



## Amended Agenda

**Wednesday, June 11, 2025, 4:00 PM**

### COMMISSIONERS

Cindy Gustafson  
*Chair  
(County)*

Joshua Alpine  
*Vice Chair  
(Special District)*

Whitney Eklund  
*(City)*

Judy Friedman  
*(Special District)*

Shanti Landon  
*(County)*

Sean Lomen  
*(City)*

Susan Rohan  
*(Public)*

This meeting will be open to in-person and virtual attendance.

Commission members may attend the meeting in person or remotely.

Alt. Commissioner Friedman, ~~3101 Lake Forest Road #20, Tahoe City, CA 96145~~ **will attend in-person.**

Placer County Administrative Building – Board of Supervisors’  
Chambers  
175 Fulweiler Avenue Auburn, CA 95603

To attend remotely via Zoom:

Online: <https://placer-ca-gov.zoom.us/j/95089252094>

### ALTERNATE COMMISSIONERS

David Bass  
*(City)*

Anthony DeMattei  
*(County)*

Cherri Spriggs  
*(Public)*

Stephanie  
Youngblood  
*(City)*

Vacant  
*(Special District)*

### COUNSEL

Michael Walker  
*General Counsel*

### STAFF

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant  
Executive Officer*

Amy Engle  
*Commission Clerk*

By telephone: +1 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)

Webinar ID: 950 8925 2094

## AGENDA

1. CALL TO ORDER AND SALUTE TO THE FLAG
2. ROLL CALL
3. ELECTION OF CHAIR AND VICE-CHAIR
4. CHANGES AND APPROVAL OF THE AGENDA
5. PUBLIC COMMENTS

This is an opportunity for the public to speak to the Commission on any subject matter within the Commission’s jurisdiction but does not appear on today’s agenda. Please submit a speaker card before the first speaker is called and limit your comments to 3 minutes. Items from the public will be considered without discussion by the Commission and may be referred to staff.

6. CONSENT ITEMS

A. Minutes – April 9, 2025

B. Financial Reports – March and April 2025

C. **LAFCO Project No. 2025-02: Disadvantaged Unincorporated Communities (DUCs) Mapping** – Strategic Plan Implementation of Objective 2. The Commission will consider entering into a contract amendment with RSG, Inc. to map DUCs for an amount not to exceed \$7,555.

D. Planning Consulting Services Contract Award with RSG, Inc. – The Commission will consider entering into a contract with RSG, Inc. to provide planning consulting services on an as-needed basis in an amount not to exceed \$150,000 and terminating a similar contract with Rincon Consultants, Inc. If both actions are approved, no new funds will need to be appropriated.

7. PUBLIC HEARING ITEM

Final Budget and Workplan for Fiscal Year 2025-2026

8. BUSINESS ITEMS

A. Executive Officer Evaluation Form and Review Process – The Commission will consider adopting a new evaluation form for the Executive Officer classification and establishing the process by which the Executive Officer classification's evaluation will be conducted, including considering the authorization of an expenditure of up to \$10,000 for that process.

B. Joint Chambers Government Relations Meeting – The Commission will consider authorizing Commissioner Alpine to speak on behalf of Placer County LAFCO at the Joint Chambers Government Relations Meeting on June 18, 2025.

C. Executive Officer's Report – The Executive Officer will provide an oral report on ongoing projects such as the service review and sphere of influence update for the cemetery districts, the proposed reorganization of the Placer Hills and Newcastle Fire Protection Districts, and any new CALAFCO updates.

9. CORRESPONDENCE

10. COMMISSIONER COMMENTS

This is an opportunity for Commissioners to comment on issues not listed on the agenda, provided that the subject matter is within the jurisdiction of the

Commission. No discussion or action may occur except to place the item on a future agenda if approved by the Commission majority.

## 11. ADJOURNMENT

The next Commission meeting is scheduled for Wednesday, July 9, 2025, at 4:00 PM.

### **PUBLIC ACCESS AND PUBLIC COMMENTS INSTRUCTIONS**

Materials related to an item on this agenda are available for public inspection at the LAFCO office, 110 Maple Street, Auburn, CA, during regular business hours and on LAFCO's website at <https://www.placer.ca.gov/lafco>

LAFCO meetings are held in person and virtually. Meeting recordings are posted online within a week following the LAFCO meeting.

Members of the public may submit their comments in written form to the Commission via U.S. mail to Placer LAFCO's office or via email to [lafco@placer.ca.gov](mailto:lafco@placer.ca.gov). Please indicate the agenda item number, if any. If you want your comments read into the record, please indicate so in the subject line and limit the comments to no more than 500 words. For public hearings, the Chair will announce the opening and closing of the public hearing. The Chair will call for oral public comments. Please limit your comments to 3 minutes.

### **AMERICAN DISABILITY ACT COMPLIANCE**

In compliance with the Americans with Disabilities Act, if you are a disabled person and need a disability-related modification or accommodation to participate in this meeting fully, please contact Amy Engle, Commission Clerk, at (530) 889-4602 or [aengle@placer.ca.gov](mailto:aengle@placer.ca.gov). Requests must be made as early as possible and at least two business days before the start of the meeting.

### **CAMPAIGN CONTRIBUTION DISCLOSURE**

If you wish to participate in any proceeding involving a change of organization, reorganization, or other entitlement, you are prohibited from making a campaign contribution of more than \$250 to any Commissioner or Alternate Commissioner as described in Government Code section 84308. This prohibition begins on the date you begin to actively support or oppose an application pending before LAFCO and continues for 12 months after LAFCO renders a final decision. No Commissioner or Alternate Commissioner may solicit or accept a campaign contribution of more than \$250 from you or your agent during this period if the Commission or Alternate Commissioner knows or has reason to know that you will participate in the proceeding. If you or your agent have contributed more than \$250 to any Commissioner or Alternate

Commissioner during the 12 months preceding the decision, that Commissioner or Alternate Commissioner must disqualify himself or herself from the proceeding. However, disqualification is not required if the Commissioner or Alternate Commissioner returns the campaign contribution within 30 days from when the Commissioner or Alternate Commissioner knows, or should have known, about the contribution and that you are a participant in the proceeding.



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

**COMMISSIONERS STAFF REPORT**

Cindy Gustafson  
*Chair*  
(County)

DATE: June 11, 2025

Joshua Alpine  
*Vice Chair*  
(Special District)

TO: Chair Gustafson and members of the Commission

Whitney Eklund  
(City)

FROM: Michelle McIntyre

Judy Friedman  
(Special District)

SUBJECT: Election of Chair and Vice-Chair

Shanti Landon  
(County)

Sean Lomen  
(City)

Susan Rohan  
(Public)

**ALTERNATE COMMISSIONERS**

David Bass  
(City)

Anthony DeMattei  
(County)

Cherri Spriggs  
(Public)

Stephanie  
Youngblood  
(City)

Vacant  
(Special District)

**COUNSEL**

Michael Walker  
*General Counsel*

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant  
Executive Officer*

Amy Engle  
*Commission Clerk*

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**SUMMARY**

The Commission's Rules of Order require that the Chair and Vice-Chair be elected by a majority vote of the Commission annually at its May meeting, with the newly elected officers assuming office at the next meeting. Since the May 2025 meeting was canceled, it remains for the Commission to elect a Chair and Vice-Chair for the June 2025 through May 2026 term.

**BACKGROUND**

On August 13, 2008, the Commission adopted a rotation policy to elect its officers via Resolution No. 2008-03. The policy states the following:

- The Commission may continue the rotation in the same form after 2014.
- The Commission may elect to follow a corresponding Vice-Chair rotation schedule.
- The rotation schedule is a general guideline.
- The rotation schedule allows the public member to be eligible for appointment as Chair once every seven years.
- The policy is not binding on future Commissions, and at any time, the Commission may elect to deviate from its policy.

## **DISCUSSION**

For the current term, Commissioner Gustafson, a county member, serves as Chair, while Commissioner Alpine, a special district member, holds the position of Vice-Chair. According to the Commission's established policy, Commissioner Alpine is expected to serve as the next Chair, with a city member taking on the role of Vice-Chair.

Although the Commission deviated from its rotation schedule starting in 2015, last year, in 2024, Commissioner Gustafson, a county member, fulfilled a second term as Chair to rectify the schedule. Attached is a history of the Chair rotation from 2008 to the present.

## **STAFF RECOMMENDATION**

The Executive Officer recommends that the Commission elect Vice-Chair Alpine as Chair for the June 2025-May 2026 term and a city member as the next Vice-Chair.

## **PROCEDURES**

This item has been placed on Placer LAFCO's agenda for action as a general business item. The following procedures are recommended for considering this item.

- 1) Receive an oral presentation from staff unless waived.
- 2) Invite comments from the public.
- 3) Discuss and consider the Executive Officer's recommendation.

## **ATTACHMENT**

- A- History of Placer LAFCO Chair from 2008-Present
- B- Chair and Vice-Chair Rotation Schedule

Chair and Vice Chair Rotation - LAFCO Res. 2008-03		
Chair	Vice-Chair	Fiscal Year
Special District	City	2008
City	County	2009
County	Special District	2010
Special District	City	2011
City	Public	2012
Public	County	2013
County	Special District	2014
Special District	City	2015
City	County	2016
County	Special District	2017
Special District	City	2018
City	Public	2019
Public	County	2020
County	Special District	2021
Special District	City	2022
City	County	2023
County	Special District	2024
Special District	City	2025
City	Public	2026
Public	County	2027
County	Special District	2028
Special District	City	2029
City	County	2030
County	Special District	2031
Special District	City	2032
City	Public	2033
Public	County	2034
County	Special District	2035

LAFCO Chair Rotation History from 2008-Present

<b>Year</b>	<b>LAFCO Chair</b>	<b>Membership</b>	<b>Membership by Policy Schedule</b>
2008	Duane Frink	Special District	Special District
2009	Peter Hill	City	City
2010	Jim Holmes	County	County
2011	Ron Treabess	District	Special District
2012	Josh Alpine	City	City
2013	Howard Rudd	Public	Public
2014	Robert Weygandt	County	County
2015	Miguel Ucovich	City	Special District
2016	Jim Holmes	County	City
2017	Ron Treabess	District	County
2018	Stan Nader	City	Special District
2019	Howard Rudd, Susan Rohan	Public, Public	City
2020	Robert Weygandt	County	Public
2021	Josh Alpine	District	County
2022	Trinity Burrus	City	Special District
2023	Cindy Gustafson	County	City
2024	Cindy Gustafson	County	County
2025			Special District
2026			City
2027			Public
2028			County
2029			Special District
2030			City



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

MINUTES OF THE  
LOCAL AGENCY FORMATION COMMISSION  
OF PLACER COUNTY

April 9, 2025

PLACER COUNTY ADMINISTRATIVE BUILDING  
BOARD OF SUPERVISORS' CHAMBERS  
AND VIA REMOTE CALL-IN

175 FULWEILER AVE  
AUBURN, CA 95603

**COMMISSIONERS**

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*Chair  
(County)*

Joshua Alpine  
*Vice Chair  
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Whitney Eklund  
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**COUNSEL**

Michael Walker  
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Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant  
Executive Officer*

Amy Engle  
*Commission Clerk*

1. CALL TO ORDER AND SALUTE TO THE FLAG

Chair Gustafson called the meeting to order at 4:00 PM.  
Commissioner Lomen led a salute to the flag.

2. ROLL CALL

Present Commissioners: Joshua Alpine, Whitney Eklund (arrived 4:02 PM), Cindy Gustafson, Shanti Landon, Sean Lomen (left 5:42 PM), and Susan Rohan

Present Alternate Commissioners: David Bass (voted as city member for item 3), Anthony DeMattei, Judy Friedman (voted as special district member), Cherri Spriggs (arrived 4:50 PM), and Stephanie Youngblood (voted as city member for items 6D and 10)

Not Present: None

Staff Present: Amy Engle, Commission Clerk, Michelle McIntyre, Executive Officer, Michael Walker, Legal Counsel (remote)

3. APPROVAL OF THE AGENDA

There were no changes to the agenda.

Commissioner Rohan motioned to approve the April 9, 2025, agenda second by Commissioner Alpine.

The motion was approved. (7:0:1:0)

Yes: Alpine, Bass, Friedman, Gustafson, Landon, Lomen, and Rohan  
No: None  
Absent: Eklund (arrived 4:02 PM)  
Abstain: None

#### 4. PUBLIC COMMENTS

Chair Gustafson invited public comments.

Michael Garabedian of Placer County Tomorrow provided public comments.

#### 5. CONSENT

A. Minutes – March 12, 2025

B. Financial Reports – February 2025

C. On-Call Staffing Contract Amendment for South Fork Consulting LLC

Chair Gustafson invited Public Comments. There were none.

Alternate Commissioner Friedman motioned to approve the April 9, 2025, consent items, second by Commissioner Lomen.

The motion was approved. (7:0:0:0)

Yes: Alpine, Eklund, Friedman, Gustafson, Landon, Lomen, and Rohan  
No: None  
Absent: None  
Abstain: None

#### 6. PUBLIC HEARING

##### **Resolution 25-04**

**A. LAFCO Project No. 2023-04 Service Review Study and Sphere of Influence Update for the City of Rocklin – Final:** The Commission will consider accepting the final service review study and determining that no change to the City of Rocklin’s sphere of influence is necessary. CEQA Lead Agency: LAFCO, Class 6 Categorical Exemption, Cal. Pub. Resources Code § 21083, Cal. Code Regs., tit. 14, § 15306; and Common Sense Exemption, Cal. Pub. Resources Code § 21083; Cal. Code Regs., tit. 14, § 15061(b)(3).

Executive Officer McIntyre presented an overview of the final service review

study, summarizing the amendments between the draft and the final study.

Chair Gustafson invited the Commissioners to comment.

Alternate Commissioner Friedman provided comments.

Chair Gustafson invited public comments.

Aly Zimmerman, Rocklin City Manager, provided public comments.

Commissioner Landon motioned to approve LAFCO **Resolution 25-04** accepting the Service Review Study and Sphere of Influence Update for the City of Rocklin, second by Commissioner Rohan.

The motion was approved. (7:0:0:0)

Yes: Alpine, Eklund, Friedman, Gustafson, Landon, Lomen, and Rohan  
No: None  
Absent: None  
Abstain: None

#### **Resolution 25-05**

- B. LAFCO Project No. 2022-03 Service Review of Newcastle Fire Protection District, Penryn Fire Protection District, Placer Hills Fire Protection District and South Placer Fire Protection District and Fire Service Review of Lincoln Fire Department, Rocklin Fire Department and Roseville Fire Department – Final Study:** The Commission will consider accepting the final service review study for the agencies listed above. CEQA Lead Agency: LAFCO, Class 6 Categorical Exemption, Cal. Pub. Resources Code § 21083, Cal. Code Regs., tit. 14, § 15306.

Executive Officer Michelle McIntyre presented an overview of the final service review study to the Commission.

Chair Gustafson provided comments.

Chair Gustafson opened the item for public comments.

The members of the public listed below provided public comments.

- Jennifer, Resident of Newcastle
- Michael Garabedian of Placer County Tomorrow
- John Burns, Resident of Newcastle and Newcastle Fire Protection District Board Member
- Alex Harvey, Placer Hills Fire Protection District Board Member
- John Michelini, Foresthill Fire Protection District Board Member via Zoom

The Commission discussed the item.

Legal Counsel Michael Walker provided comments.

Commissioner Rohan motioned to adopt LAFCO **Resolution 25-05** for the final service review study for the Fire Protection Districts of Newcastle, Penryn, Placer Hills, and South Placer and the Fire Departments of the Cities of Lincoln, Rocklin, and Roseville omitting section 5 pages 731-778 and including Staff's recommendations, second by Commission Alpine.

The Commission discussed the item.

A roll call vote was requested.

The motion was approved. (7:0:0:0)

Yes: Alpine, Eklund, Friedman, Gustafson, Landon, Lomen, and Rohan  
No: None  
Absent: None  
Abstain: None

#### **Resolution 25-06**

**C. LAFCO Project No. 2024-01 Service Review Study and Sphere of Influence Update – South Placer Municipal Utility District:** The Commission will consider accepting the final service review study and determining that no change to the South Placer Municipal Utility District's sphere of influence is necessary. CEQA Lead Agency: LAFCO, Class 6 Categorical Exemption, Cal. Pub. Resources Code § 21083, Cal. Code Regs., tit. 14, § 15306; and Common Sense Exemption, Cal. Pub. Resources Code § 21083; Cal. Code Regs., tit. 14, § 15061(b)(3).

Executive Officer Michelle McIntyre introduced Jillian Glickman of RSG who provided the Commission with updates and final recommendations to the final report for South Placer Municipal Utility District (SPMUD).

Chair Gustafson invited questions from the Commission.

Commissioner Rohan asked questions and received answers from Ms. McIntyre.

Chair Gustafson invited public comments.

The members of the public listed below provided public comments.

- Eric Nielsen, SPMUD General Manager, provided public comments.
- Michael Garabedian Placer County Tomorrow provided public comments.

Legal Counsel Michael Walker provided comments.

Commissioner Alpine motioned to adopt LAFCO **Resolution 25-06**, accepting the final study for the South Placer Municipal Utility District, making the required determinations set forth in the final study, and determining that no change to the District's Sphere of Influence is necessary, second by Commissioner Lomen.

The motion was approved. (7:0:0:0)

Yes: Alpine, Eklund, Friedman, Gustafson, Landon, Lomen, and Rohan  
No: None  
Absent: None  
Abstain: None

**Resolution 25-07**

**D. Proposed Workplan and Budget for Fiscal Year 2025-26:** The Commission will consider adopting or adopting with modifications the Proposed Workplan and Budget for Fiscal Year 2025-26.

