

SOUTHERN MARIN FIRE DISTRICT

BETTER TOGETHER



FINAL BUDGET FISCAL YEAR 2021/2022

The Southern Marin Fire Protection District Mission

The Mission of the Southern Marin Fire District is to contribute to Greater Southern Marin Community's reputation as a safe, friendly, economically thriving community in which to live, work, learn, play and visit.

We achieve our mission by providing the highest quality local and regional community risk reduction, suppression, emergency medical services, rescue, marine response, disaster preparedness and community education services possible within the resources provided to us. We are professional, proud, compassionate, highly trained, and committed to utilizing state of the art technology to provide services that meet or exceed the expectations of our community.

Board of Directors

Peter Fleming, Board President
Thomas Perazzo, Board Vice President
Cristine Soto DeBerry, Board Secretary
Kurt Chun, Director
Cathryn Hilliard, Director
Ashley Raveche, Director
Stephen Willis, Director

Role of the Board

The Board of Directors is the elected policy-making body for the Southern Marin Fire Protection District. The Directors provide financial oversight and strategic policy direction to maximize the public value of District services.

Fire Chief

Christian D. Tubbs

Role of the Fire Chief

The Fire Chief is the Chief Executive Officer of the District. In collaboration with the Board of Directors and in partnership with all members of the organization, the Chief provides direction, protection and order to the District.

Message from the Fire Chief

Fiscal Outlook

Our adopted vision details one of our core values in developing fiscal resiliency. The impacts from the 2008 Great Recession provided a great learning moment for our agency and we have since been applying those lessons to our fiscal management. The Board has taken many actions since 2014 that have increased our resiliency and our continued focus on our fiscal plan and our ongoing disciplined approach provide a bright future for our agency.



Shared Services Agreement - Consolidation

At the Annual Board Planning Retreat the Directors adopted a strategic objective that formalizes the “go, no-go” question regarding consolidation. We have been moving towards consolidation/annexation with Mill Valley Fire Department and believe this is the best outcome for our communities, but we are still working the financial and governance details. I remain convinced that consolidation / annexation of fire and ems services with the City of Mill Valley, will result in more efficient and effective services for the Southern Marin region.

Diversity, Equity & Inclusion

At the Annual Board Planning Retreat the Directors adopted a strategic objective that engages our organization in assessing and developing a comprehensive Diversity, Equity and Inclusion Plan. This not only includes the external outcomes of diversifying our organization through recruitment and hiring, but also examines and modifies a cultural and behaviors that are in alignment with these norms. We are fortunate that there are many excellent organizations that have tread this ground already and that we can lean on and partner with, as we develop our own plan with measurable outcomes.

Measure C Implementation

We are entering our second year of Measure C funding. This past year revenue from the measure began to flow to agencies in December. We moved forward on our planned deployment of LRAD and look forward to building out this public notification system that will help provide another method of early warning for regional disasters and emergencies. Redundancy in our notification system is a critical strategy which was borne out in the 2017 Tubbs Fire. We are looking forward to expanding our LRAD system with additional funding this year, accelerating our defensible space inspection program and our continued work on strategic vegetation management. This work continues to reduce the risks from wildland fire, and we must remain vigilant in carrying out strategies that result in measurable outcomes for reducing these risks and threats.

COVID19

This past year was a season that brought many challenges. Our nation was not fully prepared for the impacts from a Pandemic, but our staff have performed admirably at all levels through

this pandemic and as a result we have not only safely maintained our service levels, but we have played an active role in a variety of areas to accelerate the ability to move towards a fully vaccinated community. As we enter into 2021 the impacts of COVID19 and vaccinations yet to be fully exposed; national public health officials have not yet provided clarity with regards to the timing of returning to “pre-pandemic” routines. However, this agency and the Marin Fire Service continues to be pro-active in its planning and flexibility; we remain vigilant in ensuring the safety of our citizens, employees and the community we serve.

2021 Fire Season

This past year brought another intense fire season with record breaking wildland fires. The projections for this year’s fire season are concerning, with the drought being another factor in what is expected to be a very bad fire season. Though we have begun the important work to reduce the risk from wildfire by removal and/or reduction of fuel, the threat from wildland fire is not yet subsiding; we have much work to do and with funding from Measure U & C, and the regional approach we are taking in Marin County, I believe there is reason for optimism.

In conclusion, the District has undertaken many important initiatives over the past several years and we are seeing the fruits of those labors. Our organization has grown and allowed us to better meet many of the services our community expects. We have new challenges on the immediate landscape that we excitedly embrace – I know our team will perform exceptionally well – I am very proud of the men and women of this organization and their dedication to the communities we serve. I believe the future remains bright for the Southern Marin Fire Protection District and we all consider it an honor to serve the Southern Marin area.

Respectfully,

Christian Tubbs

Christian Tubbs, Fire Chief
MS, MA, EFO, CFO, CFC, MIFireE

Introduction

To the Board of Directors and the Citizens of the Southern Marin Fire Protection District and the employees of the Southern Marin Fire District and Mill Valley Fire Department.

In January 2020 the City of Mill Valley Fire Department and Southern Marin Fire District entered into a shared services agreement that combines the mid and upper management teams of both agencies, as well as the prevention division of both agencies, into a single team. We operate under the motto, “Better Together”. Over the past year we have endeavored to implement the shared services agreement while also assessing the value and viability of consolidating with the Mill Valley Fire Department.

The Mission statement that brought the shared services agreement to completion, and continues to guide our shared & possible consolidation services journey, is:

Identify and implement programs, processes and partnerships that results in cost savings or cost avoidance for both organizations' and all communities served; increase organizational efficiencies; enhance firefighter and citizen safety; and strengthen mission resiliency through improved service.

Though this document reflects the Southern Marin Fire Protections budget only, it also reflects the efficiencies and costs savings as a result of the shared services agreement.

Our annual budget is the fuel that facilitates our organization’s ability to serve our community and carry out the mission we are prescribed to do; it is the gas the enables our vehicle to arrive at the intended destination. It also fuels the strategic initiatives adopted by the Board of Directors, and the Vision our organization seeks and aspires to.

The Fire District has an obligation to utilize taxpayer monies wisely and transparently in fulfilling its prescribed mission to the Community. Today public agencies are under increased scrutiny and it is incumbent on agencies to ensure that are fulfilling their statutory responsibilities and following an ethical standard higher than the general population while managing our community’s assets and resources.



Organizations must develop plans and procedures that support the purpose of their existence and help them achieve this mission. This is accomplished through processes that include a Vision Statement and the setting of Strategic Goals.

While the Mission articulates why we exist, the Vision and Strategic Plan articulate where we are going and how we are getting there. They help ensure that we are focused on our Mission. The mission of an airplane pilot is to safely and efficiently move people from one place to another. To be successful the pilot must know the destination and must develop a plan that will support the successful arrival at the destination and do so in the safest and most economical manner. This is the essence of a Mission, Vision and Strategic Plan. These guiding documents are foundational in the development of a budget – it is the fuel that propels the organization to meeting its mission and strategic initiatives.

The Adopted Vision of the District is detailed in eight distinct categories, they are: 1) Cultural; 2) Mentoring and Succession Planning; 3) Influence and Leadership; 4) Staffing, Equipment & Facilities; 5) Training; 6) Benchmarking; 7) Public Education; and 8) Economic Resiliency. Though our adopted Vision is a document with detail, it is also summarized in this statement: *A nationally recognized, forward leaning all-risk service provider that delivers excellence in all-hazards risk response, in maintaining strategic community partnerships, in hiring, training and retaining exceptional people, and in implementing efficiencies in service provision to ensure fiscal sustainability, stewardship, and accountability to the communities we serve.*

In January 2020 the Board and Staff conducted its first ever Retreat. The purpose of the retreat was to review accomplishments achieved by the organization, as well as review the status of ongoing strategic initiatives. The Board also reinforced our current vision with the adoption of specific strategic objectives for the 2020/2021 fiscal year. The Board adopted 14 specific goals, as part of four strategic priorities.

Strategic Objectives for SMFD in 2021/2022

Consolidation

- Goal 1: Adopt Annexation/Consolidation Process.
- Goal 2: Complete Strategic Plan Initiative 7.
- Goal 3: Develop Post Consolidation Reporting.

Fiscal Resiliency

- Goal 1: Conduct a Long-term Fiscal Analysis
- Goal 2: Complete and Submit Annual CAFR
- Goal 3: Identify & Report to Board Entrepreneurial and Grant Opportunities

Operational Efficiency

- Goal 1: Deploy our Drone Program
- Goal 2: Complete our EOC Technology Project
- Goal 3: Adopt, deploy and train our Personnel to the District's PSPS & CoOps plans.
- Goal 4: Develop and Adopt a Capital Replacement Plan for Equipment

Risk Reduction

- Goal 1: Development of Plan from SMFD WUI Hazard & Risk Report
- Goal 2: Adopt Defined Metrics for Prevention
- Goal 3: Research & Report on Options/Viability for Shared CERT/NRG Coordinator

Communications & Marketing

- Goal 1: Launch Digital Ad Campaigns – Making it Big Digitally.
- Goal 2: Complete Annual Agency Report.

Culture & Diversity

- Goal 1: Work with CalJac on Diversity Recruitment
- Goal 2: Adopt & Implement Young Adult Program with FLMYA.
- Goal 3: Develop and Deploy a Comprehensive Diversity, Equity and Inclusion Plan.

We are pleased to present the following budget which weaves the District's Vision, Mission, Strategic Objectives and Plan, as well as our obligations from the adopted Measure U and C initiatives, into a cohesive funding plan to support those organizational elements.

Crafting a Budget Proposal is a process which should be based on an equation that ensures we ultimately collect and spend our revenues in a manner in which we responsibly, efficiently and economically deliver and provide our prescribed services, and do so in a wholly transparent environment.

In developing this equation there are foundational elements that we must measure our budget



proposals with. While our Mission Statement articulates why we exist, our Vision Statement and our Strategic Plan provide a roadmap in how we provide those services. Our budget proposal must be in alignment with achieving our mission and those strategic objectives that are detailed in the Vision and Strategic Plan.

This past year staff conducted a recession analysis, which was presented to the Board. The Staff Report modelled a two-year recession similar to the 2008 experience. The purpose was to identify the projected revenue impacts from a projected recession, then identify and analyze both warning triggers, and fiscal options that the Board could exercise based on the severity of the recessional impacts. We have again referenced this analysis in building our budget plan and proposal.

As part of our vision to become more economically resilient, we use seven specific goals that guide how we developed our budget proposal, in light of the metrics of our Mission, Vision and Strategic Plan.

Those Goals are:

1. Use a Zero-Based Budgeting Approach
2. Identify & Eliminate duplication and un-needed expenses
3. Verify Costs, Contracts and Needs
4. Categorize and re-align budget expenses as needed
5. Proposals are targeted to achieve our Vision, Mission and Strategic Initiatives
6. Build towards target reserve goal / economic resiliency
7. Meet our financial obligations / pay down debt

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Organization Overview

The Southern Marin Fire Protection District is an independent fire district as defined in the California Administrative Code, (Fire Protection District Law of 1987 - Health & Safety Code §13800, et seq.). The District was created in 1999 by Marin County LAFCO with the consolidation of the Alto-Richardson Bay Fire Protection District and The Tamalpais Fire Protection District. In June of 2012, the City of Sausalito was annexed into the District by a vote of the citizens of Sausalito.

The area currently served by the District includes the City of Sausalito, Tamalpais Valley, Homestead Valley, Almonte, Alto Bowl, Strawberry, the western 1/4 of the Town of Tiburon (Bel Aire/Blackfield/Reed Heights) and the National Park areas of Fort Baker and the Marin Headlands. In January 2020, the Fire District signed a Shared Services



Agreement with the City of Mill Valley, recently in consolidating the mid and upper management teams of both organizations, as well as the prevention divisions, into a single team. Chief Tubbs is the Fire Chief for both the Southern Marin Fire Protection District and City of Mill Valley Fire Department.

The District is governed by a seven-member board of directors (At Large) who are elected by the residents from within the Fire District boundaries, to staggered four-year terms. The District operates out of three stations with a minimum staffing of 15 personnel on duty at all times, as well as an administrative office where our administrative and prevention staff are organized. We respond to about 4,000 incidents per year, conduct approximately 160 inspections of commercial occupancies annually, process approximately 616 plan review requests annually and conducted approximately 400 construction inspections, conduct over 1770 weed abatement & defensible space inspections per year, conduct a variety of fuel reduction and management programs and services resulting in over 392 tons of vegetation removal and are on track to

exceed 793 tons for the year, conduct approximately 51 Outreach events and participate in a variety of outreach and education meetings and planning sessions.

The City of Mill Valley is governed by a five-member City Council who are elected by the residents, for four-year terms. The City operates out of two fire stations, with a daily staffing level of 6, excluding the duty battalion chief. The City of Mill Valley generates approximately 2900 incidents per year, conducts weed abatement inspections, review and approve plan reviews for construction, conduct a variety of fuel reduction and management programs and services, and participate in a variety of outreach and education programs.

