

**Fire-Rescue**



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## Department Description

The Fire-Rescue Department protects the life and property of San Diego residents and visitors through a variety of safety services. Serving an area of approximately 343 square miles with a resident population of 1.3 million, Fire-Rescue includes 47 fire stations, an air operations base, a communications center, a training facility, nine permanent lifeguard stations, and 30 seasonal lifeguard towers.

The major activities performed by the Fire-Rescue Department includes fire suppression, emergency medical treatment and transport, technical rescue, hazardous materials response, fire investigation, explosives disarmament, fire safety inspection and education programs, equipment and facilities maintenance, boating enforcement and rescue, beach safety and swimmer rescue, and the operation of two 911 communications centers.

The Department's mission is:

*To serve the community of San Diego by providing the highest level of emergency/rescue services, hazard prevention, and safety education, ensuring the protection of life, property, and the environment*

## Goals and Objectives

The following goals and objectives represent the action plan for the Department:

### ***Goal 1: Maintain the resources necessary for a rapid response in emergency situations***

Essential to the effective delivery of the many fire-rescue, emergency medical, and lifeguard services demanded by the community are the abilities to quickly and efficiently process requests for service, identify the appropriate response units, notify them of the need to respond, and ensure their delivery to the emergency scene in time to provide the maximum benefit possible. This requires that performance measures be developed and monitored to ensure response time goals are met and the anticipated beneficial outcomes of a rapid response are achieved. In addition, with respect to the prevention of fires and the mitigation of their severity, it is also essential that the inspection of target hazard occupancies and brush management parcels be conducted frequently to identify and

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correct fire code violations. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Quickly and safely respond to all request for emergency service
- Put the resources in place to be able to save lives, property, and preserve the environment
- Provide fire prevention services and other support in order to ensure the continued safe and effective delivery of fire and rescue services

## ***Goal 2: Ensure effective leadership for the efficient provision of fire-rescue services***

In order to provide effective emergency service delivery, it is imperative that the number and type of resources necessary to provide that service be identified, procured, maintained, and replaced as needed. This requires regular monitoring of service demand levels and the Department's ability to effectively and efficiently meet those demands. A vigorous and ongoing program of needs assessment, the development and communication of budgetary priorities, and fiscally-sound practices to manage all resources allocated to the Department must be provided by the Fire Chief and the Department's leadership team. The Department will move toward accomplishing this goal by focusing on the following objective:

- Identify needs and revenue sources to obtain and manage the necessary funding in order to responsibly maintain the Department and grow in a way that is consistent with current and projected demands for service

## ***Goal 3: Provide exceptional customer service***

It is widely recognized that the Fire-Rescue Department exists as an organization for the sole purpose of delivering exceptional emergency and non-emergency services to the community. Absent this mission and focus, there would be no justification for the expense associated with Department operations. In order to meet customer service expectations, it is essential that service needs be identified, programs be developed to meet these needs, and that monitoring of performance is conducted. The Department will move toward accomplishing this goal by focusing on the following objective:

- Exceed customer expectations by treating each customer transaction with responsiveness, competency, and respect

## ***Goal 4: Develop and maintain a skilled fire-rescue workforce***

As with any organization, the Fire-Rescue Department's success relies heavily upon the development and maintenance of a highly skilled and dedicated workforce. To ensure the ability to accurately identify the needs of, and provide exceptional service to, all segments of this diverse community, the Department must reflect the makeup of the community as a whole. Moreover, once employees join its workforce, they must be provided adequate training and health and safety programs to ensure their competency and availability for assignment. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Provide a comprehensive safety services program for employees in order to reduce the incidence and severity of occupational injury and illness, reduce cost to taxpayers, and maintain mission readiness
- Recruit and retain a workforce that is qualified and mirrors the diversity of the community served

## Key Performance Indicators

Performance Measure	Actual FY2011	Actual FY2012	Target FY2013
1. Cost/Loss Index (budget per capita + fire loss per capita) (G1/O1/O2/O3)	\$139	\$150	\$150
2. Percent of time that a multiple-unit response of at least 17 personnel arrives (within 10:30 minutes/seconds from the time of the 911 call receipt in fire dispatch) to confine fires near the room of origin, keep wildland fires to under 3 acres when noticed promptly, and to treat up to 5 medical patients at once (G1/O1/O2/O3 and G4/O1)	N/A <sup>1</sup>	69%	90%
3. Percent of time the first-due unit arrives (within 7:30 minutes/seconds from the time of the 911 call receipt in fire dispatch) to treat medical patients and control small fires (G1/O1/O2/O3 and G4/O1)	N/A <sup>1</sup>	63%	90%
4. Percent of time ambulance response time complies with the citywide standards (G1/O1/O2, G2/O1, and G4/O1)	97.0%	90.9%	90.0%
5. Percent of time First Responder response time complies with the EMS contract standard, citywide (G1/O1/O2, G2/O1, and G4/O1)	90%	91%	90%
6. Ratio of drownings to beach attendance at guarded beaches (U.S. Lifeguard Association standard is 1 for every 18 million) (G1/O1/O2/O3, G2/O1, and G4/O1)	0:22M	0:20M	0:20M
7. Sworn firefighters per 1,000 population (G1/O1/O2)	0.59	0.64	0.63
8. Lifeguards per 1,000 population (G1/O1/O2)	0.13	0.14	0.14

<sup>1</sup> This is a new measure established as part of the Citygate Standards of Response Coverage Deployment Study.

## Service Efforts and Accomplishments

Given the struggle to keep service levels high while coping with diminished revenues, there is pride and ongoing effort by Fire-Rescue employees to deliver the best customer service with currently available resources. Fires are being suppressed, beach rescues are being accomplished, and medical calls are being answered with excellent patient care.