Executive Officer Michelle McIntyre provided a presentation to the Commission on the proposed workplan and budget for fiscal year 2025/26.

The Commission discussed the item.

Chair Gustafson invited public comment.

The members of the public listed below provided public comments.

- Dane Wadley, California Special District Association
- Chief Mark Duerr, South Placer Fire Protection District
- Michael Garabedian, Placer County Tomorrow

Legal Counsel Michael Walker provided comments.

The Commission discussed the item.

Commissioner Rohan motioned to adopt LAFCO **Resolution 25-07**, approving the proposed workplan and budget for fiscal year 2025/26, second by Commissioner Eklund.

The motion was approved. (7:0:1:0)

Yes: Alpine, Eklund, Friedman, Gustafson, Landon, Rohan, Youngblood  
No: None  
Absent: Lomen (left at 5:42 PM)  
Abstain: None

7. EXECUTIVE OFFICER'S REPORT

Executive Officer Michelle McIntyre reported that there were no new updates beyond those already discussed during the meeting.

8. CORRESPONDENCE

Executive Officer Michelle McIntyre provided an oral report on CALAFCO activities.

9. COMMISSIONER COMMENTS

Commissioner Alpine provided comments.

10. ADJOURNMENT

Commissioner Alpine motioned to adjourn the meeting at 6:12 PM, second by Commissioner Rohan.

The motion was approved. (7:0:1:0)

Yes:	Alpine, Eklund, Friedman, Gustafson, Landon, Rohan, Youngblood
No:	None
Absent:	Lomen
Abstain:	None

The next Commission meeting is scheduled for Wednesday, May 14, 2025, at 4:00 PM.

A complete video recording of this meeting is posted to:

<https://www.placer.ca.gov/AgendaCenter/Local-Agency-Formation-Commission-14>

Submitted by:

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Amy Engle, Commission Clerk

Company: CO100 County of Placer  
 Budget Structure: Special District Budget - Detail Level  
 Period: FY2025 - Mar  
 Time Period: Current Period YTD  
 Cost Center(s): CC72000 Local Agency Formation Commission  
 Ignore Commitments: No  
 Fund(s): FD30154 Local Agency Formation Commission  
 Program: PG720000 Local Agency Formation Commission

Account Set	Budget	Commitments	Obligations	Actuals	Balance	Percentage of Budget
<b>Total Revenue</b>	<b>(1,178,994.46)</b>	<b>0</b>	<b>0</b>	<b>(893,576.13)</b>	<b>(\$285,418.33)</b>	<b>75.79%</b>
42010:Investment Income	(1,980.00)	0	0	(15,372.60)	\$13,392.60	776.39%
46360:Other Fees and Charges	(1,177,014.46)	0	0	(837,718.03)	(\$339,296.43)	71.17%
48030:Miscellaneous	0	0	0	(40,485.50)	\$40,485.50	0.00%
<b>Total Expenses</b>	<b>1,390,217.51</b>	<b>0.00</b>	<b>277,718.41</b>	<b>373,473.26</b>	<b>\$739,025.84</b>	<b>46.84%</b>
Total Capital Assets	0	0	0	0	0.00	0.00%
Total Expenses ( Non Capital Assets )	1,390,217.51	0.00	277,718.41	373,473.26	\$739,025.84	46.84%
51010:Salaries and Wages	429,003.66	0	0	205,112.85	\$223,890.81	47.81%
51080:Accrued Compensated Leave	0	0	0	(45,445.00)	\$45,445.00	0.00%
51090:Cafeteria Plans (Non-PERS)	14,372.29	0	0	6,597.49	\$7,774.80	45.90%
51210:Retirement	143,619.92	0	0	67,431.98	\$76,187.94	46.95%
51220:Payroll Tax	31,087.65	0	0	13,376.48	\$17,711.17	43.03%
51240:Other Postemployment Benefits (OPEB)	20,892.30	0	0	6,011.60	\$14,880.70	28.77%
51270:PERS Pension Expense	0	0	0	(469,671.00)	\$469,671.00	0.00%
51280:OPEB Expense	0	0	0	30,608.00	(\$30,608.00)	0.00%
51290:401 (k) Employer Match	3,000.00	0	0	0	\$3,000.00	0.00%
51310:Employee Group Insurance	79,072.20	0	0	37,614.03	\$41,458.17	47.57%
51360:Workers Comp Insurance	1,136.55	0	0	602.27	\$534.28	52.99%
52040:Communication Services Expense	4,091.94	0	0	0	\$4,091.94	0.00%
52060:Janitorial Supplies	0	0.00	0.00	43.59	(\$43.59)	0.00%
52080:Insurance	4,532.24	0	0	4,235.98	\$296.26	93.46%
52240:Professional / Membership Dues	12,199.99	0	0	14,477.85	(\$2,277.86)	118.67%
52250:Services and Supplies	408.79	0	0	0	\$408.79	0.00%
52260:Misc Expense	0	0	0	83.40	(\$83.40)	0.00%
52320:Printing	2,626.10	0	0	2,054.48	\$571.62	78.23%
52330:Other Supplies	7,499.11	0.00	0.00	6,911.68	\$587.43	92.17%
52340:Postage	2,995.14	0	0	3,030.48	(\$35.34)	101.18%

Account Set	Budget	Commitments	Obligations	Actuals		Balance	Percentage of Budget
52360:Professional and Special Services - General	392,230.07	0	277,456.91	331,423.87		(\$216,650.71)	155.24%
52370:Professional and Special Services - Legal	48,109.00	0	261.50	47,141.94		\$705.56	98.53%
52390:Professional and Special Services - County	7,557.94	0	0	5,895.00		\$1,662.94	78.00%
52400:Professional and Special Services - Information Technology	18,586.43	0	0	23,897.24		(\$5,310.81)	128.57%
52450:Short-Term Rents and Leases - Buildings & Improvements	28,531.00	0	0	28,242.48		\$288.52	98.99%
52460:Small Tools & Instruments	0	0.00	0.00	18.87		(\$18.87)	0.00%
52470:Employee Benefits Systems	2,447.68	0	0	2,674.77		(\$227.09)	109.28%
52480:PC Acquisition	8,980.00	0	0	0		\$8,980.00	0.00%
52510:Commissioner's Fees	33,469.64	0	0	16,650.00		\$16,819.64	49.75%
52570:Advertising	5,829.37	0	0	2,192.25		\$3,637.12	37.61%
52580:Special Department Expense	18,414.00	0	0	3,515.00		\$14,899.00	19.09%
52630:Project Costs	1,452.00	0	0	2,070.00		(\$618.00)	142.56%
52790:Transportation and Travel	11,082.50	0	0	11,158.18		(\$75.68)	100.68%
53170:Contingencies - Judgement and Damages	36,300.00	0	0	0		\$36,300.00	0.00%
53390:Cost Plan Allocation Exp (A-87)	20,690.00	0	0	15,517.50		\$5,172.50	75.00%
Facilities and Administration Cost Revenue and Expense	0	0	0	0		0.00	0.00%
42840:Facilities and Administration Cost Revenue	0	0	0	0		0.00	0.00%
52840:Facilities and Administrative Costs Expense	0	0	0	0		0.00	0.00%

Company: CO100 County of Placer  
 Budget Structure: Special District Budget - Detail Level  
 Period: FY2025 - Apr  
 Time Period: Current Period YTD  
 Cost Center(s): CC72000 Local Agency Formation Commission  
 Ignore Commitments: No  
 Fund(s): FD30154 Local Agency Formation Commission  
 Program: PG720000 Local Agency Formation Commission

Account Set	Budget	Commitments	Obligations	Actuals	Balance	Percentage of Budget
<b>Total Revenue</b>	<b>(1,178,994.46)</b>	<b>0</b>	<b>0</b>	<b>(1,199,603.98)</b>	<b>\$20,609.52</b>	<b>101.75%</b>
42010:Investment Income	(1,980.00)	0	0	(18,199.87)	\$16,219.87	919.19%
46360:Other Fees and Charges	(1,177,014.46)	0	0	(1,140,751.11)	(\$36,263.35)	96.92%
48030:Miscellaneous	0	0	0	(40,653.00)	\$40,653.00	0.00%
<b>Total Expenses</b>	<b>1,390,217.51</b>	<b>0.00</b>	<b>258,430.91</b>	<b>441,184.00</b>	<b>\$690,602.60</b>	<b>50.32%</b>
Total Capital Assets	0	0	0	0	0.00	0.00%
Total Expenses ( Non Capital Assets )	1,390,217.51	0.00	258,430.91	441,184.00	\$690,602.60	50.32%
51010:Salaries and Wages	429,003.66	0	0	226,296.35	\$202,707.31	52.75%
51080:Accrued Compensated Leave	0	0	0	(45,445.00)	\$45,445.00	0.00%
51090:Cafeteria Plans (Non-PERS)	14,372.29	0	0	7,325.79	\$7,046.50	50.97%
51210:Retirement	143,619.92	0	0	74,730.96	\$68,888.96	52.03%
51220:Payroll Tax	31,087.65	0	0	14,956.05	\$16,131.60	48.11%
51240:Other Postemployment Benefits (OPEB)	20,892.30	0	0	6,644.40	\$14,247.90	31.80%
51270:PERS Pension Expense	0	0	0	(469,671.00)	\$469,671.00	0.00%
51280:OPEB Expense	0	0	0	30,608.00	(\$30,608.00)	0.00%
51290:401 (k) Employer Match	3,000.00	0	0	0	\$3,000.00	0.00%
51310:Employee Group Insurance	79,072.20	0	0	41,989.80	\$37,082.40	53.10%
51360:Workers Comp Insurance	1,136.55	0	0	653.49	\$483.06	57.50%
52040:Communication Services Expense	4,091.94	0	0	0	\$4,091.94	0.00%
52060:Janitorial Supplies	0	0.00	0.00	43.59	(\$43.59)	0.00%
52080:Insurance	4,532.24	0	0	4,235.98	\$296.26	93.46%
52240:Professional / Membership Dues	12,199.99	0	0	14,477.85	(\$2,277.86)	118.67%
52250:Services and Supplies	408.79	0	0	0	\$408.79	0.00%
52260:Misc Expense	0	0	0	176.24	(\$176.24)	0.00%
52320:Printing	2,626.10	0	0	2,054.48	\$571.62	78.23%
52330:Other Supplies	7,499.11	0.00	0.00	7,169.89	\$329.22	95.61%
52340:Postage	2,995.14	0	0	3,147.34	(\$152.20)	105.08%

Account Set	Budget	Commitments	Obligations	Actuals	Balance	Percentage of Budget
52360:Professional and Special Services - General	392,230.07	0	258,169.41	350,711.37	(\$216,650.71)	155.24%
52370:Professional and Special Services - Legal	48,109.00	0	261.50	52,372.57	(\$4,525.07)	109.41%
52390:Professional and Special Services - County	7,557.94	0	0	5,895.00	\$1,662.94	78.00%
52400:Professional and Special Services - Information Technology	18,586.43	0	0	26,580.10	(\$7,993.67)	143.01%
52450:Short-Term Rents and Leases - Buildings & Improvements	28,531.00	0	0	28,242.48	\$288.52	98.99%
52460:Small Tools & Instruments	0	0.00	0.00	18.87	(\$18.87)	0.00%
52470:Employee Benefits Systems	2,447.68	0	0	2,674.77	(\$227.09)	109.28%
52480:PC Acquisition	8,980.00	0	0	0	\$8,980.00	0.00%
52510:Commissioner's Fees	33,469.64	0	0	19,200.00	\$14,269.64	57.37%
52570:Advertising	5,829.37	0	0	2,192.25	\$3,637.12	37.61%
52580:Special Department Expense	18,414.00	0	0	4,150.00	\$14,264.00	22.54%
52630:Project Costs	1,452.00	0	0	2,220.00	(\$768.00)	152.89%
52790:Transportation and Travel	11,082.50	0	0	12,014.88	(\$932.38)	108.41%
53170:Contingencies - Judgement and Damages	36,300.00	0	0	0	\$36,300.00	0.00%
53390:Cost Plan Allocation Exp (A-87)	20,690.00	0	0	15,517.50	\$5,172.50	75.00%
Facilities and Administration Cost Revenue and Expense	0	0	0	0	0.00	0.00%
42840:Facilities and Administration Cost Revenue	0	0	0	0	0.00	0.00%
52840:Facilities and Administrative Costs Expense	0	0	0	0	0.00	0.00%



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

**COMMISSIONERS STAFF REPORT**

Cindy Gustafson  
*Chair*  
*(County)*

**DATE:** June 11, 2025

Joshua Alpine  
*Vice Chair*  
*(Special District)*

**TO:** Chair Gustafson and members of the Commission

Whitney Eklund  
*(City)*

**FROM:** Michelle McIntyre

Judy Friedman  
*(Special District)*

**SUBJECT:** **2025-02 Disadvantaged Unincorporated Communities (DUCs) Mapping** – Strategic Plan Implementation of Objective 2

Shanti Landon  
*(County)*

Sean Lomen  
*(City)*

Susan Rohan  
*(Public)*

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**SUMMARY**

**ALTERNATE COMMISSIONERS**

David Bass  
*(City)*

Anthony DeMattei  
*(County)*

Cherri Spriggs  
*(Public)*

Stephanie Youngblood  
*(City)*

Vacant  
*(Special District)*

Staff requests that the Placer County Local Agency Formation Commission (LAFCO) authorize the Executive Officer to enter into an amendment to an existing contract with RSG, Inc. (RSG), to be approved as to legal form by LAFCO legal counsel, for Geographic Information System (GIS) services to produce maps of the disadvantaged unincorporated communities (DUCs) in Placer County, increasing the existing contract amount by \$7,555, for a new total not to exceed \$81,975.

**BACKGROUND & DISCUSSION**

**COUNSEL**

Michael Walker  
*General Counsel*

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant Executive Officer*

Amy Engle  
*Commission Clerk*

LAFCO has adopted the Strategic Plan 2024-2028 (SP 28+), which outlines six goals and several objectives to achieve those goals. Goal two (Goal 2) is to “Guide Orderly and Reasonable Formation and Development of Local Government Agencies.” One objective to meet Goal 2 is to “create a comprehensive list of current islands and unincorporated disadvantaged communities and identify options to provide more efficient services.”

Additionally, through SP 28+, the Commission identified the need to update LAFCO’s policies to reflect current practices, provide local

solutions, and comply with state laws. The Commission also recognized the necessity for a DUC policy to align with the statute. For instance, the Commission acknowledged the importance of identifying and examining service deficits and exploring opportunities to fund services through grant assistance.

This project to map the DUCs is the first step in identifying these communities in unincorporated Placer County. The services will be added to an existing contract between RSG and LAFCO dated October 21, 2024.

### **STAFF RECOMMENDATION**

The Executive Officer recommends that the Commission authorize the Executive Officer to enter into an amendment to an existing contract with RSG, to be approved as to legal form by LAFCO legal counsel, for GIS Mapping Services to create maps of the disadvantaged unincorporated communities in Placer County, increasing the existing contract amount by \$7,555.

### **PROCEDURES**

This item has been added to LAFCO's agenda as part of the consent items. A successful motion to approve the consent items will involve taking affirmative action on the staff recommendation unless otherwise specified by the Commission.

### **ATTACHMENT**

A – RSG, Inc. Scope of Services and Fee Proposal for Geographic Information (GIS) Services dated May 9, 2025.



May 9, 2025

**Via Electronic Mail**

Michelle McIntyre, Executive Officer  
PLACER COUNTY LAFCO  
110 Maple Street  
Auburn, CA 95603

**SCOPE OF SERVICES AND FEE PROPOSAL  
GEOGRAPHIC INFORMATION SYSTEM (GIS) SERVICES**

Dear Mrs. McIntyre:

Based on your conversation with RSG staff on May 7, 2025, RSG, Inc. ("RSG") has prepared an amended scope and budget as it pertains to the Geographic Information System ("GIS") services we are currently providing. The purpose of the amended scope and budget is to account for the additional request and tasks involving the mapping of disadvantaged unincorporated communities ("DUCs") in Placer County.

**Amended Scope of Services**

**TASK 1: PROJECT INITIATION**

RSG will coordinate a meeting with Placer LAFCO staff within five (5) days of the contract's commencement. At this meeting, RSG will discuss Placer LAFCO's DUC policies, Placer LAFCO's goals, and data availability.

**TASK 2: PREPARE AND FINALIZE DUC MAPS**

After establishing project goals and objectives, RSG will review the current DUC map and begin development of the updated map. Our mapping efforts will follow a similar methodology to the DUC mapping that RSG has previously done for the California Association of Local Agency Formation Commissions. An abbreviated version of this methodology is below:

1. Identify unincorporated areas
2. Identify Areas Under 80% MHI Threshold based on Census data
3. Identify Inhabited Territory Using Registered Voter Data
4. Identify DUCs resulting from above analysis
5. Identify and remove unpopulated slivers

RSG will distribute copies of the DUC map electronically in PDF format. This may include providing LAFCO staff with a direct website link to an interactive map of the DUCs (if possible).

Michelle McIntyre, Executive Officer  
Placer County LAFCO  
May 9, 2025  
Page 2

**Fee Estimate**

RSG is proposing to bill for these services on a time-and-materials basis, not-to-exceed \$7,555. RSG would charge for these services based on our hourly rate schedule:

Principal	\$ 295
Director	\$ 275
Senior Associate	\$ 225
Associate	\$ 195
Senior Analyst	\$ 160
Analyst	\$ 145
Research Assistant	\$ 135
Technician	\$ 100
Clerical	\$ 60

RSG does not charge clients for travel or mileage (except direct costs related to field work/surveys), parking, standard telephone/fax expenses, general postage, or incidental copies. However, we do charge for messenger services, overnight shipping/express mail costs, and teleconferencing services. We also charge for copies of reports, documents, notices, and support material in excess of five copies. These costs are charged back at the actual expense plus a 10% surcharge.