Southern Marin Fire Station #9 in Strawberry serves as the Battalion Chief offices and houses a Type 1 (all risk) Engine, a Paramedic Medium Rescue, and a California RTF Swift Water Rescue Unit. Five personnel operate from this station.

Southern Marin Fire Station #4 in Tamalpais Valley houses a Type 1 (all risk) Engine, a Type 3 (Wildland) Engine, Ladder Truck and a Paramedic Ambulance. Five personnel operate from this station.

Southern Marin Fire Station #1 in downtown Sausalito station houses a Type 1 Engine (all risk), a Paramedic Ambulance and our Dive Tender Unit. The crews there cross-staff the Fireboat, an Inflatable Rescue Boat, and are members of the Dive Team. Five personnel operate from this station.

Mill Valley Fire Station #7, located on Hamilton Drive, houses a Type 1 Engine (all risk), and a Type 3 (Wildland) Engine. Three personnel operate from this station.

Mill Valley Fire Station #6, located on Corte Madera next to City Hall, houses a Type 1 Engine (all risk) and an Ambulance. Four personnel operate from this station. Recently the ambulance was placed in reserve and Engine 6 was upstaffed to 3 personnel from 2.

Since 1980, the District and City have been members of the Southern Marin Emergency Medical Paramedic System (SMEMPS) Joint Powers agreement.

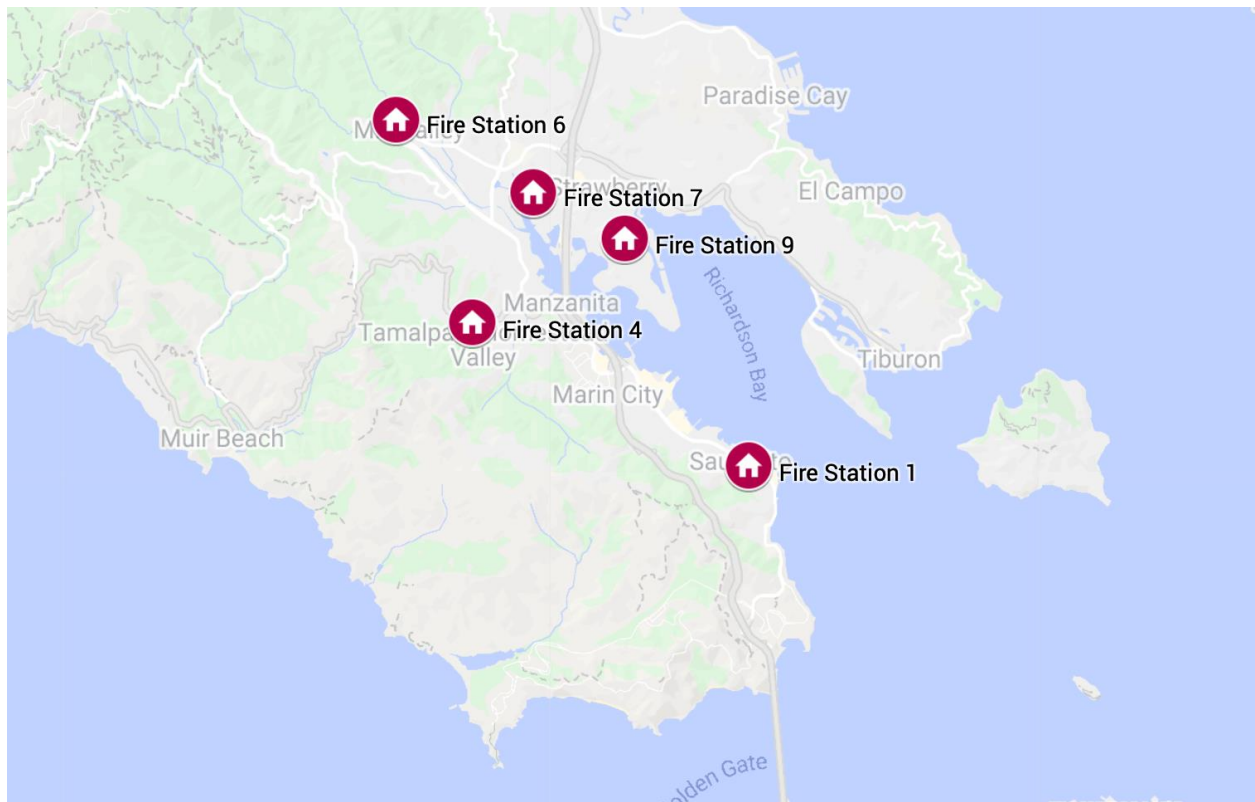
Through this agreement, the District and City provides paramedic ambulance, rescue and fire services to the Golden Gate National Recreation Area, Muir Beach, Muir Woods National Monument, Throckmorton Ridge and lands in and around Mount Tamalpais State Park, as well as technical rescue services to all of the above areas and the City of Mill Valley and the Tiburon peninsula.

The Fire District is also a partner in several other regional agreements. This includes the Marin County Haz-Mat JPA which all fire agencies in Marin County contribute funding and staff.

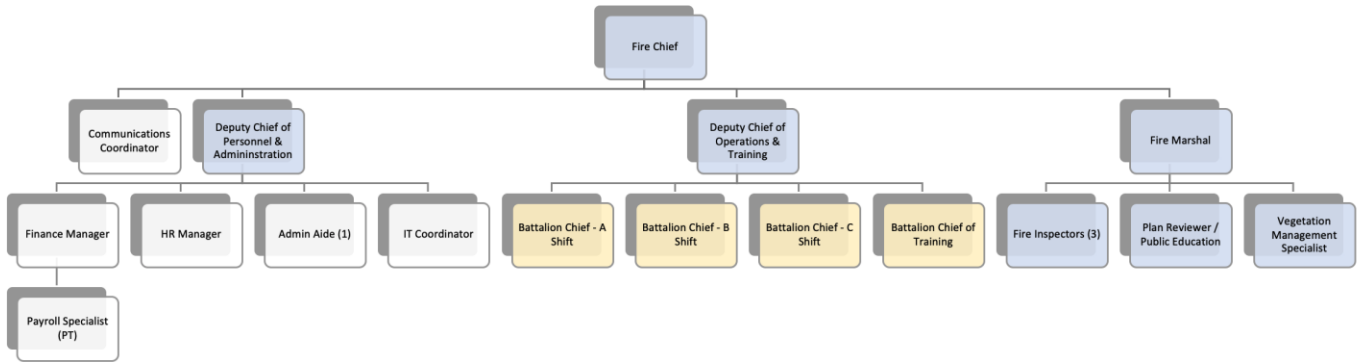
Table of Station and Apparatus Deployment – SMFD & MVFD

STATION 1	STATION 4	STATION 6	STATION 7	STATION 9
Engine 1	Engine 4	Engine 6	Engine 7	Engine 9
Medic 1	Medic 4	Medic 6 (reserve)	<i>Engine 604</i>	Rescue 9
<i>Dive Tender 1</i>	<i>Truck 4</i>			Battalion Chief
<i>Fireboat Liberty</i>	<i>Engine 604</i>			

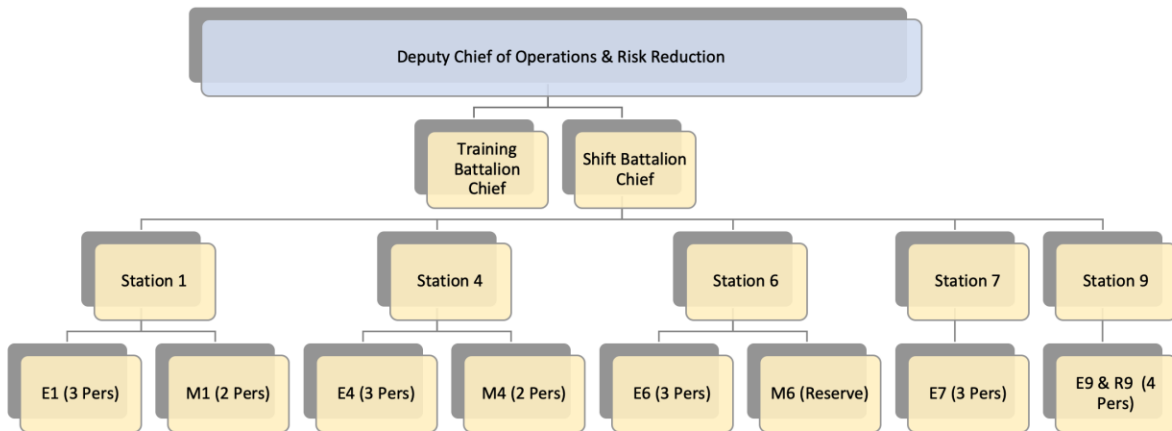
Italicized units are crossed staffed



Current Organizational Chart – Administration and Prevention (Shared Services)



Current Organizational Chart – Operations (Detailed) (Shared Services)



Fire District's Adopted Vision

A nationally recognized, forward leaning all-risk service provider that delivers excellence in all-hazards risk response, in maintaining strategic community partnerships, in hiring, training and retaining exceptional people, and in implementing efficiencies in service provision to ensure fiscal sustainability, stewardship, and accountability to the communities we serve.

Fire District's Adopted Mission

The Mission of the Southern Marin Fire District is to contribute to Greater Southern Marin Community's reputation as a safe, friendly, economically thriving community in which to live, work, learn, play and visit.

We achieve our mission by providing the highest quality local and regional community risk reduction, suppression, emergency medical services, rescue, marine response, disaster preparedness and community education services possible within the resources provided to us. We are professional, proud, compassionate, highly trained, and committed to utilizing state of the art technology to provide services that meet or exceed the expectations of our community.

Southern Marin Fire District Organization

The Southern Marin Fire District organization has several distinct areas of services such as Operations, Prevention, Administration, Training, etc. Although most fire agencies define these as **Divisions** and distinctly organize their budget around this structure to better track costs for each of those Divisions, the Southern Marin Fire District has not yet modeled the budget and organization into that formal "cost center" structure. Currently costs for each of those Divisions in our agency, are spread throughout a single budget structure, with the exception of the Prevention Division.

Shared Service's Adopted Mission

Identify and implement programs, processes and partnerships that results in cost savings or cost avoidance for both organizations' and all communities served; increase organizational efficiencies; enhance firefighter and citizen safety; and strengthen mission resiliency through improved service.

ADMINISTRATIVE & PERSONNEL DIVISION

The Administrative and Personnel Division is the foundation of the organization, ensuring that our Operational and Prevention Staff are well equipped, trained, and supported. This Division administers the organization ensuring compliance with all legal mandates and strong community and governmental relationships. Some members of the Administrative & Personnel Division have specified duties and expertise to ensure the organization is managed safely & well. This Division is led and managed by our Deputy Chief of Personnel and Administration and reports directly to the Fire Chief.

ADMINISTRATION & PERSONNEL

The Southern Marin Fire District's mission largely predicated a dependence on people for the provision of our services and mission. Our budget reflects this with 77.5% of our budget dedicated to salary and benefit costs. Managing and supervising people is complex as it intertwines issues of human resources, State & Federal regulations, labor agreements, and legal issues, in order to ensure we support the personnel who are delivering our services both internally and externally. Many agencies make the mistake of not building a strong foundation administratively and as a consequence, inherit multiple unintended consequences and costs.



COMMUNICATIONS

Our communications and branding programs are coordinated by our **Communications Coordinator**. Following the adopted Communications and Branding Strategic Plan, our Communications Coordinator sets metrics for the various campaigns and communication systems utilized by the District. The objective of this program is to improve communication externally and internally with a focus on building trust and respect. The District's existence and mission are fully predicated on trust and the relationship with those we serve.

INFORMATION & TECHNOLOGY

The District fully embraces the use of technology to increase efficiencies and effectiveness. Approximately five years ago the District made the strategic decision to shift from premise-based software to SaaS (Subscription as a Service), or cloud-based software. During the 2020/2021 fiscal year, the District began employing a full time **Information Technology Coordinator**. The organization has continued to grow and increasingly rely upon technology and as a result, the need for a dedicated resource was identified and funded.

HUMAN RESOURCES

Human Resource Management (HRM) is a collective term for all the formal systems created to help in managing employees and other stakeholders within a company. Human resource management is tasked with three main functions, namely, supporting the mission of the agency

with the recruitment and compensation of employees, and designating work. Ideally, the role of HRM is to find the best way to increase the productivity of an organization through its employees. Our Human Resource Team consists primarily of our **Human Resource Manager** but also includes our **Deputy Chief of Personnel and Administration**, as well as Legal Counsel as needed.

FINANCE

Money is the fuel that propels the organization; it facilitates our ability to meet our mission and strategic objectives. It is also an integral ingredient to the trust we have between the agency and those we serve. The District is focused on the importance of excellent financial practices and transparency; our community needs to clearly understand what value they are deriving from their investment (tax dollars). Our Finance Team consists of a **Finance Manager** and **Finance Assistant** who manage all aspects of our financial operations.