Fire-Rescue resources responded to 123,121 emergency incidents in Fiscal Year 2012. Emergency incident types include fires, medical aids and transports, lifeguard medical responses, and boat and water rescues.

In Fiscal Year 2012, the City of San Diego retained Citygate Associates LLC to conduct a Fire Services deployment planning study to further refine the findings of the Regional Fire Service Deployment Study that Citygate conducted for the County of San Diego as they pertained to Fire-Rescue Deployment within the City of San Diego. Some of the recommendations in the Citygate Report on fire safety require minimal additional resources that can be addressed in parallel. Others will take several fiscal years, both in time and funding.

The Citygate Report on fire safety was first presented to the Public Safety and Neighborhood Services Committee (PS&NS) and then adopted by the full City Council which subsequently adopted the Report and an implementation plan of priority recommendations. This plan outlines a five-year schedule of the specific action items and costs to begin implementing the Citygate Report recommendations.

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For Fiscal Year 2012, the San Diego Fire-Rescue Department applied for grants totaling \$2.9 million and managed a portfolio of \$6.5 million in awarded grants. Federal grants comprise \$5.7 million of the open grants and supported the following projects: a cooperative agreement with the Federal Emergency Management Agency (FEMA) to fund search and rescue efforts as part of the National Urban Search and Rescue (US&R) response and the development of an interoperable communications network for public safety. The Lifeguard Division managed an Urban Area Security Initiative (UASI) grant of \$365,000 to install a regional secure public safety video surveillance system for Mission Bay. Private grants account for \$0.8 million of the Department's grant portfolio which includes funding for a helicopter fuel-servicing vehicle, brush management inspections, educational materials for fire safety presentations at community events, and community outreach and citizen training through the Community Emergency Response Team (CERT).

In Fiscal Year 2012, San Diego Fire-Rescue took delivery of seven Type I engines, several utility pickup trucks, and staff vehicles for the Fire Prevention Bureau and senior staff. Major equipment accomplishments include the storeroom reorganization as a result of the implementation of the citywide Maintenance Repair and Operations (MRO) contract and completion of the Department's turnout specification for bid advertisement.

Major facility accomplishments for Fiscal Year 2012 include the upgrade and remodel of Fire Station 1 and coordination of numerous minor and major construction projects such as schematic designs for Fire Stations 5, 17, and 38; construction drawings for La Jolla Cove lifeguard station and tower; emergency HVAC replacement at Fire Station 42; coordination of exterior painting and historical exterior restoration of Fire Station 4; and completion of a fuel containment pad for Air Operations at Montgomery Field. In addition, 267 volunteers performed painting, drywall, and plumbing repairs; landscaping; and the general cleaning of four fire stations, while approximately 12 volunteers performed landscaping and debris clean-up at Fire Station 44.

Fire-Rescue also achieved significant information technology improvements in Fiscal Year 2012. The regional public safety mapping project produced new full-color Fire-Rescue Department map books that were distributed to all first responders in the City of San Diego, as well as its regional zone partners. Data entry is ongoing in this project to create fire station wall maps and digitized pre-fire plans of target hazards over the next two fiscal years. GIS information from the entire region is now available to all emergency responders and will continue to improve as the project progresses. The Regional Computer Aided Dispatch (CAD) Interoperability Project (RCIP) went live in Fiscal Year 2011. This interface links the Fire-Rescue Communications Center with other San Diego regional communications centers. Funds have also been identified to replace an outdated and aging Fire Station Alerting System. The RFP for this system was drafted in Fiscal Year 2011 with the anticipation of releasing the bid and selecting a vendor in Fiscal Year 2013.

From July 1, 2011 to June 30, 2012, over 24.0 million people visited City beaches. Lifeguards performed 6,011 water rescues, 4,641 medical aids, and over 251,000 preventative actions. The Boating Safety Unit had 260 boating-related incidents that include boat rescues, emergency boat tows, pump-outs, and boat fires. The Lifeguard Division also performed 56 cliff rescues.

Additionally, the Lifeguard Division worked with the City's Director of Strategic Partnerships to complete a contract with Toyota Corporation. This agreement will provide a fleet of 34 emergency response vehicles in exchange for certain marketing rights and benefits. The Lifeguard Division accomplished a two-year extension of the contract with the University of California San Diego (UCSD) that provides UCSD funding for lifeguard protection for Black's Beach. The Junior Lifeguard Program worked with the Junior Lifeguard Foundation to provide outreach to 5,000 children with Learn-to-Swim-for-Free and Bridge to the Beach. The Lifeguard Division supported the San Diego Lifeguard Association (SDLA) on the "Fill the Fin" campaign that raised approximately \$10,000 in donations and equipment for the Jackie Robinson YMCA. Most important of all, there were no drownings in lifeguarded areas.

The Fire Prevention Bureau Field Collection Unit (FCU) project went live in Fiscal Year 2012 and replaces the mainframe-based Fire Inspection Management System. This new grant-funded system allows first responders and fire inspectors in the field to record inspections electronically and wirelessly download them to the new database. Lastly, the Fire Prevention Bureau also completed all 22 recommendations per the 2010 Fire Prevention Audit and developed new high-rise fees as a joint effort with industry stakeholders.