RSG issues monthly invoices payable upon receipt, unless otherwise agreed upon in advance. Invoices identify tasks completed to date, hours expended, and the hourly rate.

Please let me know if you have any questions or refinements to this proposal.

Sincerely,  
RSG, Inc.



Jim Simon  
President/Principal

Attachment 1

Michelle McIntyre, Executive Officer  
Placer County LAFCO  
May 9, 2025  
Page 3

ATTACHMENT 1 – AMENDED BUDGET

		Carol	Monroe/Jill	Yutong		
<b>Scope of Services</b>						
Geographic Information System (GIS) Services - Amendment for DUC Mapping Placer LAFCO (May 2025)						
		Task Hours & Billing Rate			Total Hrs	Total Not to Exceed
		Associate	Sr. Analyst	Res. Asst.		
		\$ 195	\$ 160	\$ 135		
<b>Task 1</b>	<b>Project Initiation</b>	-	5	9	14	\$ 2,015
<i>Kick off meeting and data collection</i>						
Task 1.1	Arrange kick-off meeting with LAFCO 5 days post contract approval	-	2	1	3	455 Feb
Task 1.2	Collect data (census data, etc)	-	2	4	6	860 Feb
Task 1.3	Gather data and input into ArcGIS for mapping purposes	-	1	4	5	700 Feb
					-	-
<b>Task 2</b>	<b>Prepare and Finalize DUC Map</b>	-	11	28	39	\$ 5,540
<i>Preparation of GIS maps of DUCs in Placer County</i>						
Task 2.1	Create map of DUCs in Placer County		5	20	25	3,500 March
Task 2.2	Distribute maps to LAFCO for review and feedback		2	1	3	455 March
Task 2.3	Revise maps as needed		3	5	8	1,155 March
Task 2.4	Finalize maps for Commission review		1	2	3	430 April
					-	-
<b>GRAND TOTAL BUDGET</b>		-	16	37	53	\$ 7,555



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

**COMMISSIONERS STAFF REPORT**

Cindy Gustafson  
*Chair*  
*(County)*

DATE: June 11, 2025

Joshua Alpine  
*Vice Chair*  
*(Special District)*

TO: Chair Gustafson and members of the Commission

Whitney Eklund  
*(City)*

FROM: Michelle McIntyre

Judy Friedman  
*(Special District)*

SUBJECT: **Planning Consulting Services Contract Award with RSG, Inc.**

Shanti Landon  
*(County)*

Sean Lomen  
*(City)*

Susan Rohan  
*(Public)*

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**SUMMARY**

Staff requests that the Placer County Local Agency Formation Commission (LAFCO) authorize the Executive Officer to enter into a contract with RSG, Inc. (RSG), to be approved as to legal form by LAFCO legal counsel, to provide planning consulting services to LAFCO consistent with the attached proposal, with a not-to-exceed amount of \$150,000, and terminate a similar planning consulting services contract the Commission previously awarded to Rincon Consultants, Inc. (Rincon) on July 22, 2024. If both actions are approved, no new funds will need to be appropriated.

**ALTERNATE COMMISSIONERS**

David Bass  
*(City)*

Anthony DeMattei  
*(County)*

Cherri Spriggs  
*(Public)*

Stephanie Youngblood  
*(City)*

Vacant  
*(Special District)*

**BACKGROUND & DISCUSSION**

LAFCO entered into a contract for on-call staffing with Rincon on July 22, 2024, for an amount not to exceed \$150,000. Although Rincon has provided on-call staffing to LAFCO during the fiscal year, all services rendered on behalf of the Commission (such as for processing reorganization projects) were billed to applicants. Therefore, the Commission has not utilized the LAFCO funds appropriated for this contract.

**COUNSEL**

Michael Walker  
*General Counsel*

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant Executive Officer*

Amy Engle  
*Commission Clerk*

Over the past year, the Commission has worked closely with RSG on several successful projects, including, but not limited to, the South

Placer Municipal Utility District municipal service review and sphere of influence study, the ongoing service review and sphere of influence study for the six cemetery districts in Placer County, and others. The relationship has proven beneficial to the Commission, and staff recommends using RSG services for other upcoming projects as needed.

To avoid the need to appropriate additional funds for the RSG contract, staff recommends authorizing the Executive Officer to terminate the existing planning consulting services contract with Rincon, as authorized pursuant to the terms of the contract. If further services are needed from Rincon, staff will return to the Commission with a proposal for a new contract.

### **STAFF RECOMMENDATION**

The Executive Officer recommends that the Commission authorize the Executive Officer to enter into a contract with RSG, to be approved as to legal form by LAFCO legal counsel, to provide planning consulting services to Placer LAFCO consistent with the attached proposal, with a not-to-exceed amount of \$150,000. The Executive Officer also recommends that the Commission authorize the Executive Officer to terminate the existing planning consulting services contract the Commission previously awarded to Rincon on July 22, 2024.

### **PROCEDURES**

This item has been added to LAFCO's agenda as part of the consent items. A successful motion to approve the consent items will involve taking affirmative action on the staff recommendation unless otherwise specified by the Commission.

### **ATTACHMENT**

A – RSG, Inc. Proposal for As-Needed Placer LAFCO Planning Consulting Services dated June 2, 2025.

# PROPOSAL FOR

## AS-NEEDED PLACER LAFCO PLANNING CONSULTING SERVICES

### – PLACER LOCAL AGENCY FORMATION COMMISSION

#### PLACER LAFCO

June 2, 2025





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June 2, 2025

**Via Email**

Michelle McIntyre, Executive Officer  
PLACER COUNTY LAFCO  
110 Maple Street  
Auburn, CA 95603

**AS-NEEDED PLACER LAFCO PLANNING CONSULTING SERVICES – PLACER LOCAL AGENCY FORMATION COMMISSION**

Dear Mrs. McIntyre,

Based on our conversation on May 14, 2025, RSG Inc. (“RSG”) is pleased to present this proposal for consulting services to assist the Placer Local Agency Formation Commission (“LAFCO”) with as-needed Placer LAFCO planning consulting services.

Our contract planning practice is built by a wealth of experience serving cities and counties throughout California. We understand the range of complexities and challenges that our diverse clients face— infrastructure constraints, intergovernmental coordination, economic development, and unique market dynamics, and ultimately, the need to support transformative solutions to solve some of the most pressing challenges our communities are collectively facing.

RSG is committed to functioning as an extension of Placer LAFCO’s staff, bringing the technical, managerial, and strategic expertise needed to execute projects successfully. Our extensive experience conducting reorganizational studies, annexation services, municipal service reviews, incorporations, and fiscal analyses for local and regional agencies—combined with in-house expertise in LAFCO roles and responsibilities and multi-agency coordination— uniquely positions us to fulfill this on-call services contract.

RSG is proud to be an active member of the California Association of Local Agency Formation Commissions (“CALAFCO”), where we are honored to serve in the capacity as an Advisory member of their Legislative Committee.

We are confident that the RSG team will meet Placer LAFCO’s needs. Should you wish to discuss any of the information presented, please contact me directly at [jsimon@rsgsolutions.com](mailto:jsimon@rsgsolutions.com) or by phone at (714) 316-2120.

Respectfully,

Jim Simon, Principal



## FIRM QUALIFICATIONS AND EXPERIENCE

RSG is a California-based, Subchapter “S” Corporation. Founded in 1979, the firm is currently managed by active Principals Jim Simon and Tara Matthews. Our corporate address is 170 Eucalyptus Ave., Suite 200, Vista, CA 92084, and we have three hubs in California (San Diego, Los Angeles, and Oakland) where we collaborate periodically as a team to accommodate the needs of our clients and growing firm.

RSG is a creatively charged consultant to California public agencies. We collaborate with the people responsible for creating vibrant places to accomplish their goals. The inspired leaders at RSG create stronger communities capable of achieving bolder futures by bringing more than four decades of native knowledge to each engagement. As diverse as the agencies we work with, our services span fiscal health, real estate, economic development, and housing initiatives.

RSG’s federal taxpayer identification number is 95-343-5849 and state taxpayer identification number is 27600915. RSG is also a State certified Small Business Enterprise (SBE - 2006876 DGS).

## MISSION STATEMENT

RSG creates solutions to enhance communities’ physical, economic, and social future.

## CORE VALUES

Our core values define who we are as people and the standards by which we provide services to our clients.



## INSURANCE

RSG affirms that it has the required insurance policies in place through Hartford Insurance. These policies provide coverage in acceptable amounts for Professional Liability, Workers Compensation, Comprehensive General Liability, and Auto (Owned and Non-Owned). Prior to the commencement of services, RSG will furnish certificates of insurance coverage to LAFCO to verify compliance with insurance requirements.

Our insurance providers rank in the excellence category for AM Best Rating Services. A Certificate of Insurance with applicable endorsements will be provided upon contract award.



## RSG QUALIFICATIONS

RSG provides a range of fiscal services to help government agencies become more effective with the resources they use to serve communities. We offer fiscal impact analyses, assistance in securing financing, annexation and incorporation studies, municipal service reviews, and community engagement services.

Our **fiscal impact studies** aim to provide clarity and insight to staff and decision-makers, helping under-resourced communities gain access to the resources needed for sustainability and quality of life.

We prepare **municipal service reviews** and sphere of influence updates, and evaluate **reorganization, annexation, or incorporation** proposals, providing independent analysis and recommendations.

Our **community engagement experience** includes facilitating public discussions, designing **strategic plans**, working with diverse groups, and presenting complex information to facilitate informed decision-making.

With our expertise in **tax increment financing** and a strong foundation in community engagement, we assist clients in achieving their goals through insightful processes that value the community's expertise.

RSG has provided cutting-edge solutions for local government agencies, including outsourcing, shared service studies, and long-range fiscal planning. We have helped LAFCOs develop policies for island annexations and have worked with cities on crafting a viable path in delivering services to areas in their sphere of influence. We have helped cities understand how they need to restructure the services they deliver, and the manner in which they evaluate how they will take discretionary actions in the future. With our assistance, our clients have been able to instill more fiscal discipline at all levels of their organization, become more effective, and have staff engaged in identifying solutions that meet the strategic needs of their community.

Our experience working with LAFCOs around the state has allowed us to participate in the MSR process and observe the variety of ways MSRs can be used to meet LAFCOs' goals. In some situations, a lack of growth pressure or lack of significant changes in service levels do not warrant an extensive review and a "checklist" approach is sufficient to reaffirm an existing SOI. In other situations, a comprehensive, in-depth analysis of demographic trends, financial data, infrastructure capacity/conditions, rate structures, service extension barriers for disadvantaged unincorporated communities, and shared service delivery alternatives is warranted to lay the groundwork for SOI updates and/or imminent changes of (re)organization. And when political considerations impact agencies, the MSR is a necessary tool that allows LAFCO to play independent facilitator and evaluator to bring parties together around common data and agreement points.

## WORK EXPERIENCE

RSG has prepared comprehensive fiscal analyses and feasibility studies to support incorporations, most recently leading to the formation of California's newest city – Mountain House. We have experience preparing municipal service reviews of cities, fire districts, and



special districts, including the Siskiyou County LAFCO Countywide Fire MSR and SOI update, and Sutter County LAFCO Countywide Fire and EMS MSR and SOI update. We have completed annexation studies, reorganizational studies, operational studies, and other fiscal and economic impact analyses.

Below is a list of clients we have provided services for, along with samples of our work, to give Placer LAFCO an opportunity to see our expertise in action.

#### REORGANIZATIONAL STUDIES

##### **Town of Yountville (Napa Co.)**

Domain Chandon Reorganization (Underway)

##### **City of Portola / Local Emergency Services Study Group (Plumas Co.)**

Portola/East Plumas Fire Protection Reorganization (Completed 2022, with Planwest Partners)

##### **County of San Bernardino**

CSA 79 Reorganization Fiscal Analysis (Completed 2018, Updated in 2022)

##### **City of Nevada City (Nevada Co.)**

SOI Update and Annexation Plan (Completed 2017)

#### ANNEXATION STUDIES

##### **City of Capitola (Santa Cruz Co.)**

Sphere of Influence Annexation Study (Underway)

##### **City of Belmont (San Mateo Co.)**

Harbor BI Annexation Strategy (Underway)

601 Harbor BI Annexation (Completed 2023)

608 Harbor BI Annexation (Completed 2023)

Old County Rd/Harbor BI Annexation (Completed 2021)

1304 Elmer Street Annexation (Completed 2018)

##### **City of Citrus Heights (Sacramento Co.)**

Sphere of Influence Annexation Study (Completed 2023)

##### **City of Huntington Beach (Orange Co.)**

Bolsa Chica Annexation Study (Completed 2009, Updated 2013, Updated 2022)

##### **City of Martinez (Contra Costa Co.)**

Sphere of Influence Annexation Study (Completed 2021, Updated 2023)

Alhambra Valley / North Pacheco Annexation Study (Completed 2015)



**City of San Carlos (San Mateo Co.)**

252 Club Drive Annexation (Completed 2020)

Hyde Park Estates Annexation (Completed 2019)

Cranfield Annexation (Completed 2015)

**Desert Healthcare District (Riverside Co.)**

AB 2414 Annexation Fiscal Analysis (Completed 2017)

**Berger Foundation / Cathedral City (Riverside Co.)**

SOI Expansion and Annexation Fiscal Analysis (Completed 2013)

MUNICIPAL SERVICE REVIEWS

**Alameda LAFCO**

Community Services MSR Update (Underway)

**Placer LAFCO**

Public Utilities Services MSR Update (Underway)

Cemetery District MSR Update (Underway)

**Sutter LAFCO**

Fire and EMS MSR Update with Planwest Partners (Underway)

**Siskiyou LAFCO**

Fire Services MSR Update with Planwest Partners (Underway)

**Sonoma LAFCO**

Santa Rosa MSR and SOI Update (Completed 2024)

**Orange LAFCO**

Central Region MSR Update (Underway)

Southwest Region MSR Update (Completed 2023)

West Region MSR Update (Completed 2023)

**Riverside LAFCO**

28 City MSR and SOI Update (Completed 2022)

**Los Angeles LAFCO**

Bell, Maywood, South El Monte, and Vernon MSRs and SOI Review (Completed 2023)

La Mirada and Whittier MSR and SOI Update (Completed 2021)

Consolidated Fire Protection District MSR and SOI Update (Completed 2020)



**Yolo LAFCO**

Water Districts MSR and SOI Update (Completed 2013)

INCORPORATION STUDIES

**San Joaquin LAFCO**

Comprehensive Fiscal Analysis – Mountain House Incorporation (Completed 2023)

**Malaga County Water District / Malaga (Fresno Co.)**

Initial Fiscal Analysis – Malaga Incorporation (Completed 2018)

**Placer LAFCO**

Comprehensive Fiscal Analysis – Olympic Valley Incorporation (Completed 2015)

**San Bernardino LAFCO**

Rim Communities Incorporation Feasibility Study (Completed 2015)

OTHER FISCAL OR OPERATIONAL STUDIES

**Placer County**

Parks and Recreation Service Delivery Model (Underway)

**Orange LAFCO**

GIS Mapping Services (Underway)

**March Joint Powers Authority (Riverside Co.)**

JPA Sunsetting Services (Completed 2023)

**CALAFCO**

Update Map of Statewide Disadvantaged Unincorporated Communities (Completed 2022)

**Riverside LAFCO**

Update Map of Statewide Disadvantaged Unincorporated Communities (Completed 2021)

**City of Carlsbad (San Diego Co.)**

Custodial Service Level Study (Completed 2020)

Public Works Paint Shop Cost Benefits Analysis (Completed 2016)

Public Works Department Lines of Business Operational Study (Completed 2013)

Street & Signal Maintenance Division Business Plan (Completed 2011)

**City of Irwindale (Los Angeles Co.)**

General Fund Fiscal Plan and Sustainability Model (Completed 2018)

**City of Grand Terrace (San Bernardino Co.)**



General Fund Sustainability Analysis (Completed 2011)

**City of South Gate (Los Angeles Co.)**

Housing Division Efficiency Study (Completed 2021)

**WORK SAMPLES**

Due to their size and length, we have elected to provide hyperlinks to three recent LAFCO work products we have prepared below:

1. [Consolidated Fire Protection District of the County of Los Angeles Municipal Services Review and Sphere of Influence Update \(LA LAFCO\)](#)
2. [Beckwourth Fire Protection District Formation Feasibility Study \(City of Portola\)](#)
3. [West Region Municipal Service Review and Sphere of Influence Update \(OC LAFCO\)](#)



## PROJECT TEAM AND KEY PERSONNEL

RSG's team would be led by Jim Simon, Principal, and include the below key members of our RSG staff as well as others in the firm as needed. RSG may assign other staff to support as needed. Resumes for these staff members are featured on the following pages.

**Jim Simon, President & Principal**, Jim will work closely with LAFCO staff to ensure RSG's deliverables are high-quality, timely, and aligned with Placer LAFCO economic and community development goals. Jim would be able to present our work at meetings, provide strategic and expert advice based on findings and recommendations, and ensure quality control on our deliverables. Jim has served in this capacity on all MSR assignments at RSG, including the Riverside LAFCO 28 Cities MSR, LA LAFCO Consolidated Fire Protection District MSR, several city MSRs for LA LAFCO, and MSR and SOI updates for 13 cities and 12 special districts for Orange County LAFCO. Jim has been an active member of CALAFCO, where he has shared his experience on annexations, special studies, and incorporation assignments at workshops and on their Legislative Committee.