LOGISTICS

Logistics consists of the hardware and tools of our organization, our contractual obligations and insurance and risk management requirements. We want to ensure we are providing the best and most effective tools, support services and equipment for those who provide our services, as well as manage our risks as an agency. This element of the organization is managed by our **Deputy Chief of Personnel and Administration**.

STRATEGIC INITIATIVES FOR THE YEAR

Adopted Strategic Objectives for the 2021/2022 fiscal year that will be managed by the Administrative and Personnel Division include:

Consolidation

- Goal 1: Adopt Annexation/Consolidation Process.
- Goal 2: Complete Strategic Plan Initiative 7.
- Goal 3: Develop Post Consolidation Reporting.

Fiscal Resiliency

- Goal 1: Conduct a Long-term Fiscal Analysis
- Goal 2: Complete and Submit Annual Comprehensive Financial Report (ACFR)
- Goal 3: Identify & Report to Board Entrepreneurial and Grant Opportunities

Operational Efficiency

- Goal 2: Complete our EOC Technology Project
- Goal 4: Develop and Adopt a Capital Replacement Plan for Equipment

Communications & Marketing

- Goal 1: Launch Digital Ad Campaigns – Making it Big Digitally.
- Goal 2: Complete Annual Agency Report.

Culture & Diversity

- Goal 1: Work with CalJac on Diversity Recruitment
- Goal 2: Adopt & Implement Young Adult Program with FLMYA.
- Goal 3: Develop and Deploy a Comprehensive Diversity, Equity and Inclusion Plan.

PREVENTION DIVISION

Resiliency is one of the most compelling concepts in fire & life safety, and emergency preparedness; it is the ability to recover from or adjust easily to misfortune or change. It is about preparation, prevention and mitigation strategies that ensure communities and business can return to a normal state as quickly as possible.

Our Prevention Division is funded from several sources including property taxes, (including Measure U and Measure C), and fire prevention fees. This Division is led and managed by our Division Chief who is our **Fire Marshal** and reports directly to the Fire Chief.

Areas of responsibility include: Public Education, Community Risk Reduction, Inspections, Fire Investigation, Wildland Urban Interface (WUI) Awareness, Fire Protection Standards & Code Development, Development and Construction Reviews, and Code Enforcement. The 2021/2022 budget reflects resources necessary to accomplish the organizational mission.

Defensible Space

To increase the chance of your home surviving a wildfire, clearing hazardous vegetation and reducing the fuel load up to 100' is vital. Here are 5 simple steps you can take to create defensible space:

1. Remove any dead or dying vegetation
2. Clean gutters and roof of leaves
3. Limb up all trees a min. 10' off the ground
4. Remove vegetation and items that could catch fire from around and under decks
5. Mow annual grass down to a maximum height of 3"

Additional infographic text: Cut all dry grass. Shovels can start fires. Walk for cool, moist days. Trees trimmed at least 10' from driveway and roof. Check roof and gutters regularly. Lower tree limbs removed 10' to reduce "ladder" effect. Limbs spaced and thinned up 10' to reduce fire spread. Cut to property line. Space and maintain fire resistant plants and shrubs to prevent fire from spreading.

The role the Southern Marin Fire District plays is ever increasing and is key to making resilience happen. The Southern Marin Fire District has engaged with the City of Sausalito and other stakeholder groups to increase resiliency.

Education and Awareness is an arena ripe with opportunity for the District. While there are many programs that we are currently engaged in, we will also be conducting an analysis of our overall Community Risks and are associated strategies to minimize and mitigate those risks. WUI awareness efforts remain important; this year's messaging focuses on removing fire prone plants from around peoples' homes and replacing them with fire resistive plants to help make one's home more fire safe. Grant funding for individual homeowners and neighborhoods is available for projects that reduce fire prone plants in targeted neighborhoods which creates more defensible space, thus better protecting neighborhoods and homes from the threat of wildfire.

SMFD staff continues to expand their participation in disaster preparedness activities by holding leadership positions in the Sausalito Emergency Operations CERT, Sausalito Disaster Preparedness committee, and FIRESafe Marin Committees.

All staff participates to their respective levels in local, regional, and state fire prevention, fire investigation task force, and code development organizations.

STRATEGIC INITIATIVES FOR THE YEAR

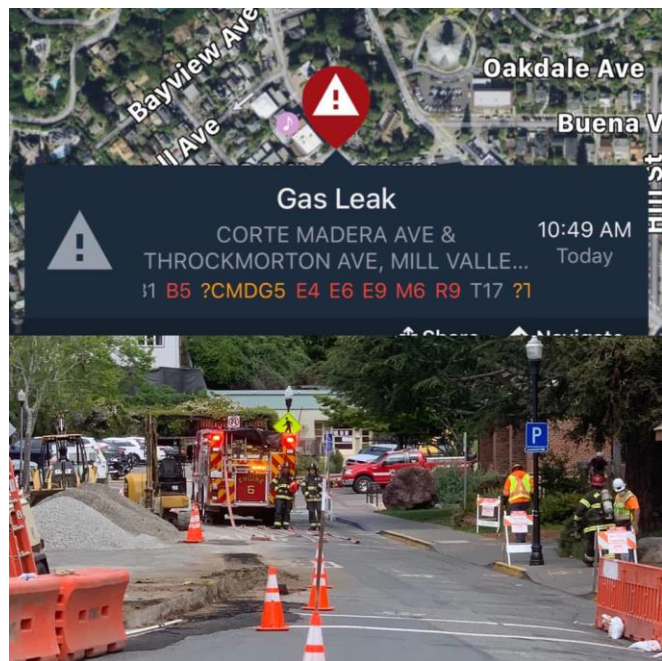
Adopted Strategic Objectives for the 2021/2022 fiscal year that will be managed by the Prevention Division include:

Risk Reduction

- Goal 1: Development of Plan from SMFD WUI Hazard & Risk Report
- Goal 2: Adopt Defined Metrics for Prevention
- Goal 3: Research & Report on Options/Viability for Shared CERT/NRG Coordinator

OPERATIONS DIVISION

The Operations Division provides all-hazards emergency response services to the citizens of the Southern Marin Fire District. Operations personnel and equipment are the first line responders of the District emergency response system. Our goal is to respond to *all* threats to life, property and the environment. We often find ourselves being the citizens' first, and sometimes last, resort for help. We are almost always called first in an emergency and often called last when the citizen simply cannot find a resolution to their problem through any other public service or private company. In these situations, our philosophy is to find safe, effective, timely, and economical solutions. Our Operations Division is led and managed by our **Deputy Chief of Operations & Training** and reports directly to the Fire Chief.



The Operations Division organizes staffing of apparatus in order to continue to exceed the expectations of the community, and to remain operationally ready to provide professional, skilled, and courteous service at all times.

Our Operations are not only land based but the District also operates in a marine environment and is equipped, trained and staffed to respond to the numerous events that occur in our waterways each year.

STRATEGIC INITIATIVES FOR THE YEAR

Adopted Strategic Objectives for the 2021/2022 fiscal year that will be managed by the Administrative and Personnel Division include:

Operations

- Goal 1: Deploy our Drone Program
- Goal 2: Complete our EOC Technology Project
- Goal 3: Adopt, deploy and train our Personnel to the District's PSPS & CoOps plans.

TRAINING DIVISION

The Training Division provides all cognitive and manipulative training, regulatory training and education, to all our employees, as well as is responsible for all applicable documentation including associated policy and procedures. Our Training Division is staffed by a fulltime Battalion Chief. The Vision for our Training Division is to support their pursuit of our organizational vision of pursuing academic and technical excellence and have the resources needed to be highly proficient in all that we do; to perform our mission safely and exceed our citizens' expectations. Our Training Division is also led and managed by our **Deputy Chief of Operations & Training** and reports directly to the Fire Chief.



STRATEGIC INITIATIVES FOR THE YEAR

Adopted Strategic Objectives for the 2021/2022 fiscal year that will be managed by the Administrative and Personnel Division include:

Operations

- Adopt, deploy and train Personnel to District PSPS & CoOps Plans.

Measure U

In November of 2018, citizens of the Fire District approved a parcel tax increase that will generate an estimated \$3.1 million annually. The purpose of the measure was two-fold: to ensure financial viability of the District and its current services, and to provide new funding for the District to use to generate new wildland fire risk reduction efforts. A priority of the voters was increased funding dedicated to reducing risks associated with wildfire. The District committed to the voters prior to the passage of the measure, an annual funding of \$1 million from the new revenue stream for efforts specific to reducing the risks from wildland fire. The remaining \$2M dollars is to be allocated to fund the other key values identified in the ordinance:



1. Maintaining Local Emergency Medical Services
2. Attracting & Retaining Qualified Professional Paramedics
3. Maintaining High Cardiac and Stroke Survivability Standards
4. Maintaining Local Fire Protection
5. Maintaining Current 9-1-1 Response Times
6. Improving the district's ability to react to and contain wildland fires.

Measure C

In March of 2020, citizens of Marin County approved a parcel tax increase that will generate an estimated \$19.3 million annually. The Measure also results in the creation of the Marin Wildfire Prevention Authority, a JPA that will govern the use of the funds generated from the measure.

The Measure is designed to take a county-wide approach to reducing the risks associated with wildland fire. The revenues from the measure fund three primary areas: 1) Core JPA Functions; 2) Defensible Space Inspections and; 3) Local Mitigation Programs.



The Core Functions element of the Measure will be supported by 60% of the revenues raised; the defensible space inspectors' program will be supported by 20% of the revenues raised, and the local mitigation element will be supported by the remaining 20% of the revenues raised.

The Fire Chief, in consultation with the Fire Marshal and Deputy Chief of Operations and Training has developed a proposed work plan and budget to submit to the Marin Wildfire Prevention Authority (MWPA) for consideration and approval. The Governing Board of the new Joint Powers Agreement (JPA) will ultimately determine what elements of each agency's proposals are funded. **What is presented in this preliminary budget is what is being presented to the MWPA.**

A budget summary document sheet for Measure C is included in this budget packet to provide a summarized view of Measure C expenditures.

This year the Prevention Division is proposing the following strategies and projects for Measure C:

1. Continuation of Defensible Space Program as required by the Measure.
2. Multiple vegetation management projects
3. Deployment of 5 LRAD sites
4. Funding of a Southern Marin NRG Coordinator

Long Term Fiscal Resiliency

In the adopted Vision of the Fire District, the long-term fiscal resiliency is identified as a key objective and states:

ECONOMIC RESILIENCY

- *I envision a future where the economic resiliency of the organization is sound and built to weather the ebb and flow of economic cycles.*

The Fire District has historically navigated some very difficult times economically. The recent passage of Measure U was a major accomplishment towards fiscal resiliency. OPEB and Pension liability have had a significant impact on the District's ability to generate responsible reserves, provide greater operational flexibility, and provide the economic tool to expand or enhance services where it meets the needs of the District.

- The development and execution of a comprehensive review process of the District's revenue streams, identifying opportunities to generate new sources of income, ensuring we are collecting revenues commensurate with District policy and legal mandates.
- The development and execution of a comprehensive review process of the District's expenditure streams, identifying opportunities to generate new efficiencies thereby extracting greater value out of each dollar of revenue.
- The creation of a culture that thrives on the pursuit of economic responsibility and embraces the regular assessment of all aspects of the economic model and choices of the District's operations.
- A culture that embraces and pursues sustainable practices that yield greater value from our revenue streams.

Since the adoption of our Vision, District personnel have endeavored on the expenditure side of the economic resiliency equation. Our labor groups have worked with management to share in increased employee benefit costs. Our budget managers have worked diligently through a zero-based budgeting approach, to develop budget proposals that are responsible and in alignment with the organization's vision, mission, and strategic objectives. Examples of specific actions taken by our employees to manage salary and benefit costs include:

- Prior to PEPRRA, SMFD Firefighters were the first in the County to modify retirement from 3@50 to 3@55.
- Contribute to medical premium costs
- Eliminated OPEB for employees hired after 1/1/2014. Implemented Retiree Health Savings (RHS) Accounts.
- Assisted Staff in submitting for grants in excess of \$1.2 million.