## Department Summary

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Positions (Budgeted)	1,179.49	1,181.89	<b>1,180.40</b>	(1.49)
Personnel Expenditures	\$ 166,969,470	\$ 168,996,587	<b>\$ 175,322,192</b>	\$ 6,325,605
Non-Personnel Expenditures	30,155,406	41,747,747	<b>43,479,574</b>	1,731,827
<b>Total Department Expenditures</b>	<b>\$ 197,124,876</b>	<b>\$ 210,744,334</b>	<b>\$ 218,801,766</b>	<b>\$ 8,057,432</b>
<b>Total Department Revenue</b>	<b>\$ 35,189,158</b>	<b>\$ 38,783,205</b>	<b>\$ 40,621,762</b>	<b>\$ 1,838,557</b>

## General Fund

### Department Expenditures

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Administrative Operations	\$ 6,956,470	\$ 6,026,978	<b>\$ 7,094,608</b>	\$ 1,067,630
Communications	7,691,590	11,261,238	<b>11,166,301</b>	(94,937)
Emergency Medical Services-Fire	1,008,208	224,317	<b>588,517</b>	364,200
Emergency Operations	145,156,741	152,085,413	<b>150,887,724</b>	(1,197,689)
Fire Prevention	5,823,051	5,701,023	<b>6,768,154</b>	1,067,131
Lifeguard Services	16,085,250	15,482,577	<b>17,926,479</b>	2,443,902
Logistics	4,018,099	5,069,926	<b>5,260,092</b>	190,166
Special Operations	1,852,072	2,001,729	<b>1,870,238</b>	(131,491)
<b>Total</b>	<b>\$ 188,591,482</b>	<b>\$ 197,853,201</b>	<b>\$ 201,562,113</b>	<b>\$ 3,708,912</b>

### Department Personnel

	FY2011 Budget	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Administrative Operations	31.00	31.00	<b>35.00</b>	4.00
Communications	47.67	49.00	<b>49.00</b>	0.00
Emergency Medical Services-Fire	2.00	2.00	<b>3.00</b>	1.00
Emergency Operations	845.96	847.00	<b>841.00</b>	(6.00)
Fire Prevention	54.00	54.00	<b>51.00</b>	(3.00)
Lifeguard Services	141.80	143.89	<b>145.40</b>	1.51
Logistics	11.30	11.00	<b>11.00</b>	0.00
Special Operations	12.36	11.00	<b>11.00</b>	0.00
<b>Total</b>	<b>1,146.09</b>	<b>1,148.89</b>	<b>1,146.40</b>	<b>(2.49)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Addition of Overtime</b> Addition of overtime, partially offset by an increase in vacancy savings and associated fringe, to meet operational needs and bring the personnel expenditures budget in line with historic actuals.	0.00	\$ 6,622,155	\$ -
<b>Addition of Fire Prevention Inspector 2s</b> Addition of 8.00 Fire Prevention Inspector 2s and associated revenue as a result of increased inspections.	8.00	1,220,916	1,220,916
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	1,167,387	-

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## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Addition of Two Fire Academies</b> Addition of personnel and non-personnel expenditures to support two 30-member fire academies.	0.00	1,164,796	-
<b>Addition of Lifeguard Services at Black's Beach</b> Addition of 4.00 Lifeguard 2s, associated non-personnel expenditures, and revenue as a result of a contract with UCSD to provide lifeguard services at Black's Beach.	4.00	385,589	385,589
<b>Restoration of Relief Lifeguards</b> Restoration of 2.00 Lifeguard 2s and 1.00 Lifeguard Sergeant.	3.00	290,703	-
<b>Sales Tax Expenditures for Lifeguard Rescue Vessels</b> Addition of sales tax expenditures for the lease/purchase of one fire boat and two surf rescue boats.	0.00	94,550	-
<b>Addition of Lifeguard Wellness Program</b> Addition of non-personnel expenditures to support the lifeguards' Wellness Program.	0.00	81,000	-
<b>Adjustment for Server Upgrade</b> Addition for the installation of a server upgrade to accommodate the lifeguard staff scheduling program.	0.00	15,000	-
<b>Non-Standard Hour Personnel Funding</b> Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	(1.82)	(35,558)	-
<b>Copier Savings</b> Adjustment to reflect savings resulting from the new convenience copier contract.	0.00	(47,458)	-
<b>Transfer to the Junior Lifeguard Program Fund</b> Transfer of 1.00 Organization Effectiveness Specialist 3 from the General Fund to the Junior Lifeguard Program Fund.	(1.00)	(118,047)	-
<b>Information Systems Administrator Transfer</b> Transfer of 1.00 Information Systems Administrator from the Fire-Rescue Department to the Department of Information Technology to oversee the Regional Command and Control Communications (3Cs) Project.	(1.00)	(145,474)	-
<b>Inspection and Plan Review Transfer</b> Transfer of the Fire-Rescue Department's inspection and plan review activities related to new construction to the Development Services Department.	(11.00)	(810,892)	(2,536,963)
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2012.	0.00	(1,961,278)	(5,051,829)
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(2,048,053)	-

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## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b>	(2.67)	(2,166,424)	-
Adjustments to reflect the annualization of the Fiscal Year 2012 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.			
<b>Transfer of Emergency Medical Services Revenue</b>	0.00	-	3,260,000
Transfer of Emergency Medical Services revenue from the Fire/Emergency Medical Services Transport Program Fund.			
<b>Revised Revenue</b>	0.00	-	739,297
Adjustment to reflect Fiscal Year 2013 revenue projections.			
<b>Revenue from New/Revised User Fees</b>	0.00	-	373,957
Adjustment to reflect an anticipated revenue increase or decrease from the implementation of new and revised user fee charges.			
<b>Total</b>	<b>(2.49)</b>	<b>\$ 3,708,912</b>	<b>\$ (1,609,033)</b>