**Carol Ieromnimon, Associate**, will provide support in preparing the service cost analysis, fiscal forecasting, and draft report. Carol joined the RSG team in 2024 after working at San Diego LAFCO and brought with her a background in local government and economic development. Her experience in the intricacies of municipal boundary adjustments, research and analysis, as well as project management empowers her to further facilitate the efficient growth and prosperity of communities across the state. She is currently engaged in an Alameda LAFCO Community Services MSR, a Placer LAFCO South Placer Municipal Utility District MSR and SOI Update, a Sutter LAFCO Fire and Emergency Medical Service MSR, and supporting reorganization services for the Town of Yountville. While at San Diego LAFCO, she assisted in the detachment and annexation of the Rainbow Municipal Water District and Fallbrook Public Utility District from the San Diego County Water Authority.

**Monroe Roush, Senior Analyst**, would be primarily responsible for data analysis and drafting the MSRs. Monroe would also help in presenting our findings to client and Commission, as well as revise our documents as directed by LAFCO staff. Monroe has prepared several MSRs for LAFCOs around the state, including for OC LAFCO (West and Southwest MSRs), LA LAFCO (Bell, Maywood, South El Monte, and Vernon), Sonoma LAFCO (Santa Rosa), and Alameda LAFCO (Countywide Community Services). She has also worked on several annexation studies.

**Jillian Glickman, Senior Analyst**, Jill joined RSG in 2022 and aims to address multifaceted issues facing local governments by implementing rigorous research initiatives and thorough analyses. Her experience includes assisting with the preparation and drafting of the recent 4 Cities MSR for LA LAFCO, and she is currently a core contributor to the Countywide Fire Service Review and SOI Update for Siskiyou LAFCO, Fire and Emergency Medical Services MSR for Sutter LAFCO, and South Placer Municipal Utility District MSR and SOI Update for Placer LAFCO. She also conducted a peer cities analysis as part of the Comprehensive Fiscal Analysis for the city incorporation of Mountain House for San Joaquin LAFCO and drafted Terms and Conditions for the incorporation.



# JIM SIMON

Principal & President

714.316.2120  
jsimon@ rsgluti .com

## PROF E

“With determination and imagination, I serve myself and others to discover our capacity for what is possible by designing solutions for a complex world so we can cherish and nurture our communities.”

## OUT & ABOUT

California Association for Local Economic Development (CA LED) 40 at 40 Honoree for contributions to California Economic Development

“Tax Increment Financing in Disadvantaged Unincorporated Communities” – CA AFCO Staff Workshop 2025

“Climate Resilience Districts” League of Cities Webinar – CALED Fall 2024

“Business Retention and Attraction” – Advanced Certification Program Instructor (CA LED)

“Community Economic Development” – CA LED eys Program

Urban and Institute (U )

Guest ectorer, UC A uskin School of Public Policy, 2024

## ABOUT JI

Inspired to improve the Golden State in his work, Jim delivers intelligence, innovation, and passion to projects requiring his unparalleled expertise in fiscal health, real estate, and economic development. For over 35 years, Jim is proud to have led projects that have resulted in the investment of over \$10 billion in private and public capital, transforming cities and communities across California. As President of RSG, Jim is helping to shape the next generation of the firm’s legacy - leading RSG’s team of inspired, creative, and insightful consultants that serve over 120 communities each year.

## EDUCATIO

Jim joined RSG in May 1990 and has served as a Principal and shareholder since 2001. He received a BA in Business Administration with a concentration in entrepreneurial management from California State University, Fullerton. In 2014, Jim was selected as an Advisory Board member of the California Association for Local Economic Development (CALED). Jim is also an active member of the California Association of AFCOs (CALAFCO), Urban and Institute, and the Southern California Association of Nonprofit Housing (SCANP ).

## RECENT ENGAGEMENTS

Prepared the 2020 Municipal Services Review and SOI Update for the Consolidated Fire Protection District of Los Angeles County, the largest special district in California, for LA LAFCO.

Led the preparation of a MSR for the 28 cities in Riverside County, provided MSR and SOI updates for 13 cities and 12 special districts for Orange County LAFCO, and provided MSR and SOI updates for 4 cities for LA LAFCO.

Oversaw the Comprehensive Fiscal Analysis and led the Cityhood Incorporation Resident Workshop for the Town of Mountain House for San Joaquin LAFCO, who unanimously approved the incorporation application to advance it to the voters, who then approved in March 2024.

Prepared fiscal impact analysis for several annexations proposals within city SO s, including Martinez, San Carlos, Huntington Beach, and Belmont.

Served as engagement manager for the most recent incorporation comprehensive fiscal analysis (Olympic Valley, Placer County) in which RSG’s work withstood substantial public scrutiny, including DOF review.





# CAROL IEROMNIMON

Associate

714.316.2197  
cieromnimon@rgsolutions.com

## PROFILE

"I find success in helping others find success. Creating meaningful relationships and collaborating with others to achieve a goal is where most of my passion lies. By applying my skillsets and experience to my role with RSG, I hope to further enhance communities and empower others."

## MEMBERSHIPS

Member, CALAFCO Legislative Committee

Housing California

Southern California Association of Non-Profit Housing (SCANPH)

San Diego Housing Federation (SDHF)

California Association of Local Agency Formation Commissions (CALAFCO)

## ABOUT CAROL

Carol joined the RSG team in 2024 and brought with her a background in local government and economic development. Her experience in the intricacies of municipal boundary adjustments, research and analysis, grant administration, underwriting, public speaking as well as project management empowers her to further facilitate the efficient growth and prosperity of communities across the state. Her passion in creating meaningful relationships and making a difference in the communities she serves propels her to deliver results, provide solutions, and embrace new challenges.

## EDUCATION

Carol holds a Bachelor of Science Degree in Sociology from the University of California, Riverside as well as a Master's Degree in Public Administration from California State University, Long Beach. Carol served as an Advisory Member to the SANDAG Communities Working Group between 2023-2024 and is currently an Advisory Member of the Legislative Committee for the California Association of LAFCOs (CALAFCO).

## RECENT ENGAGEMENTS

Developing the Municipal Service Review and Sphere of Influence Update for the Folsom County Water District on behalf of the Sacramento LAFCO.

Facilitated the preparation of the Municipal Service Review on behalf of Siskiyou LAFCO involving the fire protection service providers in Siskiyou County.

Preparing the Municipal Service Review and Governance Study on behalf of San Joaquin LAFCO involving the nineteen (19) rural fire protection service providers.

Assisted in the preparation of the Municipal Service Review on behalf of Alameda LAFCO involving the community services districts in Alameda County.

*Pre-RSG:*

Piloted San Diego LAFCOs first Graduate Internship program including recruitment, hiring, onboarding, and training materials.

Served as Moderator and Team Lead for two CALAFCO Conferences and Staff Workshops which included preparing session topics and facilitating presentations.





# MONROE ROUSH

Senior Analyst

714.316.2195  
mroush@sgsolutions.com

## PROFILE

“I care deeply about supporting local governments in their work to build more equitable societies. Through the use of data analysis and research, I hope to provide communities with the resources they need to reach their full potential.”

## COMMUNITIES & ABILITIES

Housing California

Southern California  
Association of Non-Profit  
Housing (SCANPH)

San Diego Housing Federation  
(SDHF)

California Association of Local  
Agency Formation  
Co-operations (CALAFCO)

## ABOUT MONROE

Originally from Denver, Colorado, Monroe has both a personal and academic background in sustainability. Her experiences in Denver and Orange County have magnified the importance of local government and motivate her to focus on equity at the community level.

During her time studying environmental science at Chapman University, Monroe conducted research about science communication and the ways the general public interacts with science. She also worked with the City of Costa Mesa for her thesis project to help develop considerations for creating an urban forestry plan in order to mitigate climate impacts.

## EDUCATION

Monroe joined RSG in 2021. She holds a BS in Environmental Science and Policy with a minor in Political Science from Chapman University in Orange, California. She is currently pursuing a masters in Renewable and Sustainable Energy from the University of Colorado Boulder.

## RECENT ENGAGEMENTS

Analyzed clients’ financial statements and budgets in order to provide a fiscal impact analysis of reorganization for the San Bernardino LAFCO.

Analyzed tax roll data and collaborated with a variety of agencies to determine the potential impacts, both financial and governmental, of annexation in the City of Huntington Beach. Included using ArcGIS Pro to identify oil extraction sites in the City of Huntington Beach in order to determine potential oil revenues for the City in the event of annexation of Bolsa Chica.

Analyzed Municipal Service Reviews (MSR) to understand prior determinations and identify determinations of interest.

Analyzed City budget documents and tax roll data to determine the potential impacts, both financial and governmental, of annexation in the City of Martinez.

Analyzed City budget documents and tax roll data to determine the potential impacts, both financial and governmental, of annexation in the City of Citrus Heights.





# JILLIAN GLICKMAN

Senior Analyst

714.316.2142  
jglickman@rsgsolutions.com

## PROFILE

"I am passionate about creating tangible impacts in individuals' lives through sustainable development initiatives. I am at my best when solving problems that require pragmatic yet innovative approaches."

## OUT & ABOUT

Housing California

Southern California Association of Non-Profit Housing (SCANPH)

San Diego Housing Federation (SDHF)

California Association of Local Agency Formation Commissions (CALAFCO)

## ABOUT JILLIAN

Jillian joined RSG in 2022 and is a lifelong Southern California resident. She seeks to address multifaceted issues facing local governments by implementing rigorous research initiatives and thorough analyses. Her role as an undergraduate research assistant has given her intensive experience in qualitative research, large-scale project execution, and team leadership.

## EDUCATION

Jillian holds a BA in Political Economy with a minor in Environmental Studies from the University of Southern California. Jillian's multidisciplinary educational background has provided her with a unique understanding of the interplay between politics, economics, and sustainability.

## RECENT ENGAGEMENTS

Gathered and synthesized relevant information on four cities in LA County for their Municipal Service Reviews. Led outreach efforts to cities and facilitated the exchange of information between cities and our internal team.

Prepared a 20-year tax revenue forecast for major developments currently under construction in the City of Irwindale.

Engaged numerous fire protection and emergency medical service providers in Siskiyou and Sutter County to prepare Countywide Municipal Service Reviews and Sphere of Influence Updates. Gathered and synthesized relevant information regarding demographics, governance structures, and services provided to inform future planning decisions.

Conducted a peer cities analysis as part of a Comprehensive Fiscal Analysis for a city incorporation for San Joaquin LAFCo. Drafted Terms and Conditions for the incorporation.





## REFERENCES

The projects below demonstrate RSG's recent experience comparable to the services requested in this RFP. We encourage you to contact our references or follow up with additional questions.

### **SUTTER COUNTY COUNTYWIDE FIRE AND EMERGENCY MEDICAL SERVICES MUNICIPAL SERVICE REVIEW AND SPHERE OF INFLUENCE UPDATE – SUTTER LAFCO**

In July 2024, RSG and Planwest began working with Sutter County LAFCO to prepare a Countywide Fire and EMS MSR and SOI Update. The MSR will include review of five agencies, including two fire protection districts, two cities, and Sutter County Fire, which provides fire protection and emergency medical services to four County Service Areas. RSG and Planwest's review will also include coordination with Bi-County Ambulance, a pre-hospital medical care service provider that is outside the purview of LAFCO. We expect to complete the MSR and SOI Update by mid-2025.

Contact: Doug Libby, Executive Officer  
Sutter Local Agency Formation Commission  
530.822.3231 / dlibby@yubacity.net  
1201 Civic Center Blvd, Yuba City, CA 95993

Date of Services: July 2024 – Current

### **BECKWOURTH PEAK FIRE PROTECTION DISTRICT FORMATION AND SPECIAL TAX – EASTERN PLUMAS COUNTY LOCAL EMERGENCY SERVICES STUDY GROUP (PLUMAS LAFCO, AND PLANWEST PARTNERS, INC.)**

RSG contracted with Planwest Partners, Inc. to prepare a feasibility study for a new fire protection district in eastern Plumas County. The City of Portola identified deficiencies in its volunteer fire department in 2017, which resulted in stand down orders, a contract for services with Beckwourth Fire Protection District, and a planning effort to evaluate the level of fire services in the eastern portion of the County. As a result of the planning efforts, four local fire service providers began working together to form a consolidated fire district. RSG's contribution to the feasibility study included evaluation of the historical financial performance for each of the four agencies, an assessment of staffing, facilities, and equipment needs for the new fire district, and the calculations for a new special assessment. In November 2023, voters approved the formation of the Beckwourth Peak Fire Protection District and the special assessment.

Contact: Colette Santsche AICP, Project Manager, Senior Planner and Partner  
Planwest Partners, Inc.  
1125 16<sup>th</sup> Street, Suite 200, Arcata, CA 95521  
707.825.8260 / colettem@planwestpartners.com  
Cary Curtis  
Beckwourth Fire Protection District  
916.747.6584 / cary.curtis77@gmail.com

Date of Services: October 2021 – December 2022



**FOUR CITIES MUNICIPAL SERVICES REVIEW – LA LAFCO**

RSG was retained in 2022 by the Local Agency Formation Commission for the County of Los Angeles to provide Municipal Service Review and Sphere of Influence updates for the cities of Bell, Maywood, South El Monte, and Vernon. Our work has also included interviewing the four cities to understand service challenges and opportunities and analyzing budget and audit data to make determinations about fiscal health. The LA LAFCO Commission adopted the MSR and SOI updates in August 2023.

Contact: Paul Novak, Executive Officer  
80 South Lake Avenue, Pasadena, CA, 91101  
(626) 204-6500/ [pnovak@laLAFCO.org](mailto:pnovak@laLAFCO.org)

Date of Services: July 2022 – Current



**CONTRACT PROCESS AND FEE SCHEDULE**

This proposal includes on-call professional planning contract services not to exceed \$150,000. Based on our project understanding, Placer LAFCO will require case management services ranging from MSR and SOI updates to annexations, detachments, and reorganizations, and other special projects. Each of these services will require varying levels of coordination with Placer LAFCO staff and labor hours from RSG staff. Therefore, we propose that requests be processed as individual task orders as follows:

Within 7 days or less of receiving the request, RSG will provide an email to Placer LAFCO requestor with a confirmation of scope, rough estimate of hours/budget, estimated schedule to complete task and assigned staff.

If Placer LAFCO staff agrees with the email task order, they will issue a written notice to proceed.

RSG will make their best effort to meet the estimated hours and schedule, but for efficiency, we may provide ranges to keep requests moving forward quickly. An explanation will be provided for any cost or schedule ranges provided.

RSG will proactively identify any issues and bring those to the attention of Placer LAFCO staff, identify potential solutions, and coordinate with staff as to the best course of action.

**RSG would bill for these services based on the fee schedule and billing policies below:**

Principal	\$ 295
Director	\$ 275
Senior Associate	\$ 225
Associate	\$ 195
Senior Analyst	\$ 160
Analyst	\$ 145
Research Assistant	\$ 135
Technician	\$ 100
Clerical	\$ 60
Reimbursable Expenses	Cost plus 10%

**RSG does not charge clients for travel or mileage** (except direct costs related to field work/surveys), parking, standard telephone/fax expenses, general postage, or incidental copies. However, we do charge for messenger services, overnight shipping/express mail costs and teleconferencing services. We also charge for copies of reports, documents, notices, and support material more than five (5) copies. We bill reimbursable costs at the actual expense plus a 10% surcharge.

RSG issues monthly invoices payable upon receipt, unless otherwise agreed upon in advance. Invoices identify tasks completed to date, hours expended and the hourly rate.



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

**PUBLIC HEARING  
STAFF REPORT  
June 11, 2025**

**COMMISSIONERS**

Cindy Gustafson  
*Chair  
(County)*

Joshua Alpine  
*Vice Chair  
(Special District)*

Whitney Eklund  
*(City)*

Shanti Landon  
*(County)*

Sean Lomen  
*(City)*

Susan Rohan  
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Vacant  
*(Special District)*

**ALTERNATE  
COMMISSIONERS**

David Bass  
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Anthony DeMattei  
*(County)*

Judy Friedman  
*(Special District)*

Cherri Spriggs  
*(Public)*

Stephanie  
Youngblood  
*(City)*

**COUNSEL**

Michael Walker  
*General Counsel*

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant  
Executive Officer*

Amy Engle  
*Commission Clerk*

**TO:** Chair Gustafson and members of the Commission

**FROM:** Amanda Ross

**SUBJECT:** **Final Workplan and Budget for Fiscal Year 2025-2026**

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**SUMMARY**

The Placer County Local Agency Formation Commission (LAFCO) will review recommendations from the Executive Officer regarding the adoption of the Final Workplan and the corresponding Final Budget for fiscal year (FY) 2025-26. The Final Workplan, which aligns with the Commission's strategic plan, outlines 28 projects and tasks. The Final Budget reflects the hiring of two analysts to strengthen the existing team.

The Final Budget outlines expenses totaling \$1,304,727.88, a decrease in approximately \$113,131.48 from the Proposed Budget, reflecting an approximate increase of \$125,733.42, or 11%, from the adopted operating budget of \$1,178,994 for the current fiscal year. The Executive Officer recommends adopting the Final Workplan and Budget for FY 2025-26.

**BACKGROUND**

Statutes require local agency formation commissions to adopt a final budget by June 15 each year at a public hearing. At a minimum, the Commission's budget must equal the amount from the previous fiscal year, unless the Commission finds that reduced staffing or program costs will nevertheless allow the Commission to fulfill the purposes and programs of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH). The Commission must send the proposed and final budget to each of its local funding agencies. The item before the Commission today is to fulfill this statutory obligation.