Proposed Budget Changes Since Preliminary (June) Budget

This September Final Budget's total expenditures exceed the June Preliminary Budget's total expenditures by \$769,948. The changes since the Preliminary Budget are detailed below:

<u>Category</u>	<u>Increase/ (Decrease)</u>	<u>Reason for Change</u>
Salaries & Benefits	397,048	Amended Deputy Chief, Battalion Chiefs', HR contracts
Operating & Equipment:		
513-O · Misc. Celebrations/flowers	500	Adjusted based on FY21 actual
513-V · Software Subscriptions Services	40,500	Added drone software subscription
515-U · Swiftwater Rescue Gear	(3,000)	Rolled into line 521-IC Marine Division
515-V · USAR Equipment	6,800	Rolled over FY21 unspent funds, per budget manager's request (no purchasing due to COVID)
517-A · Telephone	1,500	Adjusted based on new lines added
518 · Utilities	10,150	Adjusted based on FY21 actual; sta 1 PG&E was quite higher than FY20
520-C · Unscheduled Repairs & Maint.	5,000	Adjusted based on FY21 actual
521-J · Portable Equipment	10,700	Increased per budget manager's request: E9 PPV fan, T4 vent saws (2)
521-IC · Marine Division	3,000	Rolled in line 515-V per budget manager's request
523-ZB · Vegetation Management	(50,200)	MU budget demographics changes increased MU budget, this line reduced to keep budget at \$1M
524-A · Comprehensive Insurance	2,000	Increased premium
526-2A · Food/Meetings	950	Adjusted based on FY21 actual
Total O&E Budget Increase	19,400	
Funded From Reserves	345,000	Added station 4 remodel updated costs; Postponed U9 replacement (low mileage); added Division Chief vehicle
Total Increase over Prelim Budget	769,948	

Proposed Budget Summary for Fiscal Year 2021/2022 (FY22)

Revenue Forecast Summary

Property tax makes up the primary source of the Fire District's revenue. June estimates from the County of Marin project a \$450,000 increase in property tax revenues (3.1% higher than the 20/21 budget. Our 10-year financial forecast has assumed a 4% property tax increase annually, a difference of -\$134,000). Most revenue streams will remain relatively stable, with the exception of Interagency Agreements: This line is increasing 85% (from \$517,825 to \$958,377). The increase is largely due to adding another battalion chief to the reimbursement from the City of Mill Valley.

Expenditure Proposals Summary

Our Expenditures are categorized into two major categories: The Operating + Equipment Budget [**Salaries & Benefits + Operating Expenses + Equipment**], and **Funded from Reserves** [apparatus, facilities, or one-time purchases funded by monies set aside in prior years].

The **General Operating & Equipment Budget** proposed for FY22 is higher than the FY21 budget by **\$1,654,616 or 8.1%**, largely driven by the 3% wage increase for the firefighters as per the 2019-2022 FF MOU, in addition to retirement and workers' comp rate increases (2.28% and 26% increases, respectively), and amended Deputy Chief, Battalion Chief, and HR contracts. The total **Funded from Reserves** category decreased by \$535,775 this year, largely due to moving the \$400K LRAD expense to the MWPA's Core Project list, thereby eliminating that expenditure from FY22. We are proposing the purchase of two new vehicles (one is a replacement vehicle for the Division Chief, the other is an addition to the fleet of an administrative vehicle), in addition to the continuing remodel of fire station 4, other facilities repairs, and \$70,000 for satellite hardware and a messaging system for the Liberty Ship Way EOC.

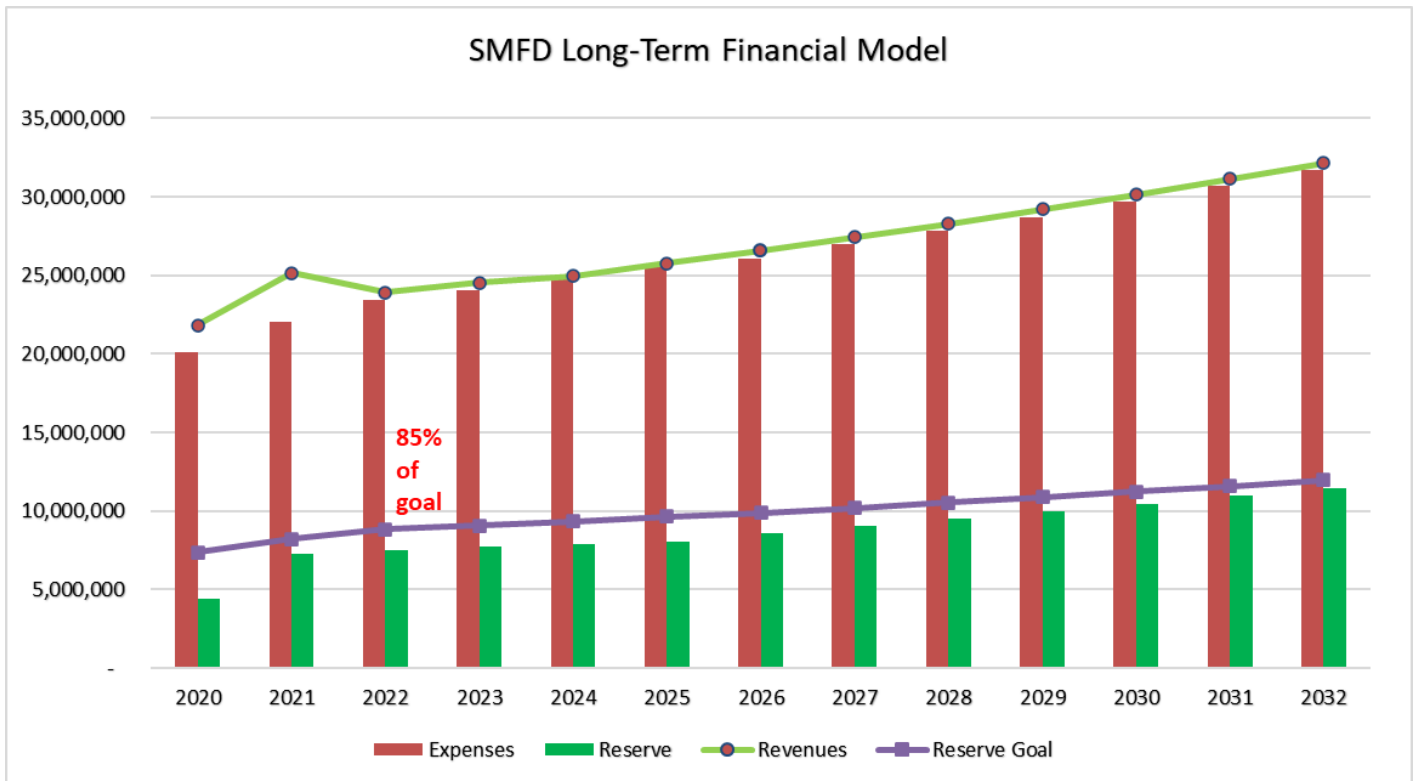
Unallocated Reserve Funding Strategy

The intent of the unallocated reserves is essentially a savings account where monies are not dedicated for specific purchases but instead is a rainy-day fund to tap in the event that economic conditions beyond our control, requiring an injection of funds to carry us through a downturn in the economy.

The District's current reserves goal is \$8,832,000 (five months' expenses). The long-term goal is to eventually have an amount in the unallocated reserves account equal to one years' worth of the Operating + Equipment Budget (currently \$22.1M), as part of a Financial Strategic Objective and our Vision to be more economically resilient. Our current projection shows that we will be able to fund 97% of the current goal by 2032.

This budget projects a balance to fund unallocated reserves of \$249K, although this number is subject to change based on the actual financials for FY22. If the District

contributes the entire \$249K to reserves, we project an unallocated balance of \$7.4M – 85% of the \$8.8M goal.



Operating + Equipment Budget

The Operating Budget is the part of our budget that captures the ongoing expenses that are required to keep our organization running and ensuring the delivery of our services day to day. This includes costs like our salary and benefit expenses; fuel and maintenance costs; and expenditures that are recurring and are a part of our day to day operations.

The FY22 Operating & Equipment Budget proposes a **\$1.65M increase** over the FY21 Budget. This is an **8.1% increase**. However, \$400K of the increase is due to moving the LRAD project monies out of the Funded from Reserves category, and adding it to the vegetation management projects funded by the Marin Wildfire Prevention Authority (MWP).

Of the total Operating Budget Increase proposal of \$1.65M, it is inclusive of an increase of \$899K of discretionary costs. The Board has the authority to adjust these proposals as they choose. These proposals are submitted after meeting our established benchmark of evaluation against our Mission, Vision and Strategic Plan; in other words, these proposals were required to demonstrate that they are contributing to achieving these metrics.

Equipment

The Operating Equipment included in the Operating Budget is the part of our budget where we detail frequently recurring and/or lower-cost equipment expenses (such as hose and hydrants – not apparatus). In a municipal budget this is often referred to as a Capital Improvement Budget. This often includes tools and various hardware items.

This budget proposes \$115,350 in equipment spending, a decrease of \$65,100 over the FY21 budget. **This is a 36% decrease from last year's budget.** The proposed expenditures in the Operating Equipment Budget are most often discretionary expenses. This does not mean that they are frivolous and in fact they directly contribute to the achievement of the Strategic Plan, Mission and the Vision of the Fire District.

The Proposals within this budget are those that we believe are essential in moving the District towards attainment of those elements of our Vision and contained within our Strategic Plan.

Funded from Reserves

Although the **Funded from Reserves** Budget is similar to our **Equipment** budget it is distinctly different than the **Equipment** Budget in that includes our fire apparatus purchases and is funded from monies in our reserve account. There is a significant decrease in this proposed budget, driven largely by the LRAD Project funded by reserves in FY21.

This budget section proposes \$950,000 in capital reserve spending, a **decrease** of \$535,775, or -36% compared to the FY21 Budget.

2021/2022 Proposed Major Initiatives

1. Measure U: Deployment of an expanded suite of programs and services dedicated to preparedness and the reduction of the threats and risks from wildfire. One million dollars annually has been earmarked for this initiative.
2. Measure C: The District will be hiring new defensible space inspectors, further expansion of the LRAD notification system, and a variety of fuel reduction projects.
3. New Apparatus (Line 583-5J): Proposed replacement of the Division Chief's vehicle and the addition of an administrative vehicle to be shared by our support staff for District work.
4. Other Repairs (Line 583-5H): Miscellaneous facilities' repairs.
5. Station 4 remodel. (Line 583-5V). Continuing with the station 4 remodel plans.
6. Satellite Communications System (Line 583-5W): For LSW's emergency operations center (EOC).

Southern Marin Fire District
FY22 O&E General Budget Analysis

FY22 Analysis	Budget	Change from Prior Year
FY21 Approved O&E Budget	18,213,268	
Plus General Inflationary Increases	0	0%
Plus/(Less) FY22 Changes:		
Salaries & Benefits:		
501 - Salaries	504,000	3% increase per FF MOU, new hires/retires, added MV BC (to be
501-O - Overtime	49,000	3% wage increase
504 - Benefits	487,809	Pension costs, Projected +7% Kaiser, Workers' comp
Subtotal Salaries & Benefits Changes	1,040,809	6.8%
Operating Expense Changes:		
511 - Office Expenses	3,710	
513 - Special Departmental Expenses	40,350	
515 - Clothing & Personnel Supplies	37,400	New hire costs
517 - Communications	30,104	↑Dispatch services (↑89K), ↓MERA Bond (paid off)
518 - Utilities	23,383	↑TCSO (sta 4) charges \$13k
520 - Buildings & Grounds Maintenance	(3,875)	
521 - Equipment Maintenance	(7,650)	Decreased based on FY21 actuals
521-1 - Vehicle Maintenance	(8,887)	Decreased based on FY21 actuals
523 - Specialized Services	(25,300)	↓Outside Services for Consolidation Study
524 - Insurance	2,000	Premium increased
526 - Training & Conferences	3,000	
526-1 - Membership/conferences	0	No change
526-2 - Meetings, Meals & Travel Expenses	950	No change
527 - Rent	6,633	LSW projected rent increase
Subtotal Operating Budget Increase/(Decrease)	101,818	3.5%
Equipment (detailed on Capital Analysis)	(50,200)	-41%
Total General O&E Budget	19,305,695	1,092,427 6.0%

Southern Marin Fire District

FY22 O&E Prevention Budget Analysis

FY22 Analysis	Budget	Change from Prior Year
FY21 Approved O&E Budget	894,979	
Plus General Inflationary Increases	0	0%
Plus/(Less) FY22 Changes:		
Salaries & Benefits:		
501 - Salaries	23,000	Step increases
501-O - Overtime	(1,780)	No OT
504 - Benefits	27,964	Pension & health costs
Subtotal Salaries & Benefits Changes	49,184	7%
Operating Expense Changes:		
511 - Office Expenses	(10,500)	Decreased based on FY21 actuals
513 - Special Departmental Expenses	(4,400)	Decreased software subscriptions
515 - Clothing & Personnel Supplies	(4,200)	No new hire costs
517 - Communications	2,440	
521-I - Vehicle Maintenance	(3,000)	Decreased based on FY21 actuals
523 - Specialized Services	(2,480)	
526 - Training & Conferences	(1,873)	
526-I - Membership/conferences	1,700	
526-2 - Meetings, Meals & Travel Expenses	0	No change
Subtotal Operating Budget Increase/(Decrease)	(22,313)	-14%
Equipment (detailed on Capital Analysis)	(14,400)	-28%
Total Prevention O&E Budget	907,450	12,471 1%