## Expenditures by Category

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
<b>PERSONNEL</b>				
Salaries and Wages	\$ 97,244,063	\$ 104,819,583	\$ 108,428,449	\$ 3,608,866
Fringe Benefits	63,758,210	59,837,926	61,935,918	2,097,992
<b>PERSONNEL SUBTOTAL</b>	<b>\$ 161,002,274</b>	<b>\$ 164,657,509</b>	<b>\$ 170,364,367</b>	<b>\$ 5,706,858</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 2,027,041	\$ 1,653,674	\$ 2,535,727	\$ 882,053
Contracts	14,483,859	15,327,961	13,305,550	(2,022,411)
Information Technology	2,096,256	3,117,558	4,799,871	1,682,313
Energy and Utilities	3,111,311	5,486,072	5,156,975	(329,097)
Other	185,340	310,030	365,833	55,803
Transfers Out	3,867,349	4,972,698	3,298,112	(1,674,586)
Capital Expenditures	72,053	543,776	287,459	(256,317)
Debt	1,746,000	1,783,923	1,448,219	(335,704)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$ 27,589,208</b>	<b>\$ 33,195,692</b>	<b>\$ 31,197,746</b>	<b>\$ (1,997,946)</b>
<b>Total</b>	<b>\$ 188,591,482</b>	<b>\$ 197,853,201</b>	<b>\$ 201,562,113</b>	<b>\$ 3,708,912</b>

## Revenues by Category

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Charges for Services	\$ 18,457,050	\$ 20,683,451	\$ 21,854,374	\$ 1,170,923
Licenses and Permits	248,541	5,205,007	1,151,382	(4,053,625)
Other Revenue	834,330	646,000	1,019,957	373,957
Rev from Federal Agencies	-	218,000	218,000	-
Rev from Other Agencies	-	20,000	20,000	-
Sales Tax	-	2,510,496	-	(2,510,496)
Transfers In	-	-	3,410,208	3,410,208
<b>Total</b>	<b>\$ 19,539,920</b>	<b>\$ 29,282,954</b>	<b>\$ 27,673,921</b>	<b>\$ (1,609,033)</b>

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## Personnel Expenditures

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Adopted	Salary Range	Total
<b>Salaries and Wages</b>						
20000011	Account Clerk	3.00	3.00	<b>3.00</b>	\$31,491 - \$37,918	\$ 36,970
20000012	Administrative Aide 1	1.00	0.00	<b>1.00</b>	36,962 - 44,533	43,420
20000024	Administrative Aide 2	6.00	7.00	<b>6.00</b>	42,578 - 51,334	251,538
20000065	Air Operations Chief	0.00	1.00	<b>1.00</b>	82,722 - 100,110	100,110
20001119	Assistant Fire Chief	2.00	2.00	<b>2.00</b>	31,741 - 173,971	292,810
20000075	Assistant Fire Marshal	0.00	2.00	<b>1.00</b>	82,722 - 100,110	100,110
20000076	Assistant Fire Marshal-Civilian	0.00	0.00	<b>1.00</b>	82,722 - 100,110	100,110
20001188	Assistant to the Fire Chief	1.00	1.00	<b>1.00</b>	46,966 - 172,744	110,690
20000311	Associate Department Human Resources Analyst	2.00	2.00	<b>2.00</b>	54,059 - 65,333	126,746
20000119	Associate Management Analyst	3.00	2.00	<b>2.00</b>	54,059 - 65,333	127,400
20000201	Building Maintenance Supervisor	1.00	1.00	<b>1.00</b>	61,859 - 74,797	-
20000205	Building Service Supervisor	1.00	0.00	<b>0.00</b>	45,718 - 55,286	-
20000224	Building Service Technician	0.00	1.00	<b>1.00</b>	33,322 - 39,666	-
20000539	Clerical Assistant 2	14.00	13.00	<b>13.00</b>	29,931 - 36,067	421,980
20000306	Code Compliance Officer	7.00	7.00	<b>7.00</b>	37,232 - 44,803	306,901
20000403	Communications Technician	1.00	0.00	<b>0.00</b>	58,157 - 69,742	-
20000617	Construction Estimator	2.00	2.00	<b>2.00</b>	53,706 - 64,958	64,958
20000366	Customer Services Supervisor	2.00	0.00	<b>0.00</b>	57,782 - 69,784	-
20001189	Deputy Fire Chief	10.00	8.00	<b>8.00</b>	46,966 - 172,744	808,031
20000924	Executive Secretary	1.00	1.00	<b>1.00</b>	43,555 - 52,666	51,349
20000446	Fire Battalion Chief	27.30	26.00	<b>26.00</b>	82,722 - 100,110	2,602,880
20000452	Fire Captain	1.00	1.00	<b>1.00</b>	70,970 - 85,904	85,904
20000449	Fire Captain	215.25	209.00	<b>209.00</b>	70,970 - 85,904	17,006,300
20000450	Fire Captain-Metro Arson Strike Team	3.00	3.00	<b>3.00</b>	70,970 - 85,904	257,712
20001125	Fire Chief	1.00	1.00	<b>1.00</b>	59,155 - 224,099	156,748
20001242	Fire Dispatch Administrator	0.00	1.00	<b>1.00</b>	57,782 - 69,784	68,039
20000510	Fire Dispatch Supervisor	4.00	6.00	<b>6.00</b>	47,424 - 57,262	331,713
20000460	Fire Dispatcher	33.00	33.00	<b>33.00</b>	41,246 - 49,795	1,494,439
20000454	Fire Engineer	201.00	198.00	<b>198.00</b>	61,589 - 74,464	13,625,453
20000455	Fire Engineer-Metro Arson Strike Team	0.36	3.00	<b>3.00</b>	61,589 - 74,464	223,389
20000456	Fire Fighter 1	20.00	0.00	<b>0.00</b>	39,166 - 47,112	-
20000457	Fire Fighter 2	383.71	354.00	<b>339.00</b>	52,520 - 63,378	20,403,496
20001245	Fire Fighter 3	1.00	51.00	<b>66.00</b>	55,141 - 66,539	2,728,099
20000066	Fire Helicopter Pilot	0.00	6.00	<b>6.00</b>	70,970 - 85,904	343,616
20000475	Fire Prevention Inspector 2	14.00	14.00	<b>16.00</b>	61,589 - 74,464	1,088,422
20000476	Fire Prevention Inspector 2-Civilian	14.00	14.00	<b>11.00</b>	61,589 - 74,464	744,640
20000477	Fire Prevention Supervisor	3.00	5.00	<b>3.00</b>	70,970 - 85,904	171,808
20000478	Fire Prevention Supervisor-Civilian	3.00	1.00	<b>2.00</b>	70,970 - 85,904	171,808