## DISCUSSION AND ANALYSIS

### Placer LAFCO Strategic Plan 2024-2028+ (SP 28+)

The Final Workplan for the upcoming fiscal year closely resembles the workplans the Commission has implemented in the past two years. However, there is a significant change in the Commission's staffing approach this year. Traditionally, the Commission has depended heavily on consultants to handle tasks related to mandated service review studies. This year, the Final Workplan and corresponding Final Budget reflect a shift towards assigning these responsibilities to employees and relying less on consultants to complete these tasks and projects.

Last year, the Commission approved the Placer LAFCO Strategic Plan 2024-2028+ (SP 28+). This plan emphasizes the importance of prioritizing service review studies and updating spheres of influence. The Commission has also discussed the need for a staffing plan that promotes employee retention for long-term service and fosters a strong organizational identity. A key aspect of this initiative is establishing a clear pathway for employees to advance into leadership roles. The creation of mid-level and senior-level analyst positions will provide staff with greater opportunities for upward mobility within Placer LAFCO.

### Amendments Since the Adoption of the Proposed Workplan Budget

The Commission adopted the Proposed Workplan and Budget on April 9, 2025. Since that time, the following has occurred:

- 1) On April 21, 2025, the Placer County CEO staff informed LAFCO staff that the OPEB costs (Other Post-Employment Benefits) per employee are less than their initial estimate. The OPEB costs were estimated to be \$4,113 or \$158.19 per employee per pay period. The revised costs are \$991 per employee per year or \$38.12 per employee per pay period.
- 2) The Bay Area CPI index for April 2025 was published. LAFCO staff had estimated a 4% annual CPI for employee salary costs, but the CPI index from April 2024 to April 2025 came in at 2.3%.
- 3) Staff conducted a budget workshop, and the Budget Committee convened on May 22, 2025. Some staff members of LAFCO's funding agencies remarked on flattening the budget, and members of the Budget Committee requested that staff present alternative options to the staff-recommended budget—one illustrating the status quo, which involves funding the three full-time equivalent employees (FTE) (Alternative 1 below), and another funding one analyst position for a total of 4 FTE (Alternative 2 below).
- 4) Members of the Budget Committee remarked on their desire to slow and prioritize the workplan.

- 5) On May 28, 2025, the Personnel Committee met. During the meeting, the Executive Officer reported on the recruitment status for the assistant executive officer position. While the Commission received a few applications, none of the applicants had direct LAFCO work experience. In other words, although they may have had dealings with a LAFCO, they had not worked directly for a LAFCO. The Committee reiterated its desire to hire an assistant executive officer with direct LAFCO experience. Furthermore, the Personnel Committee directed the Executive Officer to contact the California Association of LAFCOs (CALAFCO), as several executive officers throughout the state have recently retired or are soon to retire. Members of the Personnel Committee stated that an experienced former LAFCO executive officer could better assist the Commission in achieving the tasks outlined in its robust workplan. Additionally, the Executive Officer recommended underfilling the assistant executive officer position to a senior analyst role, as this would broaden the recruitment to potential employees who may not have direct LAFCO experience. At the senior analyst level, there are fewer expectations for the new employee. The Personnel Committee unanimously approved this recommendation.

The above information and comments were considered when staff finalized the proposed final workplan and budget.

### **Staff-Recommended Final 2025-2026 Workplan & Budget**

The anticipated 20 percent increase (or \$238,864.90) from the prior year was proposed to be partially offset by a targeted reduction in contract services, as new staff were anticipated to gradually take over the work related to service reviews.

The attached Final FY 2025-2026 Workplan and Budget (Attachment A) includes a thorough outline of the Commission's past achievements, the Final Workplan categorized by project types, the Final Budget, a discussion of LAFCO's funding, the proposed invoice for the 44 local funding agencies, and a table summarizing the entire workplan.

The Final Budget recommended by staff made the following changes to the assumptions:

- The County sent new OPEB costs at \$991 per employee per year (a reduction of 76% or \$3,122.00)
- The assistant executive officer position will be underfilled as a senior analyst position for the 2025-2026 Budget Year.
- The two new positions (senior analyst and an analyst I position) start dates are staggered – senior analyst starts the beginning of the second quarter (October 1, 2025), and the analyst I starts the beginning of the third quarter (January 1, 2026)

In summary, the staff-recommended Final Budget reduces the adopted Proposed Budget by \$113,131.48, reducing the increase from 20% to 11% compared to the prior year. This option increases staffing to 5 FTE positions: Executive officer, senior analyst

(underfilled assistant executive officer position), senior analyst, analyst I, and admin tech.

For the final Workplan, staff recommends pushing the Alta Fire Protection District service review and sphere of influence update to a future workplan. Alta Fire Protection District contracts with Placer County for the Placer County Fire Department to provide fire protection and related services. Since the contract is in place, it is not as urgent for LAFCO to conduct this review.

Staff created two additional alternatives to the staff-recommended Final Budget for the Commission to consider. These alternatives provide the Commission with alternatives to the staffing model for FY 2025-2026.

### **Alternative 1 Final 2025-2026 Budget (Attachment C)**

This alternative can be found in Attachment C and maintains the status quo. This budget does not add additional staff and anticipates continuing the assistant executive officer as an underfilled position (senior analyst). This alternative increases the budget line item for service reviews, consistent with what the Commission actually spent in the prior year. The Legislature strongly encourages LAFCO to adopt a budget that is equal to or greater than the prior year's final budget. Because this alternative decreases LAFCO's operating budget, the Commission must make additional findings in the resolution adopting the budget, as described above.

### **Alternative 2 Final 2025-2026 Budget (Attachment D)**

This alternative can be found in Attachment D and reflects all the savings in the staff's recommended final budget, summarized above, while adding one new senior analyst position. This alternative increases the budget line item for service reviews, aligning it with what the Commission actually spent in the prior year. It funds a senior analyst with a start date at the beginning of the second quarter, around October 1, 2025. Additionally, this option reduces the operating budget from what the Commission already adopted by \$168,000, while increasing staff from 3 FTEs to 4 FTEs. This option costs \$56,000 less than the staff-recommended option.

## **STAFF RECOMMENDATION**

The Executive Officer recommends that the Commission adopt the staff-recommended Final Workplan and Budget for FY 2025-26 with any desired modifications and distribute the Final Workplan and Budget to LAFCO's 44 funding agencies.

## PROCEDURES

This item is on the Commission's agenda for action as a noticed public hearing under CKH. The following procedures, accordingly, are recommended for the Commission's consideration:

- 1) Receive an oral report from the Executive Officer.
- 2) Open the hearing and invite comments from the public.
- 3) Consider the proposed Final Workplan and Budget.
- 4) Adopt or adopt with modifications the Final Workplan and Budget, as set forth in proposed Resolution No. 25-08 (Attachment B to this report), via a roll-call vote.
- 5) Direct staff to distribute the Final Workplan and Budget to the local funding agencies.

## ATTACHMENTS

A – Final Workplan and Budget Report for Fiscal Year 2025-2026, submitted  
June 11, 2025

B – Resolution No. 25-08 Adopting the Final Workplan and Budget for Fiscal Year 2025-2026

Exhibit A – Final Budget (excerpted from Attachment A and condensed into a single page)

Exhibit B – Final Workplan (excerpted from Attachment A and condensed into two pages)

C – Alternative 1 Final Budget

D – Alternative 2 Final Budget



# Final 2025-2026 Workplan & Budget

Submitted June 11, 2025

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# 1 LAFCO 2024-2025 Achievements

Since the adoption of the 2024-2025 Workplan, LAFCO has successfully completed various project applications, service review studies, spheres of influence updates, and other administrative tasks. This section highlights the significant achievements of Placer LAFCO from July 1, 2024, to April 9, 2025.



## Administrative

- Adopted the Placer LAFCO Strategic Plan 2024-2028+
- Conflict of Interest Policy Update
- Fee Schedule Update
- Agreement to Pay and Indemnification Agreement Policy Update

## Service Review Studies and Sphere of Influence Updates

- North Tahoe Fire Protection District - Sphere of Influence Update (Increase)
- City of Roseville - Service Review Study
- City of Roseville - Sphere of Influence Update (Increase)
- City of Rocklin - Service Review and Sphere of Influence Update (1st Completed)
- Newcastle, Penryn, Placer Hills, and South Placer FPDs and Lincoln, Rocklin and Roseville Fire Departments - Service Review Study (1st Approved)
- South Placer Municipal Utility District - Service Review and Sphere of Influence Update

## Reorganization Projects

- North Tahoe Fire Protection District and Meeks Bay Fire Protection District - Consolidation
- South Placer Fire Protection District - Extension of Ambulance Service to Division 1
- South Placer Municipal Utility District - 2624 Switzer Road, Out-of-Area Service Agreement
- City of Lincoln - Village 5A Annexation

Placer LAFCO and its local civic partners take pride in the remarkable collaboration and dedication demonstrated over the past year. The successful completion of critical projects is a testament to our collective hard work and commitment to the community. Together, we have not only achieved significant milestones, but through the adoption of the Strategic Plan, we have also laid a strong foundation for a brighter future. This teamwork has proven that when we unite with a shared vision, we can transform challenges into achievements that truly benefit everyone in Placer County. The proposed workplan for 2025-2026 builds on this momentum to ensure our continued success.

## **2 2025-2026 Final Workplan**

This section provides a comprehensive overview of the new projects proposed for the 2025-2026 Workplan and a detailed highlight of initiatives that will be carried over from the 2024-2025 Workplan. Many items from the previous Workplan are nearing completion, and this progress is reflected in the list below. Each project has been evaluated to ensure alignment with our strategic goals and to address the needs of the Placer LAFCO. Additionally, we have considered the potential impact of these new initiatives on our budget and staffing.

It's important to note that the proposed Workplan only includes the projects that LAFCO staff are currently aware of. LAFCO processes project applications and conducts studies upon the request of the member agencies or as part of the service review cycle. Applications that have not been received may not be included in the Proposed Workplan.

### **Service Reviews and Sphere of Influence Updates**

The time required for LAFCO to prepare studies for a service review or sphere of influence update can vary significantly based on several factors. While this is not an exhaustive list, factors may include, but are not limited to, the following:

- **Scope of the review:** A review focused on a single agency or service will generally take less time than one covering multiple agencies, a broader geographic area, or several services.
- **Complexity of services:** Reviewing complex services or those with extensive infrastructure will likely require more time than simpler ones.
- **Information availability:** The ease and speed with which LAFCO staff can gather necessary information will influence the review's timeline.
- **Agency cooperation:** Prompt responses to LAFCO questionnaires and requests for information from affected agencies will speed up the review process.
- **First-time review:** Many of the local agencies that require a service review in Placer County have no prior studies and require more comprehensive reviews rather than updating stale information about a previously studied agency.
- **Agency and public review periods:** A period is provided for affected agencies to make technical edits. A hearing for the Commission and public to receive the draft study will follow, along with a typical 30-day public comment period, culminating in a public hearing for the final studies, all of which impact the timeline.

LAFCO staff estimates that a routine review can take 6 to 9 months, while some reviews can take one to two years.

**1. County Service Area 28 (CSA 28), Placer County Fire Department**



LAFCO staff propose that this comprehensive Service Review of CSA 28 include Placer County Fire Department and related zones of benefit.

**2. Foresthill Fire Protection District**



LAFCO staff propose that this service review study include the other special districts in the immediate vicinity, such as the Foresthill Public Utility District.

**Continued from 2024-2025 Work plan**

**3. City of Colfax, Heather Glen Community Services District, Meadow Vista County Water District, Midway Heights County Water District, Suburban Pines Water District**

LAFCO staff anticipates starting the study in the fall of 2025.

**4. Town of Loomis**

The service review study is underway and being conducted by LAFCO staff.

**5. Auburn Cemetery District; Colfax Cemetery District; Newcastle, Gold Hill, Rocklin Cemetery District; Placer County Cemetery 1; Roseville Cemetery District**

The service review study is underway. LAFCO staff anticipates a draft will be available in July 2025.

**6. Eastern Fire Agencies – Alpine Springs County Water District, North Tahoe Fire Protection District, Northstar Community Services District, Olympic Valley Public Service District, Truckee Fire Protection District**

This service review study is underway. LAFCO staff anticipates a draft will be available in the late fall of 2025.

**7. Newcastle Fire Protection District, Penryn Fire Protection District, Placer Hills Fire Protection District, and South Placer Fire Protection District Sphere of Influence Study**

LAFCO staff will prepare a sphere of influence update for the four independent special districts. This will be scheduled for the summer of 2025.

## Postponed to Future Workplan

### 8. City of Auburn

This service review will be rescheduled to the 2026-2027 workplan pending the adoption of the City's General Plan Update.

### 9. Alta Fire Protection District

LAFCO staff propose this service review and sphere of influence update be rescheduled to the 2026-2027 workplan to evaluate reorganization options.

## Applications

### 1. Lincoln Village 5B/7B Reorganization



This application is anticipated in the 2025-2026 workplan for the annexation of the Village 5B/7B area into the City of Lincoln and concurrent detachment from County Service Area 28.

### 2. West Oaks Apartments Highway 65 Reorganization



This application is anticipated in the 2025-2026 workplan for the annexation of this property into the City of Rocklin and the South Placer Municipal Utility District with concurrent detachment from County Service Area 28.

### 3. South Placer Municipal Utility District Islands Annexation



This application is anticipated in the 2025-2026 workplan for the annexation of South Placer Municipal Utility District islands within the District's sphere of influence.

### 4. South Placer Fire Protection District Detachment



This application is anticipated in the 2025-2026 workplan for the detachment of the Sierra Bluffs area from the South Placer Fire Protection District, as the City of Rocklin already services these properties.

### 5. City of Auburn Out of Area Service Agreement



This application is anticipated in the 2025-2026 workplan for the extension of sewer services from the City of Auburn to PG&E's substation in anticipation of a future annexation. Staff have yet to receive this application.

### Continued from 2024-2025 Work plan

#### 6. Placer Hills and Newcastle Fire Protection Districts Reorganization

This project remains incomplete. The adoption of a SOI update, fiscal analysis, and tax transfer agreement resolution from BOS is pending.

#### 7. Lincoln SUD-B NEQ Remnant Parcels Reorganization

This project is for annexation to Lincoln and detachment from CSA 28. This project is tentatively scheduled for the Commission meeting on July 9, 2025.

#### 8. County Service Area 28 – Boundary Discrepancies

This project will extend into the 2025-2026 workplan. LAFCO staff have begun identifying areas within CSA 28 and the city limits, the overlapping areas that lack city council authorization. This information will be presented to the Commission in the summer of 2025.

### Postponed to Future Workplan

#### 9. Review of Fire Contract 56134 between County Service Area 28 and Alta Fire Protection District Reorganization

The adoption of a service review and an update to the sphere of influence must be completed before the contract review can proceed. Staff anticipates that this will be postponed to a future workplan.

## Administrative Projects

#### 1. Hiring Staff



LAFCO staff and the Personnel Committee recommend that the Commission consider hiring two LAFCO Analysts as part of the 2025-2026 workplan.

### Continued from 2024-2025 Work plan

#### 2. Strategic Plan

Continue implementing the Commission's Strategic Plan (SP 28+).

**Status:** Ongoing

**3. Policies**

Continue reviewing, updating, and creating policies for the Commission's consideration. The Commission has a second Policy Workshop scheduled for the summer of 2025.

**Status:** Ongoing

**4. Commissioner Onboarding**

Provide training to new Commissioners.

**Status:** Ongoing

**5. Outreach**

Continue outreach to local and regional agencies. Staff will update the Commission on activities during the fiscal period.

**Status:** Ongoing

**6. CALAFCO Central Region**

Continue participating with other LAFCOs in the Central Region.

**Status:** Ongoing

**7. CALAFCO**

Continue participating in CALAFCO committees, workshops, and conferences.

**Status:** Ongoing

**8. Local Agencies Directory**

Continue updating the local agencies' directory on the Commission's website.

**Status:** Ongoing

**9. New Website**

LAFCO's current website is embedded in Placer County's website.

**Status:** LAFCO's new website is not yet in the public domain. Staff anticipates completing this project in the summer of 2025.

**10. Administrative Files**

Continue improving admin files.

**Status:** Ongoing

### 3 Multi-Year Work Program (Service Reviews)

This section provides a comprehensive overview of the multi-year work program dedicated to Placer LAFCO’s service review studies, organized by agency type. In an improvement over the Commission’s previous workplan, this updated list now includes the specific adoption dates for service reviews pertaining to each city and special district. This enhancement not only facilitates better tracking and accountability but also ensures that stakeholders are informed of the timelines associated with each review process.