Southern Marin Fire District

FY22 O&E Measure U Wildfire Mitigation Budget Analysis

FY22 Analysis	Budget	Change from Prior Year
FY21 Approved O&E Budget	1,000,000	
Plus General Inflationary Increases	0	0.0%
Plus/(Less) FY22 Changes:		
Salaries & Benefits:		
501 - Salaries	10,000	
501-O - Overtime	(900)	
504 - Benefits	62,441	Communication Officer benefits in General budget last FY; demographics changes
Subtotal Salaries & Benefits Changes	71,541	25.2%
Operating Expenses:		
511 - Office Expenses	(5,500)	Decreased mailing costs
513 - Special Departmental Expenses	(500)	No new hire computer supplies
515 - Clothing & Personnel Supplies	(500)	Less new employee costs
517 - Communications	440	New phone plans
521-I - Vehicle Maintenance	(3,700)	Decreased based on FY21 actuals
523 - Specialized Services	(56,717)	Vegetation management; moved tax collection fee to general budget
526 - Training & Conferences	(1,064)	
Subtotal Operating Budget Increase/(Decrease)	(67,541)	-9.4%
Equipment (detailed on Capital Analysis)	(4,000)	-100%
Total Measure U O&E Budget	1,000,000	0%

Southern Marin Fire District

FY22 Measure C (MWPA) O&E Budget Analysis

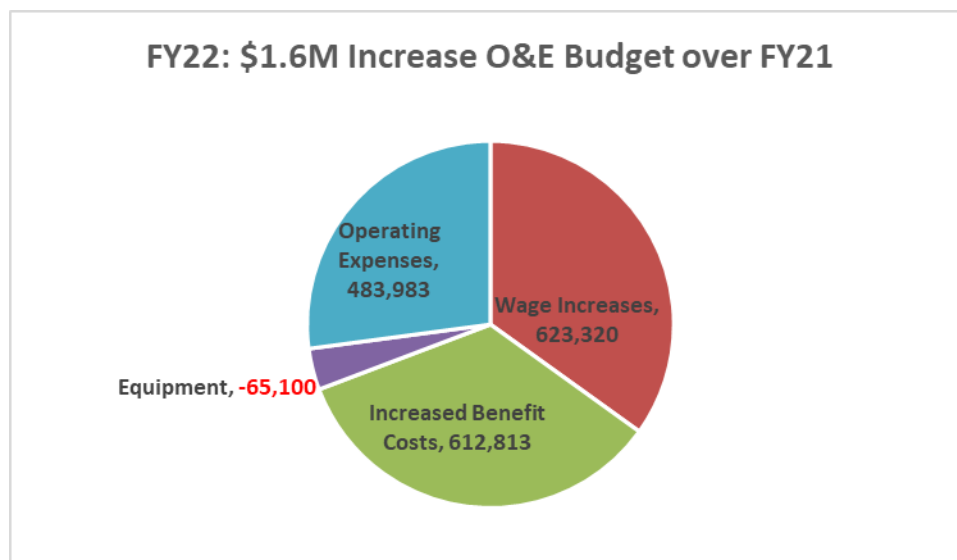
FY22 Analysis	Budget	Change from Prior Year
FY21 Approved O&E Budget	329,098	
Plus General Inflationary Increases	0	0%
Plus/(Less) FY22 Changes:		
Salaries & Benefits:		
501 - Salaries	40,000	Dspace inspectors
501-O - Overtime	0	
504 - Benefits	34,600	Restructured benefits
Subtotal Salaries & Benefits Changes	74,600	34%
Operating Expenses (Increase/(Decrease):		
511 - Office Expenses	(2,000)	
517 - Communications	1,000	New cell phones/service
521-I - Vehicle Maintenance	(3,700)	
523 - Specialized Services	476,819	Moved LRAD monies to veg mgmt projects; NRG Coordinator (\$38K)
526 - Training & Conferences	(100)	
Subtotal Operating Budget Increase/(Decrease)	472,019	441%
Equipment (detailed on Capital Analysis)	3,500	100%
Total MWPA O&E Budget	879,217	550,119 167%

Operating + Equipment Budget Net Increases Detail (Including Measure U Wildfire Mitigation Programs & Measure C)

The Operating + Equipment Budget Increase for FY22 has been proposed at **+8.1%** or a **\$1.65M** net increase. The net increase is a result of the decreases or elimination of expenditures proposed, and the increases proposed.

The FY22 is the eighth year in which we have deployed a zero-based budgeting approach and we continue to refine this tool as an element to our expenditure control tools. The proposed increases reflect organizational needs for FY22, many of which have essentially been funded by decreases in other budget lines where this fiscal year either the program needs have decreased or in some cases been fully eliminated.

The categories of the entire increase are summarized below:



The Operating Budget has been divided into two sections for the Board – Discretionary and Non-Discretionary. Non-discretionary costs assume no changes to the current levels of service.

Discretionary - \$899,254

The listed Discretionary increases details below list each line where there has been a notable change from the previous year. (All other changes are listed on the BUDGET DETAIL at the end of this report.)

501-A – Base Salaries - \$487,000

This increase accounts for the 3% increase per the third year of the 2020-2022 FF MOU, adding 1 battalion chief (reimbursed by the City of Mill Valley), and for new retirees and hires.

504 Benefits - \$612,813

Any salary increases or new hires create a corresponding increase in benefits' costs, mostly in pension costs. In addition, the Deputy Chief amended agreement increased this category by \$161K.

511-B – Copier/Printer Expenses – (\$14,000)

We anticipate that the mailers for Measure U, Measure C, and Prevention will be less than budgeted last year.

513-C – Public Education – (\$3,000)

This decrease is due to anticipated costs for public education.

513-V – Software Subscriptions - \$42,600

This line is increased due to Granicus software, many price increases for existing software, and the addition of DroneDeploy (\$31k/annually) and MySidewalk (\$9K/annually)

515 – Clothing & Personnel Supplies – \$28,200

The 515 budget lines in aggregate are increasing largely due to replacing all safety personnel with pants, plus the cost of new hires.

523-C – Legal/Professional Fees – (\$20,000)

This decrease is our projection of next year's costs.

523-ZF – Outside Services – (\$35,000)

This decrease is a result of not needing the shared services consultant next fiscal year.

Non-Discretionary - \$755,762

The Non-Discretionary increases below detail each line where there has been a notable *change* from the previous year.

504-A Health Benefits – \$26,000

New staffing and an estimated 7% premium increase account for the increase in Kaiser premiums.

504-K – Workers Compensation – \$200,631

The District's workers' comp carrier is projecting an aggregate 26% increase: 8.5% and 18.8% for safety and non-safety, respectively, plus an ex-mod increase of 20% due to incurred losses.

521-1 – Vehicle Maintenance – (\$19,287)

The District's new fleet is incurring less maintenance than the aged fleet.

523-G – Tax Collection Fees - \$10,000

Tax collection fees from the County increase as a proportion to property tax revenues.

523-Y – CERT Contract Program – \$34,767

The District will be paying towards a Neighborhood Resource Group (NRG) coordinator.

523-ZB – Vegetation Management – \$422,183

This increase is part of the promise made to the District’s citizens that with the approval of Measure U, increased resources will go towards wildfire mitigation and prevention efforts. It also includes new initiatives funded by Measure C.

527 – Rent – \$6,633

This is the anticipated cost of rent increases for the admin building for admin and prevention staff.

Southern Marin Fire District
FY22 Capital Budget Analysis

FY22 Analysis	Budget	Change from Prior Year
FY21 Approved Base Budget	18,091,268	
Plus General Inflationary Increases	0	0.0%
Plus (Less) FY22 Other Significant Changes:		
Subtotal Operating Change	1,142,627	6.3%
Total Base Budget	19,233,895	6.3%
Plus Equipment		
583-4B · Non-SMEMPS EMS Equipment	5,000	
583-4C · Knox Box Key Replacement	0	
583-4D · Hydrants	0	
583-4F · Hoses	19,800	
583-4G · Gas Detectors, Sensors	0	
583-4H · Radios	17,000	
583-4K · Office Equipment	5,000	
583-4R · New Workstations	10,000	
583-4U · Thermal Image Camera	10,000	adding thermal imaging cameras (2)
583-4V · MDC iPad Program	5,000	
583-4Z · One-Time Misc Equipment	0	
Total Equipment	71,800	-41%
Plus Capital from Reserves:		
583-5H · Other Repairs	100,000	misc. facilities repairs
583-5J · New Apparatus	45,000	U4 replacement; new admin vehicle
583-5T · Apparatus Door Replacement	40,000	
583-5V · Station 4 Remodel	625,000	Ongoing station 4 remodel
583-5W · One-Time Misc. Expenses	70,000	LSW satellite hardware; messaging system
Total Funded from Reserves	880,000	-7%
Plus Grants	0	
FY22 Total General Budget	20,185,695	5.3%

Southern Marin Fire District

FY22 Prevention Capital Budget Analysis

FY22 Analysis	Budget	Change from Prior Year
FY21 Approved Base Budget	844,029	
Plus General Inflationary Increases	0	0%
Plus (Less) FY22 Other Significant Changes:		
Subtotal Operating Change	26,871	
Total Base Budget	870,900	3%
Plus Equipment		
583-4C · Knox Box Key Replacement	150	
583-4D · Hydrants	33,000	
583-4R · New Workstations	2,000	
583-4V · MDC iPad Program	1,400	
Total Equipment	36,550	-28%
Plus Capital from Reserves:		
583-5J · New Apparatus	70,000	Division Chief vehicle
Total Funded from Reserves	70,000	-22%
Plus Grants	250,126	
FY22 Total Prevention Budget	1,227,576	-0.6%

Southern Marin Fire District

FY22 Measure U Wildfire Mitigation Capital Budget Analysis

FY22 Analysis	Budget	Change from Prior Year
FY21 Approved Base Budget	996,000	
Plus General Inflationary Increases	0	0%
Plus (Less) FY22 Other Significant Changes:		
Subtotal	4,000	0%
Total Base Budget	1,000,000	0%
Plus Equipment		
Subtotal	0	0%
Plus Capital from Reserves:		
Total Funded from Reserves	0	0%
FY22 Total Measure U Budget	1,000,000	0%

Southern Marin Fire District

FY22 Measure C (MWPA) Capital Budget

FY22 Analysis	Budget	Change from Prior Year
FY21 Approved Base Budget	325,598	
Plus General Inflationary Increases	0	0.0%
Plus (Less) FY22 Other Significant Changes:		
Subtotal	546,619	167.2%
Total Base Budget	872,217	167.2%
Plus Equipment		
583-4R · New Workstations	4,000	New workstations
583-4V · MDC iPad Program	3,000	New iPads
Subtotal	7,000	100%
Plus Capital from Reserves:		
583-5W · One-Time Misc. Expenses	0	
Total Funded from Reserves	0	-100%
FY22 Total MWPA Budget	879,217	13.6%

Capital Equipment Detail - \$115,350 Total (-\$65,100 decrease over FY21)

Non-Discretionary - \$0

Discretionary - \$115,350

583-4B – Non-SMEMPS EMS Equipment – \$5,000

To replace aging Automatic External Defibrillators (AEDs), medical bags, and out of county medical equipment not paid for by SMEMPS.

583-4D – Hydrants – \$33,000

For the ongoing replacement of District hydrants.

583-4F Hose – \$19,800 (*\$5,700 decrease*)

Aging hose are replaced annually.

583-4R – New Workstations – \$16,000 (*\$9,500 decrease*)

We are continuing with replacing most workstations with Apple computers, and will also be providing new workstations for prevention and the new Measure C defensible space inspectors.

583-4U – Thermal Imaging Camera – \$10,000

This is to add one more thermal imaging camera to a rig.

583-4V – MDC iPad Program – \$9,400 (*\$8,400 decrease*)

To replace aging iPads on the rigs, in addition to providing iPads to the new defensible space inspectors.

Funded from Reserves - \$950,000 Total (\$535,775 decrease over FY21)

583-5H – Other Repairs - \$100,000 (*\$105,000 decrease*)

Anticipated costs for station repairs.

583-5J – New Apparatus - \$115,000 (*\$71,275 decrease*)

Anticipated costs to replace Division Chief's new vehicle, and to add an administrative vehicle to the fleet.

583-5T Apparatus Door Replacement – \$40,000 (*\$0 increase*)

For station 1 apparatus door reinforcement work.

583-5V Station 4 Remodel - \$625,000 (*\$275,000 increase*)

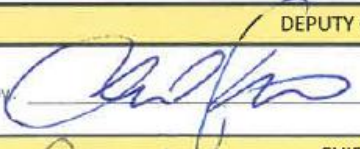

These funds will be used to remodel the bathrooms (unisex and ADA compliance), remodel the dayroom, plus interior modifications and exterior venting due to new SCBA unit. This includes earthquake retrofitting.

583-5W – One-Time Misc. Expenses - \$70,000 (*\$577,500 decrease*)


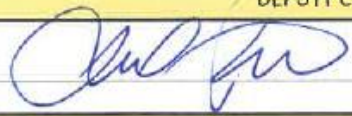
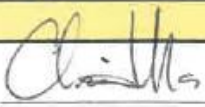
This is for a satellite communications system for the LSW EOC.

