merit	55.00
Total Per Diem	1.18
Total FTE	56.18

FINANCE

Finance Director	1.00
Accountant I/II	2.00
Accounting Assistant I/II	4.00
Accounting Manager	1.00
Budget Manager	1.00
Deputy Finance Director	1.00
Payroll Supervisor	1.00
Payroll Technician I/II	1.00
Senior Accountant	2.00
Senior Accounting Assistant	2.00
Senior Management Analyst	1.00
Total Merit	17.00
Total Per Diem	0.00

Budget Adoption Documentation

Resolution No. 67 (2023)
Fiscal Year 2023-24 Operating Budget Approval

Page 4 of 8

Total FTE	17.00
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HUMAN RESOURCES

Human Resources Director	1.00
Human Resources Technician	4.00
Senior Human Resources Analyst	5.00
Senior Human Resources Analyst Risk Manager	1.00
Total Merit	11.00
Total Per Diem	0.20
Total FTE	11.20

INFORMATION TECHNOLOGY

Information Technology Director	1.00
Consulting and Applications Manager	1.00
Customer Service Manager	1.00
GIS Coordinator	1.00
GIS Technician I/II	1.00
IS Support Technician I/II	2.00
Network Analyst	1.00
Senior IS Support Technician	1.00
Systems Analyst I/II	3.00
Systems and Network Manager	1.00
Web Specialist	1.00
Total Merit	14.00
Total Per Diem	0.48
Total FTE	14.48

LIBRARY

City Librarian	1.00
Administrative Technician	1.00
Community Services Coordinator	0.50
Deputy City Librarian	1.00
Executive Assistant	1.00
Librarian II	9.63
Library Assistant I/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
Total Merit	34.51
Total Per Diem	19.81
Total FTE	54.32

Budget Adoption Documentation

Resolution No. 67 (2023)

Page 5 of 8

Fiscal Year 2023-24 Operating Budget Approval

PARKS AND RECREATION

Parks and Recreation Director	1.00
Administrative Assistant	1.00
Administrative Technician	1.00
Business Manager	1.00
Communications and Public Relations Analyst	1.00
Community Services Coordinator	9.00
Community Services Section Manager	2.00
Community Services Supervisor	7.00
Custodian	1.00
Deputy Parks and Recreation Director	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
Tree Maintenance Specialist	1.00
Total Merit	65.50
Total Per Diem	49.08
Total FTE	114.58

POLICE

Chief of Police	1.00
Administrative Assistant	2.00
Administrative Technician	1.00
Business Manager	1.00
Community Service Officer I/II	4.00
Communications and Public Relations Analyst	1.00
Crime and Intelligence Analyst	1.00
Dispatch Services Supervisor	2.00
Dispatcher I/II	14.00
Executive Assistant	1.00
Facilities Coordinator	1.00
Management Analyst I/II	1.00

Budget Adoption Documentation

Resolution No. 67 (2023)

Page 6 of 8

Fiscal Year 2023-24 Operating Budget Approval

Police Captain	2.00
Police Digital Forensic Specialist	1.00
Police Evidence Analyst	1.00
Police Lieutenant	6.00
Police Officer	90.00
Police Records Specialist I/II	5.00
Police Records Supervisor	2.00
Police Sergeant	17.00
Police Technical Services Administrator	1.00
Senior Business Systems Analyst	1.00
Senior Community Service Officer	1.00
Senior Police Records Specialist	2.00
Vehicle Abatement Officer	2.00
Total Merit	161.00
Total Per Diem	9.40
Total FTE	170.40

PUBLIC WORKS

Public Works Director	1.00
Administrative Assistant	6.00
Administrative Technician	2.00
Associate Engineer	14.00
Associate Transportation Planner	1.00
Building Maintenance Supervisor	1.00
Business Manager	1.00
Calibration Technician	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
Downtown Coordinator	1.00
Engineering Manager	3.00
Engineering Technician I/II	6.00
Environmental Compliance Inspector	3.00
Environmental Programs Coordinator	1.00
Executive Assistant	1.00
Facilities and Fleet Services Manager	1.00
Facility Maintenance Worker	3.00
Field Maintenance Manager	1.00
Fleet Services Supervisor	1.00
Instrument Control Technician	1.00
Laboratory Analyst I/II	3.00
Laboratory Supervisor	1.00
Laborer	1.00
Maintenance Planner	1.00

Budget Adoption Documentation

Resolution No. 67 (2023)
Fiscal Year 2023-24 Operating Budget Approval

Page 7 of 8

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	3.00
Pump Station Mechanic III	1.00
Regulatory Compliance Manager	1.00
Senior Engineer	7.00
Senior Facility Maintenance Worker	3.00
Senior I&C Technician	1.00
Senior Management Analyst	1.00
Solid Waste and Recycling Program Coordinator	1.00
Solid Waste Technician	1.00
Traffic and Light Technician	2.00
Traffic Safety Worker	3.00
WWTP Electrical Technician	1.00
WWTP Maintenance Superintendent	1.00
WWTP Manager	1.00
WWTP Mechanic I/II	6.00
WWTP Mechanic III	2.00
WWTP Operations Superintendent	1.00
WWTP Operator In-Training/I/II	10.00
WWTP Operator III	5.00
WWTP Shift Supervisor	2.00
Waste Management Supervisor	1.00
Total Merit	154.00
Total Per Diem	4.69
Total FTE	158.69

Total 2023-24 Position Budget

TOTAL MERIT FTE	533.01
TOTAL PER DIEM	85.55
TOTAL FTEs	618.56

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

Budget Adoption Documentation

RESOLUTION NO. 67 (2023) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 20, 2023, by the following vote of the City Council:

AYES: Council Members Lee, Diaz Nash, Hedges, Loraine and Newsom
NOES: None
ABSENT: None

ATTEST:



Martin McTaggart, Deputy City Clerk



Amourence Lee, Mayor