#### Cities and Towns

No.	City or Town	Most Recent Adopted Service Review	Planned Service Review and Notes
1	Auburn	None	Pending City General Plan Update
2	Colfax	None	Planned for 2025-2026
3	Loomis	None	First study underway
4	Lincoln	2023	
5	Rocklin	2025	
6	Roseville	2025	

#### Dependent Districts

1	County Service Area (CSA) 28
2	County Sewer Districts No. 1-3 (upon further verification of their status)
3	Placer Vineyards Parks and Recreation District

#### Independent Districts

No.	Independent Special District	Most Recent Adopted Service Review	Planned Service Review and Notes
1	Auburn Recreation & Park District	None	
2	Auburn Valley Community Services District	None	
3	Colfax Cemetery District	None	New study underway
4	Newcastle, Rocklin, Gold Hill Cemetery District	None	New study underway
5	Placer County Cemetery District 1	None	New study underway
6	Placer Mosquito Vector Control District	None	
7	Roseville Cemetery District	None	New study underway
8	Suburban Pines Fire Protection Community Services District	None	Planned for 2025-2026

No.	Independent Special District	Most Recent Adopted Service Review	Planned Service Review and Notes
9	Tahoe Truckee Sanitation Agency	None	
10	Christian Valley Park Community Services District	2006	
11	Foresthill Public Utility District	2006	Planned for 2025-2026
12	Heather Glen Community Services District	2006	Planned for 2025-2026
13	Meadow Vista County Water District	2006	Planned for 2025-2026
14	Midway Heights County Water District	2006	Planned for 2025-2026
15	Placer County Resource Conservation District	2006	
16	Placer County Water Agency	2006	
17	Auburn Cemetery District	2013	New study underway
18	Alpine Springs County Water District	2017	New study underway
19	Alta Fire Protection District	2017	
20	Donner Summit Public Utility District	2017	
21	Foresthill Fire Protection District	2017	New study underway
22	McKinney Water District	2017	
23	North Tahoe Fire Protection District	2017	New study underway
24	North Tahoe Public Utility District	2017	
25	Northstar Community Services District	2017	New study underway
26	Olympic Valley Community Service District	2017	New study underway
27	Sierra Lakes County Water District	2017	
28	Tahoe Cemetery District	2017	New study underway
29	Tahoe City Public Utility District	2017	
30	Talmont Resort Improvement District	2017	
31	Truckee Tahoe Airport District	2017	
32	Truckee Tahoe Forest Hospital District	2017	
33	Newcastle Fire Protection District	2025	
34	Penryn Fire Protection District	2025	
35	Placer Hills Fire Protection District	2025	
36	South Placer Fire Protection District	2025	
37	South Placer Municipal Utility District	2025	

## **4 LAFCO 2025-2026 Final Budget**

The proposed final fiscal year 2025-2026 budget is outlined in the accompanying table and reflects a strategic vision to strengthen our organizational capabilities. To enhance our team, this budget will enable LAFCO to hire two new employees. This addition will not only increase our workforce but also improve our service delivery and operational effectiveness.

Overall, the remaining budget for LAFCO's operational activities will remain largely stable, allowing us to maintain our current programs while implementing these strategic enhancements. This comprehensive approach positions LAFCO for sustainable growth and improved performance in the coming years.

### **Changes from Proposed Budget to Final Budget**

The Proposed Budget, adopted by the Commission on April 9, 2025, assumed the onboarding of two new employees and the hiring of a full-time Assistant Executive Officer. The anticipated 20 percent increase (or \$238,864.90) from the prior year was proposed to be partially offset by a targeted reduction in contract services as new staff were anticipated to gradually take over the work. The adopted Proposed Budget also included the anticipated Other Post-Employment Benefits (OPEB) costs from the County at \$4,113 per employee per year.

The Proposed Final Budget recommended by staff made the following changes to the assumptions:

1. The County sent new OPEB costs at \$991 per employee per year (a reduction of 76% or \$3,122.00)
2. The Assistant Executive Officer position remains underfilled for the 2025-2026 Budget Year
3. The two new positions (Senior Analyst and an Analyst I position) start dates are staggered – Senior Analyst starts the beginning of the second quarter (October 1, 2025), and the Analyst I starts the beginning of the third quarter (January 1, 2026)

In summary, the staff recommended Final Budget reduces the adopted Proposed Budget by \$108,760.47, reducing the increase from 20% to 11% compared to the prior year.

**LAFCO Final Budget Fiscal Year (FY) 2025-2026**

	Ledger	Description	FY 23/24 Actuals	FY 24/25 Adopted Budget	FY 25/26 Final Budget	Variance	Percent Variance
<b>Revenue</b>	42010	Investment Income	\$26,557.09	\$1,980.00	\$26,557.09	\$24,577.09	1241%
	46360	Other Fees and Charges	\$1,003,052.28	\$1,177,014.46	\$1,278,170.79	\$101,156.33	9%
	<b>TOTAL REVENUE</b>		<b>\$1,029,609.37</b>	<b>\$1,178,994.46</b>	<b>\$1,304,727.88</b>	<b>\$125,733.42</b>	<b>11%</b>
<b>Expenses</b>	51010	Salaries and Wages	\$293,746.15	\$429,003.66	\$494,684.41	\$65,680.75	15%
	51080	Accrued Compensated Leave	\$14,375.00	\$0.00	\$0.00	\$0.00	
	51090	Cafeteria Plans (Non-PERS)	\$9,902.91	\$14,372.29	\$24,467.84	\$10,095.55	70%
	51210	Retirement	\$94,275.53	\$143,619.92	\$166,412.82	\$22,792.90	16%
	51220	Payroll Tax	\$20,498.99	\$31,087.65	\$34,888.78	\$3,801.14	12%
	51240	Other Postemployment Benefits (OPEB)	\$15,276.00	\$20,892.30	\$4,078.48	\$(16,813.82)	-80%
	51270	PERS Pension Expense	\$22,604.00	\$0.00	\$0.00	\$0.00	
	51280	OPEB Expense	\$(8,443.00)	\$0.00	\$4,078.48	\$4,078.48	
	51290	401(k) Employer Match	\$0.00	\$3,000.00	\$1,500.00	\$(1,500.00)	-50%
	51310	Employee Group Insurance	\$52,733.18	\$79,072.20	\$117,249.89	\$38,177.69	48%
	51360	Workers Comp Insurance	\$1,316.51	\$1,136.55	\$2,633.02	\$1,496.47	132%
	52040	Communication Services Expense	\$4,355.00	\$4,091.94	\$4,091.94	\$0.00	0%
	52050	Food	\$1,001.93	\$0.00	\$0.00	\$0.00	
	52060	Janitorial Supplies	\$103.82	\$0.00	\$0.00	\$0.00	
	52080	Insurance	\$4,048.17	\$4,532.24	\$4,532.24	\$0.00	0%
	52240	Professional / Membership Dues	\$13,679.00	\$12,199.99	\$12,199.99	\$0.00	0%
	52250	Services and Supplies	\$309.03	\$408.79	\$408.79	\$0.00	0%
	52320	Printing	\$4,228.34	\$2,626.10	\$2,626.10	\$0.00	0%
	52330	Other Supplies	\$6,274.61	\$6,990.15	\$6,990.15	\$0.00	0%
52340	Postage	\$4,062.10	\$2,995.14	\$2,995.14	\$0.00	0%	
52360	Professional and Special Services - General	\$215,290.69	\$185,625.00	\$185,625.00	\$0.00	0%	

	Ledger	Description	FY 23/24 Actuals	FY 24/25 Adopted Budget	FY 25/26 Final Budget	Variance	Percent Variance
	52370	Professional and Special Services - Legal	\$35,331.00	\$44,000.00	\$48,400.00	\$4,400.00	10%
	52390	Professional and Special Services - County	\$4,691.93	\$7,557.94	\$8,313.73	\$755.79	10%
	52400	Professional and Special Services - Information Technology	\$13,059.84	\$18,586.43	\$20,445.08	\$1,858.64	10%
	52450	Short-Term Rents and Leases - Building Improvements	\$24,733.03	\$28,531.00	\$31,384.10	\$2,853.10	10%
	52470	Employee Benefits Systems	\$1,819.53	\$2,447.68	\$2,447.68	\$0.00	0%
	52480	PC Acquisition	\$3,500.74	\$8,980.00	\$8,980.00	\$0.00	0%
	52510	Commissioner's Fees	\$13,050.00	\$33,469.64	\$33,469.64	\$0.00	0%
	52570	Advertising	\$1,928.97	\$5,829.37	\$5,829.37	\$0.00	0%
	52580	Special Department Expense	\$160.00	\$18,414.00	\$18,414.00	\$0.00	0%
	52630	Project Costs	\$146.10	\$1,452.00	\$1,452.00	\$0.00	0%
	52790	Transportation and Travel	\$20,329.88	\$11,082.50	\$11,082.50	\$0.00	0%
	53170	Contingencies - Judgement and Damages	\$0.00	\$36,300.00	\$36,300.00	\$0.00	0%
	53390	Cost Allocation Plan (A-87)	\$48,314.00	\$20,690.00	\$8,746.00	\$(11,944.00)	-58%
	<b>TOTAL EXPENSES</b>		<b>\$936,702.98</b>	<b>\$1,178,994.46</b>	<b>\$1,304,727.88</b>	<b>\$125,733.42</b>	<b>11%</b>

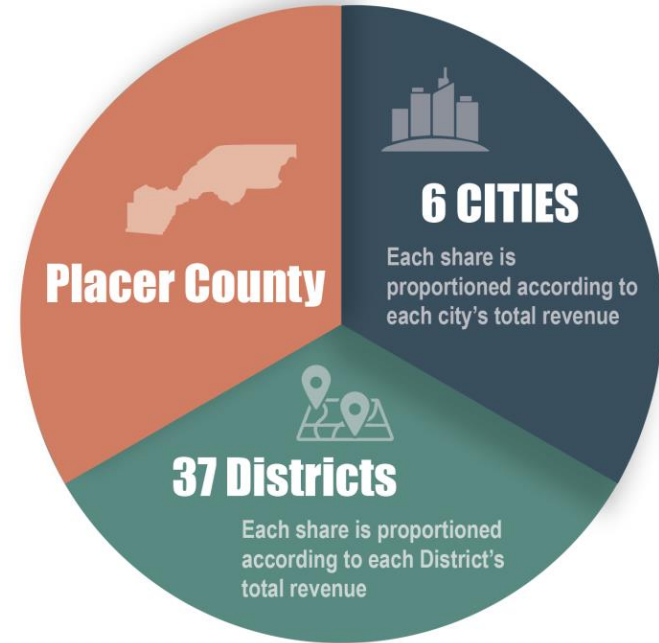
## LAFCO Funding

Most of LAFCO’s operations are funded by its 44 local member agencies, which include:

- Placer County
- 6 cities
- 37 special districts

The total cost is divided into three equal parts. Placer County pays one-third of the total amount. The share among the six cities is distributed based on each city’s revenue, while the share for the 37 independent special districts is apportioned according to each district’s revenue.

For the upcoming fiscal year, Placer County’s share is a flat one-third of the total, amounting to \$427,513.93 an increase of 8% or \$35,175.78 from the current fiscal year. The specific amounts for each city and special district are provided in the tables below.



## Estimated Invoice to Cities for Fiscal Year (FY) 2025-2026

Name	Revenue*	Pct of Revenue	FY 24/25 Invoice	FY 25/26 Proposed Invoice	Variance	Pct Variance
Auburn	\$29,763,458.00	2.85%	\$10,780.88	<b>\$12,185.78</b>	\$1,404.90	12%
Colfax	\$6,092,984.00	0.58%	\$2,449.14	<b>\$2,494.60</b>	\$45.46	2%
Lincoln	\$110,373,421.00	10.57%	\$45,262.69	<b>\$45,189.19</b>	\$(73.50)	0%
Loomis	\$8,946,627.00	0.86%	\$2,941.87	<b>\$3,662.94</b>	\$721.06	20%
Rocklin	\$111,015,525.00	10.63%	\$44,754.19	<b>\$45,452.08</b>	\$697.90	2%
Roseville	\$777,999,651.00	74.51%	\$286,149.38	<b>\$318,529.35</b>	\$32,379.97	10%
<b>TOTAL</b>	<b>\$1,044,191,666.00</b>	<b>100.00%</b>	<b>\$392,338.15</b>	<b>\$427,513.93</b>	<b>\$35,175.78</b>	<b>8%</b>

\*Revenue=Government Funds + Proprietary Funds

### Estimated Proposed Invoice to Special Districts Fiscal Year (FY) 2025-2026

Independent Special District Name	Revenue*	Pct of Revenue Total	FY 24-25 Invoice	FY 25-26 Proposed Invoice	Variance	Pct Variance
Alpine Springs County Water District	\$2,446,787.00	0.739%	\$2,734.06	<b>\$3,159.82</b>	\$425.76	13%
Alta Fire Protection District	\$116,932.00	0.035%	\$171.76	<b>\$151.01</b>	\$(20.75)	-14%
Auburn Cemetery District	\$1,290,940.00	0.390%	\$1,491.40	<b>\$1,667.14</b>	\$175.74	11%
Auburn Recreation and Park District	\$5,717,282.00	1.727%	\$6,701.20	<b>\$7,383.39</b>	\$682.20	9%
Auburn Valley Community Services District	\$471,098.00	0.142%	\$615.09	<b>\$608.38</b>	\$(6.71)	-1%
Cemetery District No. 1 (Placer)	\$2,613,873.00	0.790%	\$2,767.70	<b>\$3,375.60</b>	\$607.90	18%
Christian Valley Park Community Services District	\$786,582.00	0.238%	\$982.61	<b>\$1,015.81</b>	\$33.19	3%
Colfax Cemetery District	\$242,682.00	0.073%	\$266.24	<b>\$313.40</b>	\$47.16	15%
Donner Summit Public Utility District	\$3,939,104.00	1.19%	\$4,449.05	<b>\$5,087.02</b>	\$637.97	13%
Foresthill Fire Protection District	\$3,301,544.00	0.997%	\$2,903.05	<b>\$4,263.67</b>	\$1,360.62	32%
Foresthill Public Utility District	\$3,017,541.00	0.912%	\$3,491.61	<b>\$3,896.90</b>	\$405.29	10%
Heather Glen Community Services District	\$197,511.00	0.060%	\$292.87	<b>\$255.07</b>	\$(37.80)	-15%
McKinney Water District	\$300,399.00	0.091%	\$330.38	<b>\$387.94</b>	\$57.57	15%
Meadow Vista County Water District	\$2,637,150.00	0.797%	\$3,022.13	<b>\$3,405.66</b>	\$383.53	11%
Midway Heights County Water District	\$821,636.00	0.248%	\$934.22	<b>\$1,061.07</b>	\$126.85	12%
Newcastle - Rocklin - Gold Hill Cemetery District	\$2,717,159.00	0.821%	\$2,854.25	<b>\$3,508.98</b>	\$654.74	19%
Newcastle Fire Protection District	\$1,091,851.00	0.330%	\$1,103.78	<b>\$1,410.03</b>	\$306.26	22%
North Tahoe Fire Protection District	\$19,384,766.00	5.856%	\$20,973.10	<b>\$25,033.81</b>	\$4,060.71	16%
North Tahoe Public Utility District	\$18,496,510.00	5.587%	\$20,361.72	<b>\$23,886.70</b>	\$3,524.98	15%
Northstar Community Services District	\$26,474,953.00	7.997%	\$23,202.04	<b>\$34,190.20</b>	\$10,988.15	32%
Olympic Valley Public Service District	\$9,149,683.00	2.764%	\$10,331.62	<b>\$11,816.05</b>	\$1,484.43	13%

Independent Special District Name	Revenue*	Pct of Revenue Total	FY 24-25 Invoice	FY 25-26 Proposed Invoice	Variance	Pct Variance
Penryn Fire Protection District	\$1,375,264.00	0.415%	\$1,565.42	<b>\$1,776.04</b>	\$210.62	12%
Placer County Resource Conservation District	\$600,271.00	0.181%	\$569.37	<b>\$775.20</b>	\$205.83	27%
Placer County Water Agency	\$106,896,794.00	32.291%	\$134,897.64	<b>\$138,048.30</b>	\$3,150.66	2%
Placer Hills Fire Protection District	\$3,816,360.00	1.153%	\$4,190.79	<b>\$4,928.51</b>	\$737.72	15%
Placer Mosquito and Vector Control District	\$5,684,997.00	1.717%	\$6,251.95	<b>\$7,341.70</b>	\$1,089.75	15%
Roseville Cemetery District	\$4,595,067.00	1.388%	\$4,504.19	<b>\$5,934.15</b>	\$1,429.95	24%
Sierra Lakes County Water District	\$2,841,618.00	0.858%	\$3,225.85	<b>\$3,669.71</b>	\$443.86	12%
South Placer Fire Protection District	\$16,109,491.00	4.866%	\$17,416.51	<b>\$20,804.07</b>	\$3,387.56	16%
South Placer Municipal Utility District	\$21,030,515.00	6.353%	\$24,269.20	<b>\$27,159.16</b>	\$2,889.96	11%
Suburban Pines Community Services District	\$3,993.00	0.001%	\$3.19	<b>\$5.16</b>	\$1.97	38%
Tahoe City Cemetery District	\$87,165.00	0.026%	\$86.60	<b>\$112.57</b>	\$25.97	23%
Tahoe City Public Utility District	\$26,861,714.00	8.114%	\$29,120.62	<b>\$34,689.67</b>	\$5,569.05	16%
Tahoe Forest Hospital District**	\$20,65,759.00	0.624%	\$20,206.78	<b>\$2,667.76</b>	\$(17,539.02)	-657%
Tahoe Truckee Sanitation Agency	\$18,816,655.00	5.684%	\$20,201.71	<b>\$24,300.14</b>	\$4,098.44	17%
Talmont Resort Improvement District	\$603,085.00	0.182%	\$641.44	<b>\$778.83</b>	\$137.40	18%
Truckee-Tahoe Airport District	\$14,437,869.00	4.361%	\$15,207.03	<b>\$18,645.30</b>	\$3,438.27	18%
<b>TOTAL</b>	<b>\$331,042,600.00</b>	<b>100%</b>	<b>\$392,338.15</b>	<b>\$427,513.93</b>	<b>\$35175.78</b>	<b>8%</b>
*Revenue = (Proprietary Operating Revenues + Proprietary Non-Operating Revenues + Gov General Purpose Revenues) - Total Inter-Gov Revenues						
**For TFHD only Revenue = Total Operating Revenue - Total Operating Expense						

## 5 2025-2026 Final Workplan Table

### Statutory Required Projects

Item No.	Agencies	Actions/Status	
<b>HIGH</b>			
<b>Service Reviews and Sphere of Influence Updates</b>	1	City of Colfax	
	2	Heather Glen Community Service District	
	3	Meadow Vista County Water District	
	4	Midway Heights County Water District	
	5	Suburban Pines Water District	
	6	Town of Loomis	Study underway
	7	Auburn Cemetery District	Study underway
	8	Colfax Cemetery District	Study underway
	9	Newcastle, Gold Hill, Rocklin Cemetery District	Study underway
	10	Placer County Cemetery 1	Study underway
	11	Rocklin Cemetery District	Study underway
	12	Roseville Cemetery District	Study underway
	13	County Service Area 28	
	14	Foresthill Fire Protection District	
<b>Special Studies</b>	15	Alpine Springs County Water District	Study underway
	16	North Tahoe Fire Protection District	Study underway
	17	Northstar Community Service District	Study underway
	18	Olympic Valley Public Service District	Study underway
	19	Truckee Fire Protection District	Study underway
<b>Reorganizations</b>	20	Placer Hills and Newcastle Fire Protection District	Consolidation
	21	Lincoln SUD-B NEQ Remnant Parcel	Annexation to Lincoln, Detachment from CSA 28
	22	Lincoln Village 5B/7B	Annexation to Lincoln, Detachment from CSA 28
	23	West Oaks Apt Highway 65	Annexation to Rocklin and SPMUD, Detachment from CSA 28

Item No.	Agencies	Actions/Status	
<b>HIGH</b>			
<b>Changes of Organizations</b>	24	SPMUD Islands	Annexation to SPMUD of Islands within SOI
	25	South Placer Fire Protection District	Detachment of Sierra Bluffs
<b>Moderate</b>			
<b>Out of Area Service</b>	26	City of Auburn	PG&E Substation contract for sewer services

### Administrative Projects

<b>Administrative Projects</b>		
Item No.	Task/Project	Actions
<b>HIGH</b>		
27	Hiring two LAFCO Analysts	Staff will continue to work with the Personnel Committee.
<b>Moderate</b>		
28	Commissioner Onboarding	Provide training to new Commissioners.
29	Strategic Planning	Continue implementing the Commission's Strategic Plan.
30	Policies	Continue amending the Commission's Policies.
31	Outreach	Continue outreach to local and regional agencies.
32	CALAFCO	Continue participating in CALAFCO committees, workshops, and conferences.
33	Local Agencies Directory	Continue updating the local agency directories on the website.
34	Administrative Files	Continue organizing and improving administrative files.