The following pages include single page project summaries for the capital projects in this preliminary budget. This is an additional resource we have added to the budget process this year with the goal of providing greater clarity in each individual proposed project.


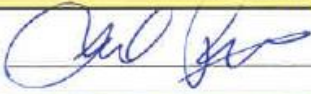
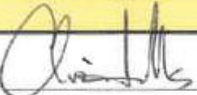
SMFD CAPITAL REQUEST FORM

REQUESTED BY: BC Matt Barnes		TODAY'S DATE: 4/13/2021	
PROJECT NAME: Non-SMEMPS EMS Equip		BUDGET LINE: 583-4B	
DIVISION NAME: General		Replacement Equipment: YES	
START DATE: 7/1/2021	END DATE: 6/30/2022		
BRIEF PRODUCT DESCRIPTION, JUSTIFICATION, AND EFFECT ON OPERATIONS			
List all other costs associated with the approval of this request: maintenance, supplies, etc.			
Product Photo:	N/A	Replacement of non-SMEMPS related EMS equipment. AED's, misc medical supplies that are not covered under the SMEMPS contract	
COMPLETE THIS SECTION FOR ALL EQUIPMENT REQUESTS			
COMPONENTS:		VENDOR:	AMOUNT:
Product/Service:		Misc EMS Supplies	\$ 5,000.00
Delivery:		N/A	
Installation:		N/A	
Tax:		Included	Included
Other:		N/A	
Recurring:	Projected yearly cost for non-SMEMPS covered equipment.	Budget Line: 583-4B	
Total Project Cost			\$ 5,000.00
DEPUTY CHIEF APPROVAL			
Approved by: 		Date: 8-5-21	
CHIEF APPROVAL			
Approved by: 		Date: 8-9-21	


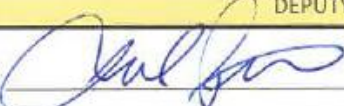

SMFD CAPITAL REQUEST FORM

REQUESTED BY: BC Matt Barnes	TODAY'S DATE: 4/13/2021	
PROJECT NAME: New Workstations	BUDGET LINE: 583-4R	
DIVISION NAME: General	Replacement Equipment: YES	
START DATE: 7/1/2021	END DATE: 6/30/2022	
BRIEF PRODUCT DESCRIPTION, JUSTIFICATION, AND EFFECT ON OPERATIONS		
List all other costs associated with the approval of this request: maintenance, supplies, etc.		
Product Photo:	<div style="text-align: center;">  <p style="margin-left: 20px;">Replacement of District Work Stations, annual replacement schedule</p> </div>	
COMPLETE THIS SECTION FOR ALL EQUIPMENT REQUESTS		
COMPONENTS:	VENDOR:	AMOUNT:
Product/Service:	Apple	\$ 10,000.00
	iOS work stations (MacBook Pro, Monitor, Keyboard, Track Pad, Misc hardware	
Delivery:	N/A	
Installation:	N/A	
Tax:	Included	Included
Other:	N/A	
Recurring: Projected 2-3 Workstation replacements at Stations. Projected 1-3 / per year	Budget Line: 583-4R	
Total Project Cost		\$ 10,000.00
DEPUTY CHIEF APPROVAL		
Approved by: 	Date: 4/5/21	
CHIEF APPROVAL		
Approved by: 	Date: 8-9-21	


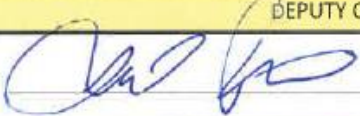

SMFD CAPITAL REQUEST FORM

REQUESTED BY: BC Matt Barnes	TODAY'S DATE: 4/13/2021	
PROJECT NAME: Thermal Imaging Camera	BUDGET LINE: 583-4U	
DIVISION NAME: General	Replacement Equipment: YES	
START DATE: 7/1/2021	END DATE: 6/30/2022	
BRIEF PRODUCT DESCRIPTION, JUSTIFICATION, AND EFFECT ON OPERATIONS		
List all other costs associated with the approval of this request: maintenance, supplies, etc.		
Product Photo:	<div style="text-align: center;">  <p>Replacement of an outdated Thermal Imager to the District Fleet. Utilize outdated imager for training purposes.</p> </div>	
COMPLETE THIS SECTION FOR ALL EQUIPMENT REQUESTS		
COMPONENTS:	VENDOR:	AMOUNT:
Product/Service:	Bullard	\$ 10,000.00
	Thermal Imaging Camera	
Delivery:	N/A	
Installation:	N/A	
Tax:	Included	Included
Other:	N/A	
Recurring: Projected 1 additional camera a year for 3 years	Budget Line: 583-U	
Total Project Cost		\$ 10,000.00
DEPUTY CHIEF APPROVAL		
Approved by: 		Date: 8-5-21
CHIEF APPROVAL		
Approved by: 		Date: 8-9-21


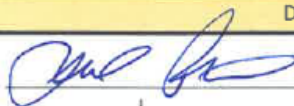

SMFD CAPITAL REQUEST FORM

REQUESTED BY: BC Matt Barnes	TODAY'S DATE: 4/13/2021	
PROJECT NAME: iPads	BUDGET LINE: 583-4V	
DIVISION NAME: General	Replacement Equipment: YES	
START DATE: 7/1/2021	END DATE: 6/30/2022	
BRIEF PRODUCT DESCRIPTION, JUSTIFICATION, AND EFFECT ON OPERATIONS		
List all other costs associated with the approval of this request: maintenance, supplies, etc.		
Product Photo:		
	Replacement of apparatus iPads, annual replacement schedule	
COMPLETE THIS SECTION FOR ALL EQUIPMENT REQUESTS		
COMPONENTS:	VENDOR:	AMOUNT:
Product/Service:	Apple	\$ 5,000.00
	iPads & misc hardware	
Delivery:	N/A	
Installation:	N/A	
Tax:	Included	Included
Other:	N/A	
Recurring: Projected 3-4 iPads yearly	Budget Line: 583-4V	
Total Project Cost		\$ 5,000.00
DEPUTY CHIEF APPROVAL		
Approved by: 	Date: 8-5-21	
CHIEF APPROVAL		
Approved by: 	Date: 8-9-21	



SMFD CAPITAL REQUEST FORM

REQUESTED BY: Ted Peterson	TODAY'S DATE: 4/26/2021	
PROJECT NAME: Admin Vehicle	BUDGET LINE: 583-5J	
DIVISION NAME: General	Replacement Equipment: NO	
START DATE: 7/1/2021	END DATE: 6/30/2022	
BRIEF PRODUCT DESCRIPTION, JUSTIFICATION, AND EFFECT ON OPERATIONS		
List all other costs associated with the approval of this request: maintenance, supplies, etc.		
Product Photo:		
	Seeking to purchase a designated Admin vehicle located at LSW for admin use. Example: Elysha driving to events for media content; Lauren driving to get signatures for checks; Russ going to stations for technical support; etc.	
COMPLETE THIS SECTION FOR ALL EQUIPMENT REQUESTS		
COMPONENTS:	VENDOR:	AMOUNT:
Vehicle: 2021 Chevrolet Colorado	Winner Chevrolet	\$ 30,837.00
Radio:		
Lightbars:		
Fittings/Shipping:		
Decals/Emblems: Decals/labor	Wattco	\$ 10,151.58
Other: Documentary Fees, Sales Tax, Tire Fee	Winner Chevrolet	\$ 2,644.82
Total Project Cost		\$ 43,633.40
DEPUTY CHIEF APPROVAL		
Approved by: 	Date: 8-5-21	
CHIEF APPROVAL		
Approved by: 	Date: 8-9-21	


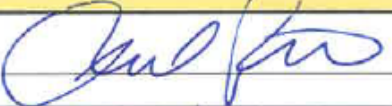

SMFD CAPITAL REQUEST FORM

REQUESTED BY: Fred Hilliard		TODAY'S DATE: 8/27/2021	
PROJECT NAME: Division Chief / Fire Marshal Vehicle		BUDGET LINE: 583-5J	
DIVISION NAME: Prevention		Replacement Equipment: YES	
START DATE: 7/1/2021	END DATE: 6/30/2022		
BRIEF PRODUCT DESCRIPTION, JUSTIFICATION, AND EFFECT ON OPERATIONS			
List all other costs associated with the approval of this request: maintenance, supplies, etc.			
Product Photo:			
		This is a replacement vehicle for the Division Chief / Fire Marshal to allow for fleet conformity between senior officers. His current vehicle will be reassigned to a new fire inspector position	
COMPLETE THIS SECTION FOR ALL EQUIPMENT REQUESTS			
COMPONENTS:		VENDOR:	AMOUNT:
Vehicle:	2022 Chevy Tahoe	Winner Chevrolet	\$ 39,577.00
Radio:	State VHF Radio Equipment		
Code 3 Equipment:	See Wattco quote for parts and discriptions	Wattco	\$ 23,766.78
Fittings/Shipping:			
Decals/Emblems:			\$ -
Other:	Documentary Fees, Sales Tax, Tire Fee	Winner Chevrolet	\$ 3,462.99
Total Project Cost			\$ 66,806.77
DEPUTY CHIEF APPROVAL			
Approved by: 		Date: <u>8-27-2021</u>	
CHIEF APPROVAL			
Approved by: 		Date: <u>8-30-2021</u>	

SMFD CAPITAL REQUEST FORM

REQUESTED BY: Ted Peterson	TODAY'S DATE: 6/11/2021	
PROJECT NAME: Station 4 Remodel	BUDGET LINE: 583-5V	
DIVISION NAME: General	Replacement Equipment: YES	
START DATE: 7/1/2021	END DATE: 6/30/2022	
BRIEF PRODUCT DESCRIPTION, JUSTIFICATION, AND EFFECT ON OPERATIONS		
List all other costs associated with the approval of this request: maintenance, supplies, etc.		
Product Photo:	All expenses for the continued Station 4 Remodel Project.	
COMPLETE THIS SECTION FOR ALL EQUIPMENT REQUESTS		
COMPONENTS:	VENDOR:	AMOUNT:
Product/Service:	Seismic Retrofit	\$ 200,000.00
	ADA Barrier Removal/Interior Remodel (downstairs)	\$ 150,000.00
	Interior Remodel (upstairs bathroom & lockers)	\$ 150,000.00
Delivery:		
Installation: SCBA Fill Station Install		\$ 50,000.00
Tax:		
Other: Exterior Improvements		\$ 75,000.00
Recurring:	Recurring Budget Line:	
Total Project Cost		\$ 625,000.00
DEPUTY CHIEF APPROVAL		
Approved by: 	Date: 8-5-21	
CHIEF APPROVAL		
Approved by: 	Date: 8-9-21	

SMFD CAPITAL REQUEST FORM

REQUESTED BY: Chris Tubbs		TODAY'S DATE: 3/10/2021	
PROJECT NAME: DOC Satellite Communications System		BUDGET LINE: 583-5W	
DIVISION NAME: General		Replacement Equipment: NO	
START DATE:	7/1/2021	END DATE:	6/30/2022
BRIEF PRODUCT DESCRIPTION, JUSTIFICATION, AND EFFECT ON OPERATIONS			
List all other costs associated with the approval of this request: maintenance, supplies, etc.			
Product Photo:		Installation of voice and data satellite system in the LSW Emergency Operations Center to ensure communications (data and voice) during disasters and emergencies.	
COMPLETE THIS SECTION FOR ALL EQUIPMENT REQUESTS			
COMPONENTS:		VENDOR:	AMOUNT:
Product/Service:	Fixed Site & Data Solution	Remote Satellite Systems	\$ 40,045.00
	Once Time Voice Provisioning Fee	Remote Satellite Systems	\$ 375.00
	EOC Dual Sat Air Plan	Remote Satellite Systems	\$ 5,400.00
Delivery:	Estimated Shipping & Handling	Remote Satellite Systems	\$ 500.00
Installation:	Installation, Maintenance & Warranty	Remote Satellite Systems	\$ 10,000.00
Tax:	Estimated Sales Tax	Remote Satellite Systems	\$ 3,303.71
Other:	(3) Dedicated Phone Lines/Voice Provisioning Fee	Remote Satellite Systems	\$ 1,731.00
Recurring:		Recurring Budget Line:	
Total Project Cost			\$ 61,354.71
DEPUTY CHIEF APPROVAL			
Approved by:		Date:	8-5-21
CHIEF APPROVAL			
Approved by:		Date:	8-9-21