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## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Adopted	Salary Range	Total
20000178	Information Systems Administrator	1.00	1.00	<b>0.00</b>	73,466 - 88,982	-
20000290	Information Systems Analyst 2	3.00	4.00	<b>4.00</b>	54,059 - 65,333	251,532
20000293	Information Systems Analyst 3	2.00	2.00	<b>2.00</b>	59,363 - 71,760	141,367
20000998	Information Systems Analyst 4	1.00	1.00	<b>1.00</b>	66,768 - 80,891	75,330
20000536	Intermediate Stenographer	1.00	1.00	<b>1.00</b>	32,094 - 38,813	37,843
90000603	Lifeguard 1 - Hourly	52.00	48.22	<b>46.40</b>	33,758 - 40,560	1,566,390
20000606	Lifeguard 2	49.85	55.67	<b>59.00</b>	49,150 - 59,488	3,240,482
20000619	Lifeguard 3	13.00	13.00	<b>13.00</b>	54,184 - 65,541	830,739
20001232	Lifeguard Chief	1.00	1.00	<b>1.00</b>	46,966 - 172,744	120,461
20000604	Lifeguard Sergeant	15.95	16.00	<b>17.00</b>	59,363 - 71,739	1,178,483
20000622	Marine Mechanic	1.00	1.00	<b>1.00</b>	44,366 - 53,206	53,206
20000601	Marine Safety Lieutenant	4.00	4.00	<b>4.00</b>	71,552 - 86,403	336,972
20000445	Motive Service Technician	1.00	1.00	<b>1.00</b>	34,195 - 40,976	40,976
20000630	Organization Effectiveness Specialist 3	0.00	1.00	<b>0.00</b>	59,363 - 71,760	-
20000639	Organization Effectiveness Supervisor	1.00	0.00	<b>0.00</b>	66,768 - 80,891	-
20000680	Payroll Specialist 2	3.00	3.00	<b>3.00</b>	34,611 - 41,787	123,271
20000173	Payroll Supervisor	1.00	1.00	<b>1.00</b>	39,686 - 48,069	46,867
20001222	Program Manager	1.67	2.00	<b>2.00</b>	46,966 - 172,744	191,653
20000761	Project Officer 1	1.00	1.00	<b>1.00</b>	66,622 - 80,454	80,454
20000783	Public Information Clerk	1.00	1.00	<b>0.00</b>	31,491 - 37,918	-
20000784	Public Information Officer	1.00	1.00	<b>1.00</b>	43,514 - 52,707	51,389
20000927	Senior Clerk/Typist	2.00	2.00	<b>2.00</b>	36,067 - 43,514	84,852
20000015	Senior Management Analyst	1.00	2.00	<b>2.00</b>	59,363 - 71,760	139,932
20000916	Senior Public Information Officer	1.00	1.00	<b>1.00</b>	54,059 - 65,333	63,700
20000955	Storekeeper 1	1.00	1.00	<b>1.00</b>	34,611 - 41,517	-
20000313	Supervising Department Human Resources Analyst	1.00	1.00	<b>1.00</b>	66,768 - 80,891	78,464
20000970	Supervising Management Analyst	1.00	2.00	<b>2.00</b>	66,768 - 80,891	161,782
20000756	Word Processing Operator	2.00	2.00	<b>2.00</b>	31,491 - 37,918	73,940
	'D' Div Pay					48,075
	Air Operations Pay					83,230
	Airport Transfer					66,815
	Annual Pump Testing					99,337
	Battalion Medical Off					90,856
	Bilingual - Dispatcher					10,192
	Bilingual - Regular					21,840
	Bilingual Pay Fire					154,908
	Breathing Apparatus Rep					43,005
	Cliff Rescue Inst Pay					35,483
	Dispatcher Training					5,616
	Dive Team Pay					80,189

# Fire-Rescue

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Adopted	Salary Range	Total
	EMS Speciality Pay					86,231
	Emergency Medical Tech					5,573,395
	Explosive Ord Sqd					58,848
	Fire Admin Assign					668,873
	Hazardous Mat. Squad					204,674
	Hose Repair					91,557
	K-9 Handler Fire					11,187
	Ladder Repair					102,696
	Metro Arson Strike Team					24,054
	Night Shift Pay					74,787
	Overtime Budgeted					24,055,506
	Paramedic Pay					2,228,286
	Paramedic Splty Pay					521,137
	Small Eq Repair					46,949
	Star Team Paramedic					58,937
	Termination Pay Annual Leave					464,112
<b>Salaries and Wages Subtotal</b>		<b>1,146.09</b>	<b>1,148.89</b>	<b>1,146.40</b>		<b>\$ 108,428,449</b>
<b>Fringe Benefits</b>						
	Employee Offset Savings					\$ 1,966,958
	Flexible Benefits					6,510,940
	Long-Term Disability					418,457
	Medicare					886,386
	Other Post-Employment Benefits					6,427,860
	Retiree Medical Trust					107
	Retirement 401 Plan					426
	Retirement ARC					37,996,376
	Retirement DROP					353,223
	Retirement Offset Contribution					147,268
	Risk Management Administration					1,058,288
	Supplemental Pension Savings Plan					710,759
	Unemployment Insurance					213,736
	Workers' Compensation					5,245,134
<b>Fringe Benefits Subtotal</b>						<b>\$ 61,935,918</b>
<b>Total Personnel Expenditures</b>						<b>\$ 170,364,367</b>