**PLACER LAFCO RESOLUTION NO. 25-08**  
**Adopting a Final Workplan and Budget for Fiscal Year 2025-26**

**WHEREAS**, the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH) requires the Placer County Local Agency Formation Commission (LAFCO or Commission) to perform certain regulatory and planning duties in facilitating efficient and accountable local government; and

**WHEREAS**, the Commission is required to annually adopt Proposed and Final budgets by May 1 and June 15, respectively; and

**WHEREAS**, the Executive Officer has prepared a written report and recommendations on a Final Workplan and Budget for the Fiscal Year (FY) 2025-26; and

**WHEREAS**, the Commission has heard and fully considered all the evidence on a Final Workplan and Budget for FY 2025-26 presented at a noticed public hearing held on June 11, 2025; and

**WHEREAS**, the adoption of a Workplan and Budget is not a project under the California Environmental Quality Act;

**NOW, THEREFORE, THE COMMISSION DOES HEREBY RESOLVE, DETERMINE, AND ORDER** as follows:

1. The Final Workplan for FY 2025-26, shown as Exhibit A, is approved.
2. The Final Budget for FY 2025-26, shown as Exhibit B, is approved.
3. The Executive Officer is directed to circulate copies of the approved Workplan and Budget to the Placer County Auditor, Placer County, cities, and independent special districts.

The foregoing resolution was duly passed and adopted by the Local Agency Formation Commission of Placer County at a regular meeting held on the 11th day of June 2025, by the following roll-call vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

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Joshua Alpine, Chair  
Placer LAFCO

---

Amy Engle, Commission's Clerk

EXHIBIT A

	Ledger	Description	FY 23/24 Actuals	FY 24/25 Adopted Budget	FY 25/26 Final Budget	Variance	Percent Variance
Revenue	42010	Investment Income	\$26,557.09	\$1,980.00	\$26,557.09	\$24,577.09	1241%
	46360	Other Fees and Charges	\$1,003,052.28	\$1,177,014.46	\$1,278,170.79	\$101,156.33	9%
	<b>TOTAL REVENUE</b>		<b>\$1,029,609.37</b>	<b>\$1,178,994.46</b>	<b>\$1,304,727.88</b>	<b>\$125,733.42</b>	<b>11%</b>
Expenses	51010	Salaries and Wages	\$293,746.15	\$429,003.66	\$494,684.41	\$65,680.75	15%
	51080	Accrued Compensated Leave	\$14,375.00	\$0.00	\$0.00	\$0.00	
	51090	Cafeteria Plans (Non-PERS)	\$9,902.91	\$14,372.29	\$24,467.84	\$10,095.55	70%
	51210	Retirement	\$94,275.53	\$143,619.92	\$166,412.82	\$22,792.90	16%
	51220	Payroll Tax	\$20,498.99	\$31,087.65	\$34,888.78	\$3,801.14	12%
	51240	Other Postemployment Benefits (OPEB)	\$15,276.00	\$20,892.30	\$4,078.48	\$(16,813.82)	-80%
	51270	PERS Pension Expense	\$22,604.00	\$0.00	\$0.00	\$0.00	
	51280	OPEB Expense	\$(8,443.00)	\$0.00	\$4,078.48	\$4,078.48	
	51290	401(k) Employer Match	\$0.00	\$3,000.00	\$1,500.00	\$(1,500.00)	-50%
	51310	Employee Group Insurance	\$52,733.18	\$79,072.20	\$117,249.89	\$38,177.69	48%
	51360	Workers Comp Insurance	\$1,316.51	\$1,136.55	\$2,633.02	\$1,496.47	132%
	52040	Communication Services Expense	\$4,355.00	\$4,091.94	\$4,091.94	\$0.00	0%
	52050	Food	\$1,001.93	\$0.00	\$0.00	\$0.00	
	52060	Janitorial Supplies	\$103.82	\$0.00	\$0.00	\$0.00	
	52080	Insurance	\$4,048.17	\$4,532.24	\$4,532.24	\$0.00	0%
	52240	Professional / Membership Dues	\$13,679.00	\$12,199.99	\$12,199.99	\$0.00	0%
	52250	Services and Supplies	\$309.03	\$408.79	\$408.79	\$0.00	0%
	52320	Printing	\$4,228.34	\$2,626.10	\$2,626.10	\$0.00	0%
	52330	Other Supplies	\$6,274.61	\$6,990.15	\$6,990.15	\$0.00	0%
	52340	Postage	\$4,062.10	\$2,995.14	\$2,995.14	\$0.00	0%
	52360	Professional and Special Services - General	\$215,290.69	\$185,625.00	\$185,625.00	\$0.00	0%
	52370	Professional and Special Services - Legal	\$35,331.00	\$44,000.00	\$48,400.00	\$4,400.00	10%
	52390	Professional and Special Services - County	\$4,691.93	\$7,557.94	\$8,313.73	\$755.79	10%
	52400	Professional and Special Services - Information Technology	\$13,059.84	\$18,586.43	\$20,445.08	\$1,858.64	10%
	52450	Short-Term Rents and Leases - Building Improvements	\$24,733.03	\$28,531.00	\$31,384.10	\$2,853.10	10%
	52470	Employee Benefits Systems	\$1,819.53	\$2,447.68	\$2,447.68	\$0.00	0%
	52480	PC Acquisition	\$3,500.74	\$8,980.00	\$8,980.00	\$0.00	0%
	52510	Commissioner's Fees	\$13,050.00	\$33,469.64	\$33,469.64	\$0.00	0%
	52570	Advertising	\$1,928.97	\$5,829.37	\$5,829.37	\$0.00	0%
	52580	Special Department Expense	\$160.00	\$18,414.00	\$18,414.00	\$0.00	0%
	52630	Project Costs	\$146.10	\$1,452.00	\$1,452.00	\$0.00	0%
	52790	Transportation and Travel	\$20,329.88	\$11,082.50	\$11,082.50	\$0.00	0%
	53170	Contingencies - Judgement and Damages	\$0.00	\$36,300.00	\$36,300.00	\$0.00	0%
53390	Cost Allocation Plan (A-87)	\$48,314.00	\$20,690.00	\$8,746.00	\$(11,944.00)	-58%	
<b>TOTAL EXPENSES</b>		<b>\$936,702.98</b>	<b>\$1,178,994.46</b>	<b>\$1,304,727.88</b>	<b>\$125,733.42</b>	<b>11%</b>	

## EXHIBIT B

### Statutory Required Projects

	Item No.	Agencies	Actions/Status
<b>HIGH</b>			
<b>Service Reviews and Sphere of Influence Updates</b>	1	City of Colfax	
	2	Heather Glen Community Service District	
	3	Meadow Vista County Water District	
	4	Midway Heights County Water District	
	5	Suburban Pines Water District	
	6	Town of Loomis	Study underway
	7	Auburn Cemetery District	Study underway
	8	Colfax Cemetery District	Study underway
	9	Newcastle, Gold Hill, Rocklin Cemetery District	Study underway
	10	Placer County Cemetery 1	Study underway
	11	Rocklin Cemetery District	Study underway
	12	Roseville Cemetery District	Study underway
	13	County Service Area 28	
	14	Foresthill Fire Protection District	
<b>Special Studies</b>	15	Alpine Springs County Water District	Study underway
	16	North Tahoe Fire Protection District	Study underway
	17	Northstar Community Service District	Study underway
	18	Olympic Valley Public Service District	Study underway
	19	Truckee Fire Protection District	Study underway
<b>Reorganizations</b>	20	Placer Hills and Newcastle Fire Protection District	Consolidation
	21	Lincoln SUD-B NEQ Remnant Parcel	Annexation to Lincoln, Detachment from CSA 28
	22	Lincoln Village 5B/7B	Annexation to Lincoln, Detachment from CSA 28
	23	West Oaks Apt Highway 65	Annexation to Rocklin and SPMUD, Detachment from CSA 28

Item No.	Agencies	Actions/Status	
<b>HIGH</b>			
<b>Changes of Organizations</b>	24	SPMUD Islands	Annexation to SPMUD of Islands within SOI
	25	South Placer Fire Protection District	Detachment of Sierra Bluffs
<b>Moderate</b>			
<b>Out of Area Service</b>	26	City of Auburn	PG&E Substation contract for sewer services

## Administrative Projects

<b>Administrative Projects</b>		
Item No.	Task/Project	Actions
<b>HIGH</b>		
27	Hiring two LAFCO Analysts	Staff will continue to work with the Personnel Committee.
<b>Moderate</b>		
28	Commissioner Onboarding	Provide training to new Commissioners.
29	Strategic Planning	Continue implementing the Commission's Strategic Plan.
30	Policies	Continue amending the Commission's Policies.
31	Outreach	Continue outreach to local and regional agencies.
32	CALAFCO	Continue participating in CALAFCO committees, workshops, and conferences.
33	Local Agencies Directory	Continue updating the local agency directories on the website.
34	Administrative Files	Continue organizing and improving administrative files.

Placer LAFCO Final Budget Fiscal Year (FY) 2025-2026 - Alternative 1							
	Ledger	Description	FY 23/24 Actuals	FY 24/25 Adopted Budget	FY 25/26 Final Budget	Variance	Percent Variance
Revenue	42010	Investment Income	\$ 26,557.09	\$ 1,980.00	\$ 26,557.09	\$ 24,577.09	1241%
	46360	Other Fees and Charges	\$1,003,052.28	\$ 1,177,014.46	\$ 1,114,106.22	\$(62,908.24)	-5%
		<b>TOTAL REVENUE</b>	<b>\$ 1,029,609.37</b>	<b>\$ 1,178,994.46</b>	<b>\$ 1,140,663.31</b>	<b>\$(38,331.15)</b>	<b>-3%</b>
Expenses	51010	Salaries and Wages	\$ 293,746.15	\$ 429,003.66	\$ 391,007.61	\$(37,996.05)	-9%
	51080	Accrued Compensated Leave	\$ 14,375.00	\$ -	\$ -	\$ -	
	51090	Cafeteria Plans (Non-PERS)	\$ 9,902.91	\$ 14,372.29	\$ 14,467.84	\$ 95.55	1%
	51210	Retirement	\$ 94,275.53	\$ 143,619.92	\$ 130,167.41	\$(13,452.51)	-9%
	51220	Payroll Tax	\$ 20,498.99	\$ 31,087.65	\$ 26,957.51	\$(4,130.14)	-13%
	51240	Other Postemployment Benefits (OPEB)	\$ 15,276.00	\$ 20,892.30	\$ 2,973.36	\$(17,918.94)	-86%
	51270	PERS Pension Expense	\$ 22,604.00	\$ -	\$ -	\$ -	
	51280	OPEB Expense	\$ (8,443.00)	\$ -	\$ 2,973.36	\$ 2,973.36	
	51290	401(k) Employer Match	\$ -	\$ 3,000.00	\$ 1,500.00	\$(1,500.00)	-50%
	51310	Employee Group Insurance	\$ 52,733.18	\$ 79,072.20	\$ 83,584.08	\$ 4,511.88	6%
	51360	Workers Comp Insurance	\$ 1,316.51	\$ 1,136.55	\$ 2,633.02	\$ 1,496.47	132%
	52040	Communication Services Expense	\$ 4,355.00	\$ 4,091.94	\$ 4,091.94	\$ -	0%
	52050	Food	\$ 1,001.93	\$ -	\$ -	\$ -	
	52060	Janitorial Supplies	\$ 103.82	\$ -	\$ -	\$ -	
	52080	Insurance	\$ 4,048.17	\$ 4,532.24	\$ 4,532.24	\$ -	0%
	52240	Professional / Membership Dues	\$ 13,679.00	\$ 12,199.99	\$ 12,199.99	\$ -	0%
	52250	Services and Supplies	\$ 309.03	\$ 408.79	\$ 408.79	\$ -	0%
	52320	Printing	\$ 4,228.34	\$ 2,626.10	\$ 2,626.10	\$ -	0%
	52330	Other Supplies	\$ 6,274.61	\$ 6,990.15	\$ 6,990.15	\$ -	0%
	52340	Postage	\$ 4,062.10	\$ 2,995.14	\$ 2,995.14	\$ -	0%
	52360	Professional and Special Services - General	\$ 215,290.69	\$ 185,625.00	\$ 215,290.69	\$ 29,665.69	16%
	52370	Professional and Special Services - Legal	\$ 35,331.00	\$ 44,000.00	\$ 48,400.00	\$ 4,400.00	10%
	52390	Professional and Special Services - County	\$ 4,691.93	\$ 7,557.94	\$ 8,313.73	\$ 755.79	10%
	52400	Professional and Special Services - Information Technology	\$ 13,059.84	\$ 18,586.43	\$ 20,445.08	\$ 1,858.64	10%
	52450	Short-Term Rents and Leases - Building Improvements	\$ 24,733.03	\$ 28,531.00	\$ 31,384.10	\$ 2,853.10	10%
	52470	Employee Benefits Systems	\$ 1,819.53	\$ 2,447.68	\$ 2,447.68	\$ -	0%
	52480	PC Acquisition	\$ 3,500.74	\$ 8,980.00	\$ 8,980.00	\$ -	0%
	52510	Commissioner's Fees	\$ 13,050.00	\$ 33,469.64	\$ 33,469.64	\$ -	0%
	52570	Advertising	\$ 1,928.97	\$ 5,829.37	\$ 5,829.37	\$ -	0%
	52580	Special Department Expense	\$ 160.00	\$ 18,414.00	\$ 18,414.00	\$ -	0%
	52630	Project Costs	\$ 146.10	\$ 1,452.00	\$ 1,452.00	\$ -	0%
	52790	Transportation and Travel	\$ 20,329.88	\$ 11,082.50	\$ 11,082.50	\$ -	0%
	53170	Contingencies - Judgement and Damages	\$ -	\$ 36,300.00	\$ 36,300.00	\$ -	0%
53390	Cost Allocation Plan (A-87)	\$ 48,314.00	\$ 20,690.00	\$ 8,746.00	\$(11,944.00)	-58%	
		<b>TOTAL EXPENSES</b>	<b>\$ 936,702.98</b>	<b>\$ 1,178,994.46</b>	<b>\$ 1,140,663.31</b>	<b>\$(38,331.15)</b>	<b>-3%</b>