FY22 Summary Operating, Equipment + Capital Budget by Division

FY22 Analysis	General	Change from PY	Prevention	Change from PY	Measure U	Change from PY	Measure C	Change from PY	TOTAL CHANGE
Operating Budget									
Salaries & Benefits	16,377,548	6.8%	779,100	7%	354,900	25.2%	296,600	34%	7.5%
Operating Expenses	2,856,347	-0.7%	91,800	-44%	645,100	-10.0%	575,617	437%	10.8%
Equipment	71,800	-41%	36,550	-28%	0	-100%	7,000	100%	-36%
Total O&E Budget	19,305,695	6.0%	907,450	1%	1,000,000	0%	879,217	167%	8.1%
Capital from Reserves	880,000	-7%	70,000	-22%	0	0%	0	-100%	-36%
Grants	0		250,126	0%	0	%	0	0%	0%
Total FY22 Budget	20,185,695	5.3%	1,227,576	-1%	1,000,000	0.0%	879,217	13.6%	5.0%

SOUTHERN MARIN FIRE PROTECTION DISTRICT
BUDGET DETAIL

BUDGET - LINE ITEM SUMMARY		FY21 BUDGET		FY22 BUDGET				\$ Incr/(Decr) PY Budget	% Change PY Budget	
DESCRIPTION	TOTAL BUDGET	Actual	GEN BUDGET	PREVENTION	Measure U	Measure C JPA	TOTAL BUDGET			
REVENUES										
Schiifmann	Property Taxes	14,610,000	14,769,319	15,059,000			15,059,000	449,000	3.1%	
Schiifmann	Special Assessment	900,000	913,875	906,000			906,000	6,000	0.7%	
Schiifmann	EMR & Fire Protection Tax	3,100,000	3,127,923	2,115,000		1,000,000	3,115,000	15,000	0.5%	
Schiifmann	ERAF	800,000	1,192,632	800,000			800,000	-	0.0%	
Schiifmann	Interest	50,000	59,274	50,000			50,000	-	0.0%	
Schiifmann	Grant Funds	240,126	243,356		240,126		240,126	-	0.0%	
GENERAL REVENUE										
Schiifmann	Measure C JPA	845,000	897,287			890,000	890,000	45,000	5.3%	
Schiifmann	Cell Site Rental	124,000	118,606	129,000			129,000	5,000	4%	
Schiifmann	SFD OPEB Payment	58,000	58,000	58,000			58,000	-	0%	
Schiifmann	Workers' Comp Reimbursements	50,000	250,363	50,000			50,000	-	0%	
Schiifmann	Sale of Assets	0	68,000	0			0	-	#DIV/0!	
Schiifmann	Other General Revenues	25,000	39,309	20,000			20,000	(5,000)	-20%	
FEES FOR SERVICE										
Peterson	Ambulance Service (SME MPS)	600,000	707,847	700,000			700,000	100,000	17%	
Schiifmann	GGNRA	345,000	345,000	345,000			345,000	-	0%	
Schiifmann	Mutual Aid Agreements	400,000	1,514,229	400,000			400,000	-	0%	
Peterson	Interagency Agreements	517,825	646,773	958,377			958,377	440,552	85%	
Hilliard	Plan Fees	200,000	196,043		200,000		200,000	-	0%	
Schiifmann	Total General Revenues:	3,164,825	4,841,457	2,660,377	200,000	-	3,750,377	585,552	19%	
	Total Revenues	22,864,951	25,147,837	21,590,377	440,126	1,000,000	890,000	23,920,503	1,055,552	5%
SALARIES & BENEFITS										
501 SALARIES										
Schiifmann	501-A - Base Salaries	7,651,000	7,498,426	7,225,000	463,000	237,000	213,000	8,138,000	487,000	6%
Schiifmann	501-B - Sick Buy-Out	50,000	92,431	100,000				100,000	50,000	100%
Schiifmann	501-C - Vacation Buy-Out	10,000	131,685	50,000				50,000	40,000	400%
	Subtotals	7,711,000	7,722,543	7,375,000	463,000	237,000	213,000	8,288,000	577,000	7%
501-O OVERTIME										
Schiifmann	501-0A - Overtime	1,467,680	2,465,046	1,500,000				1,500,000	32,320	2%
Schiifmann	501-0B - FLSA	171,000	156,639	185,000				185,000	14,000	8%
Schiifmann	501-0C - Out of Grade	46,000	37,988	46,000				46,000	0	0%
	Subtotals	1,684,680	2,659,672	1,731,000	0	0	0	1,731,000	46,320	3%
504 BENEFITS										
Schiifmann	504-A - Health Benefits	1,280,000	1,180,563	1,171,000	73,000	41,000	21,000	1,306,000	26,000	2%
Schiifmann	504-AB - Retiree Health Savings	104,000	103,670	115,000	6,000	5,000	4,000	130,000	26,000	25%
Schiifmann	504-AA - Retiree Medical	386,000	396,503	400,000				400,000	14,000	4%
Schiifmann	504-AAA - Retiree Medical (OPEB)	264,000	250,000	250,000				250,000	(14,000)	-5%
Schiifmann	504-B - Dental	126,000	106,338	107,000	7,000	5,000	2,000	121,000	(5,000)	-4%
Schiifmann	504-C - Vision	13,400	10,130	11,000	700	500	200	12,400	(1,000)	-7%
Schiifmann	504-D - Holiday Pay	303,000	299,954	325,000				325,000	22,000	7%
Schiifmann	504-E - District Share Retirement	2,843,000	2,734,389	2,960,000	140,000	40,000	30,000	3,170,000	327,000	12%
Schiifmann	504-G - Educational Allowance	317,000	309,523	340,000	10,000	0	0	350,000	33,000	10%
Schiifmann	504-H - Clothing Allowance	20,800	20,000	20,400	800	0	0	21,200	400	2%
Schiifmann	504-K - Workers Compensation	757,517	757,516	904,148	42,000	6,000	6,000	958,148	200,631	26%
Schiifmann	504-L - Def.Comp. Employer %	420,500	399,342	378,000	23,000	12,000	0	413,000	(7,500)	-2%
Schiifmann	504-N - Long Term Disability	21,218	20,001	20,000	2,000	1,000	1,000	24,000	2,782	13%
Schiifmann	504-O - Long Term Care Insurance	51,948	45,873	48,000	4,000	3,000	2,000	57,000	5,052	10%
Schiifmann	504-S - Longevity	17,000	15,385	21,000				21,000	4,000	24%
Schiifmann	504-V - w/C Payroll Audit Adjustment	100,000	62,565	75,000				75,000	(25,000)	-25%
Schiifmann	504-X - Life Insurance	13,000	10,203	9,000	600	400	400	10,400	(2,600)	-20%
Schiifmann	504-Y - Payroll Taxes	137,952	140,362	117,000	7,000	4,000	17,000	145,000	7,048	5%
	Subtotals	7,176,335	6,862,316	7,271,548	316,100	117,900	83,600	7,789,148	612,813	9%
	SALARY & BENEFITS TOTAL:	16,572,015	17,244,531	16,377,548	779,100	354,900	296,600	17,808,148	1,236,133	7.5%

SOUTHERN MARIN FIRE PROTECTION DISTRICT
BUDGET DETAIL

BUDGET - LINE ITEM SUMMARY		FY21 BUDGET		FY22 BUDGET				\$ Incr/(Decr) PY Budget	% Change PY Budget	
		TOTAL BUDGET	Actual	GEN BUDGET	PREVENTION	Measure U	Measure C JPA			TOTAL BUDGET
OPERATING BUDGET										
511 OFFICE EXPENSE										
Peterson	511-A · General Office Supply	10,500	16,232	10,500	500	0	0	11,000	500	5%
Peterson	511-B · Copier/Printer Expenses	45,950	18,888	3,000	1,000	20,000	7,950	31,950	(14,000)	-30%
Barnes	511-C · Maps & Run Books	7,260	9,373	7,170	0	0	0	7,170	(90)	-1%
Peterson	511-D · Postage	18,700	10,690	3,000	500	8,000	6,500	18,000	(700)	-4%
Subtotals		82,410	55,183	23,670	2,000	28,000	14,450	68,120	-14,290	-17%
513 SPECIAL DEPARTMENTAL EXPENSE										
Peterson	513-C · Public Education	11,500	2,935	3,000	500	5,000	0	8,500	(3,000)	-26%
Peterson	513-F · Subscriptions	500	126	500	0	0	0	500	0	0%
Peterson	513-G · Awards	2,500	2,948	2,500	0	0	0	2,500	0	0%
Peterson	513-H · Office Equipment Replacement	2,000	954	2,000	0	0	0	2,000	0	0%
Barnes	513-L · Photos	3,000	519	2,000	0	0	0	2,000	(1,000)	-33%
Peterson	513-O · Misc. Celebrations/flowers	1,400	2,512	2,000	0	0	0	2,000	600	43%
Peterson	513-P · Shift Calendars	275	0	275	0	0	0	275	0	0%
Frazier	513-Q · Station Flags	1,500	1,566	1,500	0	0	0	1,500	0	0%
O'Reilly	513-S · Hydrant Supplies	1,250	26	500	0	0	0	500	(750)	-60%
Barnes	513-T · Computer Upgrades/Programs	4,000	666	0	0	0	0	0	(4,000)	-100%
Barnes	513-U · Misc. Computer Supplies	3,000	6,571	3,000	500	0	500	4,000	1,000	33%
Barnes	513-V · Software Subscriptions Services	132,600	141,409	158,000	17,000	200	0	175,200	42,600	32%
Subtotals		163,525	160,232	175,275	18,000	5,200	500	198,975	35,450	22%
515 CLOTHING & PERSONNEL SUPPLIES										
Sullivan	515-A · Uniforms/Boots	52,600	35,676	50,000	3,000	1,000	3,100	57,100	4,500	9%
Sullivan	515-B · Badges	3,000	2,329	3,000	0	0	400	3,400	400	13%
Golden	515-G · Personal Protective Equipment	85,500	73,705	80,000	0	1,000	0	81,000	(4,500)	-5%
Golden	515-H · Misc Repairs/struc cloth	12,500	304	12,500	0	0	0	12,500	0	0%
Sullivan	515-I · Wildland - Safety Clothing	22,000	22,881	31,000	0	0	0	31,000	9,000	41%
Golden	515-N · Strike Team Equipment (OOC)	4,000	2,246	4,000	0	0	0	4,000	0	0%
Golden	515-P · New Employee Gear	10,000	45,223	38,000	0	0	0	38,000	28,000	280%
Golden	515-T · Wildland Shelters	2,000	3,321	3,000	0	0	0	3,000	1,000	50%
Peterson	515-U · Swiftwater Rescue Gear	6,000	3,204	0	0	0	0	0	(6,000)	-100%
Peterson	515-V · USAR Equipment	7,000	244	7,300	0	0	0	7,300	300	4%
Subtotals		204,600	189,134	228,800	3,000	2,000	3,500	237,300	32,700	16%
517 COMMUNICATIONS										
Hilliard	517-A · Telephone	28,000	28,887	27,000	2,400	480	1,000	30,880	2,880	10%
Barnes	517-B · Dispatch including CAD Service	226,285	239,257	316,000	0	0	0	316,000	89,715	40%
Barnes	517-D · Cell Phones	32,800	25,039	27,000	2,500	1,400	1,900	32,800	0	0%
Barnes	517-E · MERA Operating Costs	50,527	50,527	57,716	0	0	0	57,716	7,189	14%
Barnes	517-F · MERA Bond Service	52,000	35,155	0	0	0	0	0	(52,000)	-100%
Barnes	517-G · Internet/IDSL	15,500	15,371	20,000	0	0	0	20,000	4,500	29%
Hilliard	517-I · Phone Repairs/Replacement	27,200	27,264	3,200	1,200	0	3,000	7,400	(19,800)	-73%
Tubbs	517-K · MERA-New Project Financing	5,430	5,430	5,430	0	0	0	5,430	0	0%
Barnes	517-L · MDC Connection	8,700	6,919	13,000	0	0	0	13,000	4,300	49%
Barnes	517-M · MDC Service Contract	2,800	0	0	0	0	0	0	(2,800)	-100%
Subtotals		449,242	433,849	469,346	6,100	1,880	5,900	483,226	33,984	8%
518 UTILITIES										
Peterson	518-A · PG&E Station 4	13,000	13,557	14,000	0	0	0	14,000	1,000	8%
Peterson	518-B · PG&E Station 9	11,000	14,328	15,000	0	0	0	15,000	4,000	36%
Peterson	518-C · MMWD Station 4	4,000	4,678	5,000	0	0	0	5,000	1,000	25%
Peterson	518-D · MMWD Station 9	2,750	3,034	3,500	0	0	0	3,500	750	27%
Peterson	518-E · Richardson Bay Sanitation	1,000	828	1,000	0	0	0	1,000	0	0%
Peterson	518-F · PG&E Station 1	7,000	11,637	12,000	0	0	0	12,000	5,000	71%
Peterson	518-G · MMWD - Station 1	2,600	2,628	3,000	0	0	0	3,000	400	15%
Peterson	518-H · Sanitation - Station 1	3,000	1,450	3,000	0	0	0	3,000	0	0%
Peterson	518-I · Sanitation & Refuse - Sta 4	10,500	20,913	23,533	0	0	0	23,533	13,033	124%
Peterson	518-J · PG&E LSW	34,800	31,232	33,000	0	0	0	33,000	(1,800)	-5%
Subtotals		89,650	104,285	113,033	0	0	0	113,033	23,383	26%