## Fire and Lifeguard Facilities Fund

### Department Expenditures

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Fire and Lifeguard Facilities Fund	\$ 1,654,887	\$ 1,675,537	\$ 1,676,337	\$ 800
<b>Total</b>	<b>\$ 1,654,887</b>	<b>\$ 1,675,537</b>	<b>\$ 1,676,337</b>	<b>\$ 800</b>

# Fire-Rescue

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	\$ 800	\$ -
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2013 revenue projections.	0.00	-	800
<b>Total</b>	<b>0.00</b>	<b>\$ 800</b>	<b>\$ 800</b>

## Expenditures by Category

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
<b>NON-PERSONNEL</b>				
Contracts	\$ 27,946	\$ 46,212	\$ 46,212	\$ -
Transfers Out	1,626,942	1,629,325	1,630,125	800
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$ 1,654,887</b>	<b>\$ 1,675,537</b>	<b>\$ 1,676,337</b>	<b>\$ 800</b>
<b>Total</b>	<b>\$ 1,654,887</b>	<b>\$ 1,675,537</b>	<b>\$ 1,676,337</b>	<b>\$ 800</b>

## Revenues by Category

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Rev from Money and Prop	\$ 2,964	\$ -	\$ -	\$ -
Transfers In	1,626,945	1,629,325	1,630,125	800
<b>Total</b>	<b>\$ 1,629,909</b>	<b>\$ 1,629,325</b>	<b>\$ 1,630,125</b>	<b>\$ 800</b>

## Fire/Emergency Medical Services Transport Program Fund

### Department Expenditures

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Emergency Medical Services	\$ 6,414,912	\$ 11,215,596	\$ 14,995,600	\$ 3,780,004
<b>Total</b>	<b>\$ 6,414,912</b>	<b>\$ 11,215,596</b>	<b>\$ 14,995,600</b>	<b>\$ 3,780,004</b>

### Department Personnel

	FY2011 Budget	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Emergency Medical Services	33.40	33.00	33.00	0.00
<b>Total</b>	<b>33.40</b>	<b>33.00</b>	<b>33.00</b>	<b>0.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Emergency Medical Services Operation Fee Transfer</b> Addition to transfer the Emergency Medical Services Operation Fee from the Fire/Emergency Medical Services Transport Program Fund to the General Fund.	0.00	\$ 6,600,000	\$ -

# Fire-Rescue

## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Emergency Medical Services Revenue Transfer</b> Addition to transfer Emergency Medical Services revenue from the Fire/Emergency Medical Services Transport Program Fund to the General Fund.	0.00	1,600,000	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2012 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	500,700	-
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	58,977	-
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	52,617	-
<b>Addition of Miscellaneous Professional Services</b> Addition of miscellaneous professional services and reimbursable revenue as a result of the agreement between the City of San Diego and the San Diego County Regional Airport Authority to provide emergency medical services to the San Diego International Airport.	0.00	50,000	50,000
<b>Addition of Transportation Allowance</b> Addition of transportation allowance for Emergency Medical Services staff to park at the Fire-Rescue headquarters. This addition will be offset by the operation fee from the City's Emergency Medical Services contractor, San Diego Medical Services Enterprise.	0.00	17,710	-
<b>Reduction of Emergency Medical Services Revenue Transfer</b> Reduction of Emergency Medical Services revenue transfer to the Fire-Rescue Department. This revenue will be replaced by the operation fee provided by San Diego Medical Services.	0.00	(1,000,000)	-
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2012.	0.00	(4,100,000)	-
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2013 revenue projections.	0.00	-	2,829,074
<b>Total</b>	<b>0.00</b>	<b>\$ 3,780,004</b>	<b>\$ 2,879,074</b>

## Expenditures by Category

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
<b>PERSONNEL</b>				
Salaries and Wages	\$ 3,810,591	\$ 2,704,901	\$ 2,977,636	\$ 272,735

# Fire-Rescue

## Expenditures by Category (Cont'd)

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Fringe Benefits	2,156,262	1,634,177	<b>1,862,142</b>	227,965
<b>PERSONNEL SUBTOTAL</b>	<b>\$ 5,966,854</b>	<b>\$ 4,339,078</b>	<b>\$ 4,839,778</b>	<b>\$ 500,700</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 119,589	\$ 41,450	<b>\$ 41,450</b>	\$ -
Contracts	212,155	863,951	<b>914,113</b>	50,162
Information Technology	86,168	78,095	<b>183,407</b>	105,312
Other	30,147	28,911	<b>52,734</b>	23,823
Transfers Out	-	5,630,811	<b>8,730,818</b>	3,100,007
Capital Expenditures	-	233,300	<b>233,300</b>	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$ 448,058</b>	<b>\$ 6,876,518</b>	<b>\$ 10,155,822</b>	<b>\$ 3,279,304</b>
<b>Total</b>	<b>\$ 6,414,912</b>	<b>\$ 11,215,596</b>	<b>\$ 14,995,600</b>	<b>\$ 3,780,004</b>

## Revenues by Category

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Charges for Services	\$ (80,616)	\$ 700,000	<b>\$ 10,750,000</b>	\$ 10,050,000
Other Revenue	12,605,298	5,670,926	-	(5,670,926)
Rev from Money and Prop	47,309	-	-	-
Rev from Other Agencies	1,000,000	1,500,000	-	(1,500,000)
<b>Total</b>	<b>\$ 13,571,990</b>	<b>\$ 7,870,926</b>	<b>\$ 10,750,000</b>	<b>\$ 2,879,074</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Adopted	Salary Range	Total
<b>Salaries and Wages</b>						
20001189	Deputy Fire Chief	1.00	1.00	<b>1.00</b>	\$46,966 - \$172,744	\$ 133,281
20000509	Emergency Medical Technician	1.60	1.00	<b>1.00</b>	26,437 - 31,907	31,907
20000446	Fire Battalion Chief	2.00	1.00	<b>1.00</b>	82,722 - 100,110	100,110
20000449	Fire Captain	5.00	4.00	<b>4.00</b>	70,970 - 85,904	343,616
20000457	Fire Fighter 2	13.60	14.00	<b>14.00</b>	52,520 - 63,378	887,292
20000496	Paramedic 2	9.20	9.00	<b>9.00</b>	44,970 - 54,288	488,599
20001126	Quality Management Coordinator	0.00	2.00	<b>2.00</b>	23,005 - 137,904	199,445
20000015	Senior Management Analyst	1.00	1.00	<b>1.00</b>	59,363 - 71,760	71,760
	Bilingual Pay Fire					1,117
	EMS Speciality Pay					4,295
	Emergency Medical Tech					154,661
	Fire Admin Assign					55,060
	Overtime Budgeted					439,002
	Paramedic Pay					44,344
	Paramedic Recert Bonus					6,425
	Paramedic Trng Off					16,722
<b>Salaries and Wages Subtotal</b>		<b>33.40</b>	<b>33.00</b>	<b>33.00</b>		<b>\$ 2,977,636</b>

## Fringe Benefits

Employee Offset Savings	\$ 66,562
Flexible Benefits	227,127
Long-Term Disability	12,915

# Fire-Rescue

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Adopted	Salary Range	Total
	Medicare					28,136
	Other Post-Employment Benefits					208,791
	Retirement ARC					1,013,569
	Retirement DROP					14,707
	Retirement Offset Contribution					287
	Risk Management Administration					34,386
	Supplemental Pension Savings Plan					33,035
	Unemployment Insurance					6,571
	Workers' Compensation					216,056
<b>Fringe Benefits Subtotal</b>						<b>\$ 1,862,142</b>
<b>Total Personnel Expenditures</b>						<b>\$ 4,839,778</b>

## Junior Lifeguard Program Fund

### Department Expenditures

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Junior Lifeguard Program Fund	\$ 463,596	\$ -	\$ 567,716	\$ 567,716
<b>Total</b>	<b>\$ 463,596</b>	<b>\$ -</b>	<b>\$ 567,716</b>	<b>\$ 567,716</b>

### Department Personnel

	FY2011 Budget	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Junior Lifeguard Program Fund	0.00	0.00	1.00	1.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Junior Lifeguard Program</b> Adjustment for the implementation of the San Diego Junior Lifeguard Program including non-personnel expenditures and tuition revenue.	0.00	\$ 447,675	\$ 567,716
<b>Transfer to the Junior Lifeguard Program Fund</b> Transfer of 1.00 Organization Effectiveness Specialist 3 from the General Fund to the Junior Lifeguard Program Fund.	1.00	118,047	-
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	1,994	-
<b>Total</b>	<b>1.00</b>	<b>\$ 567,716</b>	<b>\$ 567,716</b>

# Fire-Rescue

## Expenditures by Category

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
<b>PERSONNEL</b>				
Salaries and Wages	\$ 322	\$ -	\$ 69,607	\$ 69,607
Fringe Benefits	21	-	48,440	48,440
<b>PERSONNEL SUBTOTAL</b>	<b>\$ 343</b>	<b>\$ -</b>	<b>\$ 118,047</b>	<b>\$ 118,047</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 22,739	\$ -	\$ 22,043	\$ 22,043
Contracts	423,787	-	425,632	425,632
Information Technology	16,726	-	-	-
Other	-	-	1,994	1,994
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$ 463,253</b>	<b>\$ -</b>	<b>\$ 449,669</b>	<b>\$ 449,669</b>
<b>Total</b>	<b>\$ 463,596</b>	<b>\$ -</b>	<b>\$ 567,716</b>	<b>\$ 567,716</b>

## Revenues by Category

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Charges for Services	\$ 447,339	\$ -	\$ 567,716	\$ 567,716
<b>Total</b>	<b>\$ 447,339</b>	<b>\$ -</b>	<b>\$ 567,716</b>	<b>\$ 567,716</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Adopted	Salary Range	Total
<b>Salaries and Wages</b>						
20000630	Organization Effectiveness Specialist 3	0.00	0.00	1.00	\$59,363 - \$71,760	\$ 69,607
<b>Salaries and Wages Subtotal</b>		<b>0.00</b>	<b>0.00</b>	<b>1.00</b>		<b>\$ 69,607</b>
<b>Fringe Benefits</b>						
	Employee Offset Savings					\$ 2,153
	Flexible Benefits					7,701
	Long-Term Disability					409
	Medicare					1,041
	Other Post-Employment Benefits					6,327
	Retirement ARC					26,688
	Risk Management Administration					1,042
	Supplemental Pension Savings Plan					2,153
	Unemployment Insurance					208
	Workers' Compensation					718
<b>Fringe Benefits Subtotal</b>						<b>\$ 48,440</b>
<b>Total Personnel Expenditures</b>						<b>\$ 118,047</b>