SOUTHERN MARIN FIRE PROTECTION DISTRICT
BUDGET DETAIL

BUDGET - LINE ITEM SUMMARY		FY21 BUDGET		FY22 BUDGET				\$ Incr/(Decr) PY Budget	% Change PY Budget	
		TOTAL BUDGET	Actual	GEN BUDGET	PREVENTION	Measure U	Measure C JPA			TOTAL BUDGET
DESCRIPTION		TOTAL BUDGET	Actual	GEN BUDGET	PREVENTION	Measure U	Measure C JPA	TOTAL BUDGET	\$ Incr/(Decr) PY Budget	% Change PY Budget
520	BUILDINGS & GROUNDS MAINTENANCE									
Hanson	520-B · Janitorial Supplies	25,000	20,411	20,000	0	0	0	20,000	(5,000)	-20%
Peterson	520-C · Unscheduled Repairs & Maint.	39,000	67,769	40,000	0	0	0	40,000	1,000	3%
Peterson	520-D · Sprinklers/Alarm System	2,800	2,513	2,800	0	0	0	2,800	0	0%
Peterson	520-E · Elevator Contract	8,000	6,157	8,000	0	0	0	8,000	0	0%
Peterson	520-H · Carpets - Cleaning	3,200	0	3,000	0	0	0	3,000	(200)	-6%
Frazier	520-K · Kitchen Supplies	2,300	3,128	2,625	0	0	0	2,625	325	14%
Peterson	520-L · Sign Changes	1,000	1,518	1,000	0	0	0	1,000	0	0%
	Subtotals	81,300	101,497	77,425	0	0	0	77,425	(3,875)	-5%
521	EQUIPMENT MAINTENANCE									
Coleman	521-A · Radio Repair	12,000	5,972	11,000	0	0	0	11,000	(1,000)	-8%
Falk	521-B · Breathing Air Systems	18,850	19,114	14,600	0	0	0	14,600	(4,250)	-23%
Peterson	521-C · Office Equip. Maint.	1,500	0	0	0	0	0	0	(1,500)	-100%
Peterson	521-E · Mechanical Systems - Contract	8,500	7,886	8,500	0	0	0	8,500	0	0%
Peterson	521-H · Repairs & Unscheduled Maint.	21,000	13,777	15,000	0	0	0	15,000	(6,000)	-29%
Peterson	521-I · Ladder Testing	3,000	1,149	2,500	0	0	0	2,500	(500)	-17%
Vollmer	521-J · Portable Equipment	10,000	10,288	17,200	0	0	0	17,200	7,200	72%
Peterson	521-K · Extinguishers/Annual Maint.	2,000	79	1,500	0	0	0	1,500	(500)	-25%
Moore	521-M · Gym Equipment Maintenance	23,000	19,136	14,000	0	0	0	14,000	(9,000)	-39%
Peterson	521-O · Copier Maint. Contract - Sta 3	9,600	9,117	10,000	0	0	0	10,000	400	4%
Falk	521-R · Hose Maint/Nozzle & Fittings	3,000	3,147	3,000	0	0	0	3,000	0	0%
Frazier	521-W · Dive Team Maintenance	10,000	7,725	17,500	0	0	0	17,500	7,500	75%
	Subtotals	122,450	97,390	114,800	0	0	0	114,800	(7,650)	-6%
521-1	VEHICLE MAINTENANCE									
Peterson	521-1A · Vehicle Repair	110,000	98,934	80,000	3,000	2,000	3,000	88,000	(22,000)	-20%
Peterson	521-1B · Fuel	75,400	67,221	60,400	5,000	5,000	5,000	75,400	0	0%
Bouchard	521-1C · Marine Division	26,900	25,607	29,200	0	0	0	29,200	2,300	9%
Schiffmann	521-1D · Fireboat Docking Fee	4,487	4,703	4,900	0	0	0	4,900	413	9%
	Subtotals	216,787	196,466	174,500	8,000	7,000	8,000	197,500	(19,287)	-9%
523	SPECIALIZED SERVICES									
Schiffmann	523-A · Board Per Diem	20,400	18,400	20,400	0	0	0	20,400	0	0%
Schiffmann	523-B · Payroll Processing/Bar	19,000	14,909	17,000	0	0	0	17,000	(2,000)	-11%
Tubbs	523-C · Legal/Professional Fee	170,000	107,732	150,000	0	0	0	150,000	(20,000)	-12%
Peterson	523-D · Legal Postings	2,900	0	2,000	200	200	500	2,900	0	0%
Peterson	523-E · Elections	40,000	250	40,000	0	0	0	40,000	0	0%
Tubbs	523-F · Haz Mat JPA	7,820	7,820	7,820	0	0	0	7,820	0	0%
Schiffmann	523-G · Tax Collection Fees	245,000	233,427	255,000	0	0	0	255,000	10,000	4%
Peterson	523-H · Flu Shots	200	0	200	0	0	0	200	0	0%
Peterson	523-K · New Employment Bac	13,000	23,499	13,100	0	0	0	13,100	100	1%
Barnes	523-L · Computer Consulting S	29,000	22,088	15,000	0	0	0	15,000	(14,000)	-48%
Schiffmann	523-M · Audit	15,000	15,225	16,000	0	0	0	16,000	1,000	7%
Schiffmann	523-N · Parcel Tax Refunds	3,500	0	3,500	0	2,000	0	5,500	2,000	57%
Andre	523-P · Dept. Physical Exams	34,700	33,079	30,000	0	0	0	30,000	(4,700)	-14%
Golden	523-Q · Health & Wellness	46,600	24,906	46,600	0	0	0	46,600	0	0%
Hilliard	523-R · Fire Investigation JPA	5,980	6,097	0	6,500	0	0	6,500	520	9%
Tubbs	523-S · LAFCO Operating Exp	10,500	10,158	10,500	0	0	0	10,500	0	0%
Tubbs	523-T · Team Building	14,000	418	11,500	2,000	500	0	14,000	0	0%
Barnes	523-X · Promotional Test	4,000	1,715	4,000	0	0	0	4,000	0	0%
Tubbs	523-Y · CERT Contract Progra	3,500	106	0	0	0	38,267	38,267	34,767	993%
Peterson	523-Z · Disaster Preparedness	10,000	0	5,000	0	0	0	5,000	(5,000)	-50%
Schiffmann	523-ZA · Actuary	4,000	3,500	0	0	0	0	0	(4,000)	-100%
Figoni	523-ZB · Vegetation Managem	668,437	573,030	0	0	590,620	500,000	1,090,620	422,183	63%
Hilliard	523-ZC · Fire Prevention	24,448	6,392	0	5,000	600	1,000	6,600	(17,848)	-73%
Schiffmann	523-ZF · Outside Services	112,000	52,338	75,000	2,000	0	0	77,000	(35,000)	-31%
Omoony	523-ZG · Public Outreach	10,000	2,062	34,300	0	0	0	34,300	24,300	243%
	Subtotal	1,513,985	1,157,150	756,920	15,700	593,920	539,767	1,906,307	392,322	26%

**SOUTHERN MARIN FIRE PROTECTION DISTRICT
BUDGET DETAIL**

BUDGET - LINE ITEM SUMMARY		FY21 BUDGET		FY22 BUDGET				\$ Incr/(Decr) PY Budget	% Change PY Budget	
DESCRIPTION	TOTAL BUDGET	Actual	GEN BUDGET	PREVENTION	Measure U	Measure C JPA	TOTAL BUDGET			
524	INSURANCE									
Peterson	524-A · Comprehensive Insurance	95,000	94,020	97,000	0	0	0	97,000	2,000	2%
	Subtotal	95,000	94,020	97,000	0	0	0	97,000	2,000	2%
526	TRAINING & CONFERENCES									
Barnes	526-A · Training	182,037	139,837	136,000	36,000	7,000	3,000	182,000	(37)	0%
Barnes	526-I · EMS Recertifications	3,750	2,647	3,550	200	0	0	3,750	0	0%
	Subtotal	185,787	142,484	139,550	36,200	7,000	3,000	185,750	(37)	0%
526-1	MEMBERSHIPS/CONFERENCES									
Peterson	526-1A · General	5,000	4,295	3,500	2,700	0	500	6,700	1,700	34%
	Subtotal	5,000	4,295	3,500	2,700	0	500	6,700	1,700	34%
526-2	MEETINGS, MEALS & TRAVEL EXPENSES									
Barnes	526-2A · Food/Meetings	5,550	6,348	6,500	0	0	0	6,500	950	17%
Schiffmann	526-2B · Transportation/Bridge Tolls	3,900	840	3,700	100	100	0	3,900	0	0%
Peterson	526-2D · Strike Team Expenses	7,000	6,478	7,000	0	0	0	7,000	0	0%
	Subtotal	16,450	13,666	17,200	100	100	0	17,400	950	6%
527	RENT									
Schiffmann	527-A · Station 1 Rent	100,000	100,000	100,000	0	0	0	100,000	0	0%
Schiffmann	527-B · LSW Rent	308,695	306,156	315,328	0	0	0	315,328	6,633	2%
	Subtotal	408,695	406,156	415,328	0	0	0	415,328	6,633	2%
589	589 · CONTINGENCY	50,000	0	50,000	0	0	0	50,000	0	0%
	BASE BUDGET	20,256,896	20,400,336	19,233,895	870,900	1,000,000	872,217	21,977,012		
583-4	EQUIPMENT:									
Barnes	583-4B · Non-SMEMPS EMS Equipment	9,000	0	5,000	0	0	0	5,000	-4,000	-44%
Hilliard	583-4C · Knox Box Key Replacement	150	0	0	150	0	0	150	0	0%
O'Reilly	583-4D · Hydrants	33,000	27,761	0	33,000	0	0	33,000	0	0%
Fischer	583-4F · Hoses	25,500	18,343	19,800	0	0	0	19,800	-5,700	-22%
Peterson	583-4G · Gas Detectors, Sensors	5,000	0	0	0	0	0	0	-5,000	-100%
Coleman	583-4H · Radios	17,000	23,518	17,000	0	0	0	17,000	0	0%
Peterson	583-4K · Office Equipment	12,500	9,699	5,000	0	0	0	5,000	-7,500	-60%
Barnes	583-4R · New Workstations	25,500	23,312	10,000	2,000	0	4,000	16,000	-9,500	-37%
Peterson	583-4U · Thermal Image Camera	0	0	10,000	0	0	0	10,000	10,000	#DIV/0!
Barnes	583-4V · MDC iPad Program	17,800	7,893	5,000	1,400	0	3,000	9,400	-8,400	-47%
Barnes	583-4Z · One-Time Misc Equipment	35,000	32,743	0	0	0	0	0	-35,000	-100%
	Equipment Total	180,450	143,269	71,800	36,550	-	7,000	115,350	(65,100)	-36.1%
	OPERATING & EQUIPMENT	3,865,331	3,299,075	2,928,147	128,350	645,100	582,617	4,284,214	418,883	11%
	SALARIES, O&E BUDGET TOTAL	20,437,346	20,543,606	19,305,695	907,450	1,000,000	879,217	22,092,362	1,655,016	8.1%
590	GRANT-FUNDED EXPENDITURES									
Schiffmann	590-A · Enterprise Concourse	0	1,431	0	0	0	0	0	0	#DIV/0!
Schiffmann	590-B · Tam Valley Fuel Break	250,126	217,493	0	250,126	0	0	250,126	0	0%
	Subtotal	250,126	218,924	0	250,126	0	0	250,126	0	0%
	OPERATING INCLUDING GRANTS	20,687,472	20,762,530	19,305,695	1,157,576	1,000,000	879,217	22,342,488	1,655,016	8.0%
	AVAILABLE TO FUND RESERVES	2,177,479								
583-5	FUNDED FROM RESERVES									
Peterson	583-5H · Other Repairs	205,000	70,501	100,000	-	-	-	100,000	(105,000)	-51%
Peterson	583-5J · New Apparatus	186,275	145,954	45,000	70,000	-	-	115,000	(71,275)	-38%
Peterson	583-5T · Apparatus Door Replacement	40,000	4,897	40,000	-	-	-	40,000	-	0%
Peterson	583-5V · Station 4 Remodel	350,000	60,720	625,000	-	-	-	625,000	275,000	79%
Tubbs	583-5W · One-Time Misc. Expenses	647,500	830,023	70,000	-	-	-	70,000	(577,500)	-89%
Falk	583-5Y · SCBA Fill Stations	57,000	53,752	-	-	-	-	-	(57,000)	-100%
	Reserves Total	1,485,775	1,165,846	880,000	70,000	-	-	950,000	(535,775)	-36%
	TOTAL EXPENDITURES	22,173,247	21,928,376	20,185,695	1,227,576	1,000,000	879,217	23,292,488	1,119,241	5.0%
	Excess/(Deficiency)	691,704	3,219,461	1,404,682	-787,450	0	10,783	628,015	-63,689	-9%