# Fire-Rescue

## Revenue and Expense Statement (Non-General Fund)

Fire and Lifeguard Facilities Fund	FY2011 Actual	FY2012 <sup>*</sup> Budget	FY2013 Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 200,653	\$ 149,841	\$ 146,451
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 200,653</b>	<b>\$ 149,841</b>	<b>\$ 146,451</b>
<b>REVENUE</b>			
Safety Sales Tax - Fire Facilities	\$ 1,626,945	\$ 1,629,325	\$ 1,630,125
Interest and Dividends	2,964	—	—
<b>TOTAL REVENUE</b>	<b>\$ 1,629,909</b>	<b>\$ 1,629,325</b>	<b>\$ 1,630,125</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 1,830,562</b>	<b>\$ 1,779,166</b>	<b>\$ 1,776,576</b>
<b>OPERATING EXPENSE</b>			
Administrative Services	\$ 27,946	\$ 46,212	\$ 46,212
Debt Service Payments	1,626,942	1,629,325	1,630,125
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 1,654,887</b>	<b>\$ 1,675,537</b>	<b>\$ 1,676,337</b>
<b>TOTAL EXPENSE</b>	<b>\$ 1,654,887</b>	<b>\$ 1,675,537</b>	<b>\$ 1,676,337</b>
<b>BALANCE</b>	<b>\$ 175,675</b>	<b>\$ 103,629</b>	<b>\$ 100,239</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 1,830,562</b>	<b>\$ 1,779,166</b>	<b>\$ 1,776,576</b>

<sup>\*</sup> At the time of publication, audited financial statements for Fiscal Year 2012 were not available. Therefore, the Fiscal Year 2012 column reflects final budget amounts from the Fiscal Year 2012 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.

# Fire-Rescue

## Revenue and Expense Statement (Non-General Fund)

Fire/Emergency Medical Services Transport Program Fund	FY2011 Actual	FY2012* Budget	FY2013 Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 3,904,770	\$ 3,249,386	\$ 8,087,703
Continuing Appropriation - CIP	–	400,000	400,000
Subsidy Reserve	500,000	500,000	–
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 4,404,770</b>	<b>\$ 4,149,386</b>	<b>\$ 8,487,703</b>
<b>REVENUE</b>			
EMS SD Airport Agreement	\$ (107,265)	\$ 700,000	\$ 750,000
Revenue From Other Agencies	5,500,000	–	10,000,000
San Diego Medical Services Enterprise Fees	7,105,298	5,670,926	–
San Diego Medical Services Enterprise Profit	1,000,000	1,500,000	–
Interest on Pooled Investments	47,309	–	–
Reimbursements Between Funds/Depts.	26,648	–	–
<b>TOTAL REVENUE</b>	<b>\$ 13,571,990</b>	<b>\$ 7,870,926</b>	<b>\$ 10,750,000</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 17,976,760</b>	<b>\$ 12,020,312</b>	<b>\$ 19,237,703</b>
<b>OPERATING EXPENSE</b>			
Emergency Medical Services Operations	\$ 6,414,912	\$ 11,215,596	\$ 14,995,600
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 6,414,912</b>	<b>\$ 11,215,596</b>	<b>\$ 14,995,600</b>
<b>TOTAL EXPENSE</b>	<b>\$ 6,414,912</b>	<b>\$ 11,215,596</b>	<b>\$ 14,995,600</b>
<b>RESERVES</b>			
Continuing Appropriation - CIP	\$ 400,000	\$ 400,000	\$ 400,000
Subsidy Reserve	500,000	500,000	–
<b>TOTAL RESERVES</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ 400,000</b>
<b>BALANCE</b>	<b>\$ 10,661,848</b>	<b>\$ (95,284)</b>	<b>\$ 3,842,103</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 17,976,760</b>	<b>\$ 12,020,312</b>	<b>\$ 19,237,703</b>

\* At the time of publication, audited financial statements for Fiscal Year 2012 were not available. Therefore, the Fiscal Year 2012 column reflects final budget amounts from the Fiscal Year 2012 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.

# Fire-Rescue

## Revenue and Expense Statement (Non-General Fund)

Junior Lifeguard Program Fund	FY2011 Actual	FY2012 <sup>*</sup> Budget	FY2013 Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 699,682	\$ -	\$ 776,447
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 699,682</b>	<b>\$ -</b>	<b>\$ 776,447</b>
<b>REVENUE</b>			
Junior Lifeguard Program Tuition	\$ 447,339	\$ -	\$ 567,716
<b>TOTAL REVENUE</b>	<b>\$ 447,339</b>	<b>\$ -</b>	<b>\$ 567,716<sup>1</sup></b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 1,147,021</b>	<b>\$ -</b>	<b>\$ 1,344,163</b>
<b>OPERATING EXPENSE</b>			
Personnel Expense	\$ 343	\$ -	\$ 118,047
Non Personnel Expense	463,253	-	449,669
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 463,596</b>	<b>\$ -</b>	<b>\$ 567,716<sup>1</sup></b>
<b>TOTAL EXPENSE</b>	<b>\$ 463,596</b>	<b>\$ -</b>	<b>\$ 567,716</b>
<b>BALANCE</b>	<b>\$ 683,425</b>	<b>\$ -</b>	<b>\$ 776,447</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 1,147,021</b>	<b>\$ -</b>	<b>\$ 1,344,163</b>

<sup>\*</sup> At the time of publication, audited financial statements for Fiscal Year 2012 were not available. Therefore, the Fiscal Year 2012 column reflects final budget amounts from the Fiscal Year 2012 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.

<sup>1</sup>The Junior Lifeguard Fund was an unbudgeted fund prior to Fiscal Year 2013.