Placer LAFCO Final Budget Fiscal Year (FY) 2025-2026 - Alternative 2							
	Ledger	Description	FY 23/24 Actuals	FY 24/25 Adopted Budget	FY 25/26 Final Budget	Variance	Percent Variance
Revenue	42010	Investment Income	\$ 26,557.09	\$ 1,980.00	\$ 26,557.09	\$ 24,577.09	1241%
	46360	Other Fees and Charges	\$ 1,003,052.28	\$ 1,177,014.46	\$ 1,237,297.47	\$ 60,283.01	5%
		<b>TOTAL REVENUE</b>	<b>\$ 1,029,609.37</b>	<b>\$ 1,178,994.46</b>	<b>\$ 1,263,854.56</b>	<b>\$ 84,860.10</b>	<b>7%</b>
Expenses	51010	Salaries and Wages	\$ 293,746.15	\$ 429,003.66	\$ 458,270.01	\$ 29,266.35	7%
	51080	Accrued Compensated Leave	\$ 14,375.00	\$ -	\$ -	\$ -	
	51090	Cafeteria Plans (Non-PERS)	\$ 9,902.91	\$ 14,372.29	\$ 19,467.84	\$ 5,095.55	35%
	51210	Retirement	\$ 94,275.53	\$ 143,619.92	\$ 153,682.35	\$ 10,062.43	7%
	51220	Payroll Tax	\$ 20,498.99	\$ 31,087.65	\$ 32,103.08	\$ 1,015.44	3%
	51240	Other Postemployment Benefits (OPEB)	\$ 15,276.00	\$ 20,892.30	\$ 3,659.52	\$ (17,232.78)	-82%
	51270	PERS Pension Expense	\$ 22,604.00	\$ -	\$ -	\$ -	
	51280	OPEB Expense	\$ (8,443.00)	\$ -	\$ 3,659.52	\$ 3,659.52	
	51290	401(k) Employer Match	\$ -	\$ 3,000.00	\$ 1,500.00	\$ (1,500.00)	-50%
	51310	Employee Group Insurance	\$ 52,733.18	\$ 79,072.20	\$ 104,480.10	\$ 25,407.90	32%
	51360	Workers Comp Insurance	\$ 1,316.51	\$ 1,136.55	\$ 2,633.02	\$ 1,496.47	132%
	52040	Communication Services Expense	\$ 4,355.00	\$ 4,091.94	\$ 4,091.94	\$ -	0%
	52050	Food	\$ 1,001.93	\$ -	\$ -	\$ -	
	52060	Janitorial Supplies	\$ 103.82	\$ -	\$ -	\$ -	
	52080	Insurance	\$ 4,048.17	\$ 4,532.24	\$ 4,532.24	\$ -	0%
	52240	Professional / Membership Dues	\$ 13,679.00	\$ 12,199.99	\$ 12,199.99	\$ -	0%
	52250	Services and Supplies	\$ 309.03	\$ 408.79	\$ 408.79	\$ -	0%
	52320	Printing	\$ 4,228.34	\$ 2,626.10	\$ 2,626.10	\$ -	0%
	52330	Other Supplies	\$ 6,274.61	\$ 6,990.15	\$ 6,990.15	\$ -	0%
	52340	Postage	\$ 4,062.10	\$ 2,995.14	\$ 2,995.14	\$ -	0%
	52360	Professional and Special Services - General	\$ 215,290.69	\$ 185,625.00	\$ 215,290.69	\$ 29,665.69	16%
	52370	Professional and Special Services - Legal	\$ 35,331.00	\$ 44,000.00	\$ 48,400.00	\$ 4,400.00	10%
	52390	Professional and Special Services - County	\$ 4,691.93	\$ 7,557.94	\$ 8,313.73	\$ 755.79	10%
	52400	Professional and Special Services - Information Technology	\$ 13,059.84	\$ 18,586.43	\$ 20,445.08	\$ 1,858.64	10%
	52450	Short-Term Rents and Leases - Building Improvements	\$ 24,733.03	\$ 28,531.00	\$ 31,384.10	\$ 2,853.10	10%
	52470	Employee Benefits Systems	\$ 1,819.53	\$ 2,447.68	\$ 2,447.68	\$ -	0%
	52480	PC Acquisition	\$ 3,500.74	\$ 8,980.00	\$ 8,980.00	\$ -	0%
	52510	Commissioner's Fees	\$ 13,050.00	\$ 33,469.64	\$ 33,469.64	\$ -	0%
	52560	Small Equipment			\$ -	\$ -	
	52570	Advertising	\$ 1,928.97	\$ 5,829.37	\$ 5,829.37	\$ -	0%
	52580	Special Department Expense	\$ 160.00	\$ 18,414.00	\$ 18,414.00	\$ -	0%
	52630	Project Costs	\$ 146.10	\$ 1,452.00	\$ 1,452.00	\$ -	0%
	52790	Transportation and Travel	\$ 20,329.88	\$ 11,082.50	\$ 11,082.50	\$ -	0%
53170	Contingencies - Judgement and Damages	\$ -	\$ 36,300.00	\$ 36,300.00	\$ -	0%	
53390	Cost Allocation Plan (A-87)	\$ 48,314.00	\$ 20,690.00	\$ 8,746.00	\$ (11,944.00)	-58%	
	<b>TOTAL EXPENSES</b>	<b>\$ 936,702.98</b>	<b>\$ 1,178,994.46</b>	<b>\$ 1,263,854.56</b>	<b>\$ 84,860.10</b>	<b>7%</b>	



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

**COMMISSIONERS STAFF REPORT**

Cindy Gustafson  
*Chair*  
*(County)*

Joshua Alpine  
*Vice Chair*  
*(Special District)*

Whitney Eklund  
*(City)*

Judy Friedman  
*(Special District)*

Shanti Landon  
*(County)*

Sean Lomen  
*(City)*

Susan Rohan  
*(Public)*

DATE: June 11, 2025  
TO: Chair Gustafson and members of the Commission  
FROM: Michelle McIntyre  
Personnel Committee Chair Whitney Eklund  
Personnel Committee Vice-Chair Joshua Alpine  
SUBJECT: Executive Officer Evaluation Form and Review Process

---

**ALTERNATE COMMISSIONERS**

David Bass  
*(City)*

Anthony DeMattei  
*(County)*

Cherri Spriggs  
*(Public)*

Stephanie  
Youngblood  
*(City)*

Vacant  
*(Special District)*

**COUNSEL**

Michael Walker  
*General Counsel*

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant*  
*Executive Officer*

Amy Engle  
*Commission Clerk*

**SUMMARY**

At its May 28, 2025, meeting, the Placer County Local Agency Formation Commission Personnel Committee convened to discuss, among other agenda items, the evaluation form for the Commission's Executive Officer position.

After an extensive review of samples from various LAFCOs and an example from Placer County, the Committee worked diligently to provide guidance to staff on what should be included in the new performance evaluation form.

The Committee further instructed staff to collaborate with Personnel Committee Chair Eklund and Vice-Chair Alpine to prepare a draft performance evaluation report. Commissioners Eklund and Alpine then finalized the staff's draft and prepared a comprehensive analysis of the new form in comparison to the previous evaluation form and the Committee's directions.

Furthermore, at the Committee meeting, the Committee voted unanimously to “acknowledge[e] that other Commissioners may provide alternative forms [of evaluation] to the Executive Officer for inclusion on the June 11, 2025, Commission meeting agenda.”

Commissioners Eklund and Alpine, on behalf of the Personnel Committee, prepared and submitted a report titled Commission Packet: Executive Officer Evaluation, which is attached as Attachment A.

Commissioner Gustafson also submitted a memorandum, with the subject Executive Officer Annual Review Process, which is attached as Attachment B, for the Commission’s consideration. The memorandum sets forth four options for consideration. One of the options would require the Commission to authorize an expenditure in an amount ranging from \$2,500 to \$10,000 for an outside consultant to assist in the review process.

### **STAFF RECOMMENDATION**

The Executive Officer recommends that the Commission 1) consider and adopt an evaluation form for the Executive Officer classification and 2) consider and establish the process by which the Executive Officer classification’s evaluation will be conducted.

### **ATTACHMENTS**

- A- Commission Packet: Executive Officer Evaluation
- B- Memo from Commissioner Cindy Gustafson

# Commission Packet: Executive Officer Evaluation

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Placer Local Agency Formation Commission

June 11, 2025



PROFESSIONAL AND COURTEOUS CONDUCT	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Actively includes and respects diverse cultures, values, and points of view	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Willingly and positively engages with and treats others with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses tact and diplomacy to build team relationships and resolve conflict	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates integrity and honesty, and holds self to high standards of ethical conduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assumes responsibility and accountability for decisions and actions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PROFESSIONAL AND COURTEOUS CONDUCT	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Building relationships with cities, counties, special districts, and the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representing LAFCO effectively in regional and interagency forums	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing sensitive or controversial issues with professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
COMMUNICATION SKILLS	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Communicates verbally in a clear and concise manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Writes in a clear, concise, and error-free manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actively listens to others for understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chooses the appropriate channel and recipients of communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
JOB-RELATED KNOWLEDGE, SKILLS, AND ABILITIES	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Demonstrates a thorough understanding of the nature of the job assignment and requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates knowledge, skills, and abilities required for the position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands, interprets, explains, and applies relevant laws, rules, and regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands and applies the organization's mission, vision, and core values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PROBLEM-SOLVING AND JUDGMENT	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Supports the best interests of the organization and the LAFCO Commission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develops alternative solutions, provides recommendations, and selects the proper course of action when appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is proactive, self-reliant, shows initiative, and generates new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is flexible, adaptable, and changes approach to effect positive outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WORK HABITS	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Produces high-quality work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remains productive and completes work on time and schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates reliability and dependability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adheres to applicable standards, policies, and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SUPERVISION AND LEADERSHIP	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Holds self and others to high standards of ethical conduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Selects, coaches, and develops talent within the organization effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SUPERVISION AND LEADERSHIP CONTINUED	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Maintains high standards of performance for staff and promotes positive morale, productivity, and positive workplace climate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitates a strategic focus for the performance of staff and consultants to ensure goals are met and work products/services meet appropriate standards and expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fosters collaboration and teamwork amongst the team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Self-Performance Appraisal*  
*(This section is to be completed by the Executive Officer.)*

1. My most significant achievements during the review period.

2. Ways I feel I could improve my performance and how the Commission can help me.

OVERALL SUMMARY OF PERFORMANCE

Requires  
Improvement

Meets Job  
Standards

Exceeds Job  
Standards

EMPLOYEE ACKNOWLEDGEMENT OF REVIEW

My signature below acknowledges that I have read this performance review and that it has been discussed with me.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

I do not agree with the comments in this evaluation and plan to submit comments within 30 days to be attached to this review.

I request a meeting with the Appointing Authority to discuss the content of this review.

APPROVALS

Reviewer/Completed by: \_\_\_\_\_

*Personnel Committee Chairperson*

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

### Personnel Committee Recommendation: Executive Officer Evaluation Process

At its May 28, 2025 meeting, the Placer LAFCO Personnel Committee reviewed evaluation formats used by other LAFCOs and provided input on a revised annual performance review process for the Executive Officer.

The Committee emphasized the need for a standardized, easy-to-use form aligned with LAFCO's goals. Key suggestions included:

- - Incorporating the prior year's Workplan to assess progress on deliverables
- - Including a mid-year check-in via the Budget and Workplan Report
- - Providing space for a self-appraisal by the Executive Officer
- - Evaluating leadership, interagency collaboration, compliance, and internal communication
- - Using a simplified 'bubble-in' format for ease of use

The Committee reviewed multiple evaluation examples from other LAFCOs, noting that they varied widely in structure and format — including self-evaluations, verbal summaries, and written forms of differing lengths. No two forms were alike. The Committee blended preferred elements from several examples to shape the draft.

There was general agreement that the performance evaluation should take place in closed session, with the salary-related portion addressed publicly.

Individual comments included support for elements in sample forms, a desire to include a section on organizational culture, and concern from the Chair about completeness of the initial draft.

The Committee directed staff to prepare a revised draft for review by the Personnel Committee Chair and Vice Chair. Other Commissioners may submit alternative formats for consideration. All versions will be included in the June 11, 2025, Commission agenda for discussion and possible adoption.

## Executive Officer Evaluation Form Comparison

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The following table outlines the key differences between the original and revised versions of the Executive Officer Performance Evaluation Form for LAFCO. It is intended to assist commissioners in understanding the structural, functional, and substantive improvements made to enhance clarity, reduce redundancy, and ensure alignment with LAFCO's oversight role.

Category	Original Evaluation Form	Revised Evaluation Form
Evaluation Structure	Unstructured layout with duplicated sections	Organized into 7 clear, goal-oriented sections
Section Headings	Generic categories (e.g., Professional Conduct repeated)	Structured under logical groupings (e.g., Leadership, Compliance)
Leadership & Governance	Spread across sections without a focused category	Dedicated section with targeted performance items
Stakeholder Engagement	Implied under 'Professional Conduct' with overlap	Separated into Stakeholder Engagement & Representation
Mid-Year Performance Check-in	Only mentioned, not integrated with reflection section	Dedicated section with Yes/No and space for Commission comments
Redundancy Elimination	Redundant categories repeated (e.g., Leadership, Conduct)	All redundancies merged or removed for clarity
Professional Development	Not included	New section evaluating learning and CALAFCO engagement
Communication with Commission	Not specifically evaluated	Explicit performance items related to Commission support and response
Workplan Goal Alignment	Brief mention under mid-year workplan reference	Workplan execution tied to Operational Excellence and Mid-Year Update
Performance Ratings	Fragmented checkboxes spread across form	Inline ratings next to each item for clarity and uniformity
Self-Appraisal Structure	Open text only, no prompts	Guided prompts for achievements and areas of improvement
Ethics and Compliance Tracking	Not explicitly addressed	Includes compliance and Form 700 adherence
Quantifiable Metrics	Minimal to none	Encourages tracking of deliverables, deadlines, and outcomes
Ease of Use	Text-heavy, harder to fill and review	Streamlined layout improves review efficiency
Performance Review Results and Record	Briefly noted in one paragraph; lacks detail on process, documentation, and follow-up actions.	Expanded into a dedicated section clarifying Legal Counsel's role, direction from the Personnel Chair, Commission review, and proper documentation in personnel files.

### Incorporation of Personnel Committee Suggestions into Final Summary

Key Suggestion	Incorporated in Final Summary
Evaluation occurs in closed session with salary portion public	Appears to be addressed
Incorporate prior year's Workplan for performance review	Appears to be addressed
Include mid-year check-in with Budget and Workplan Report	Appears to be addressed
Add a self-appraisal section by the Executive Officer	Appears to be addressed
Evaluate leadership, collaboration, compliance, and internal communication	Appears to be addressed
Use a simplified 'bubble-in' feedback format	Appears to be addressed
Review and blend elements from multiple LAFCO evaluation formats	Appears to be addressed
Acknowledge that example forms were very different (verbal, short, self-evaluations, etc.)	Appears to be addressed
Allow submission of alternative forms by Commissioners	Appears to be addressed

## Placer LAFCO Executive Officer Performance Evaluation

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### Section 1: Review Summary

Review Type: Interim / Annual

Rating Period: \_\_\_\_\_

Merit Eligible: Yes / No

Merit Recommendation: Recommended / Not Recommended

### Section 2: Evaluation Objectives

- Provide a structured, annual review of the Executive Officer's performance.
- Encourage accountability and transparency through a formal review process.
- Document performance standards, expectations, and progress toward goals.
- Facilitate communication between the Executive Officer and the Commission.
- Support ongoing professional development and alignment with LAFCO's mission.

### Section 3: Performance Rating Scale

Exceeds Job Standards – Performance consistently exceeds expectations.

Meets Job Standards – Performance consistently meets expectations.

Requires Improvement – Performance falls short of expectations.

#### Leadership & Governance

Requires Improvement  Meets Job Standards  Exceeds Job Standards —  
Demonstrates integrity, ethical conduct, and sound judgment.

Requires Improvement  Meets Job Standards  Exceeds Job Standards —  
Effectively manages LAFCO operations and compliance with mandates.

Requires Improvement  Meets Job Standards  Exceeds Job Standards — Supports  
the Commission through accurate, timely reporting and recommendations.

#### Stakeholder Engagement & Representation

Requires Improvement  Meets Job Standards  Exceeds Job Standards — Builds  
collaborative relationships with cities, counties, and districts.

Requires Improvement  Meets Job Standards  Exceeds Job Standards —  
Represents LAFCO effectively in interagency and public forums.

Requires Improvement  Meets Job Standards  Exceeds Job Standards — Manages  
sensitive issues with professionalism and diplomacy.

#### Operational Excellence

Requires Improvement  Meets Job Standards  Exceeds Job Standards — Executes  
and tracks Workplan objectives effectively.

Requires Improvement  Meets Job Standards  Exceeds Job Standards — Ensures  
budget integrity, timely reporting, and resource efficiency.

Requires Improvement  Meets Job Standards  Exceeds Job Standards — Adheres  
to deadlines and delivers high-quality outcomes.

#### Communication & Collaboration

Requires Improvement  Meets Job Standards  Exceeds Job Standards —  
Communicates clearly in writing and speech.

Requires Improvement  Meets Job Standards  Exceeds Job Standards — Responds  
to Commission inquiries with transparency and timeliness.

Requires Improvement  Meets Job Standards  Exceeds Job Standards —  
Encourages input and active listening with staff and stakeholders.

### Professional Development & Compliance

Requires Improvement  Meets Job Standards  Exceeds Job Standards — Engages in continued professional learning and CALAFCO involvement.

Requires Improvement  Meets Job Standards  Exceeds Job Standards — Maintains required ethics training and Form 700 compliance.

Requires Improvement  Meets Job Standards  Exceeds Job Standards — Demonstrates commitment to improvement and innovation.

### Section 4: Mid-Year Performance Update

Did the Commission receive the Mid-Year Workplan and Budget Report?  Yes  No

Notes or Adjustments:

### Section 5: Executive Officer Self-Appraisal

1. Key accomplishments this review period:

2. Areas for growth and how the Commission can support improvement:

Section 6: Overall Summary of Performance

Requires Improvement  Meets Job Standards  Exceeds Job Standards

### Section 7: Acknowledgment & Approval

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewer / Committee Chair Signature: \_\_\_\_\_ Date: \_\_\_\_\_

### Section 7: Performance Review Results and Record

1. Upon completion of the performance review, LAFCO's Legal Counsel shall document the results under the direction of the Personnel Committee Chair. The documentation shall summarize key performance findings, merit determination, and any formal Commission actions or directives associated with the evaluation.

2. The Commission may review the final performance evaluation with the Executive Officer. A signed copy of the evaluation shall be provided to the Executive Officer and retained in the employee's personnel file in accordance with the agency's personnel recordkeeping policy.

## PLACER LOCAL AGENCY FORMATION COMMISSION

To: Placer LAFCO Commission  
From: Cindy Gustafson, Chair  
Date: June 6, 2025  
Subject: Executive Officer Annual Review Process

### Background

Michelle McIntyre was hired as Placer LAFCO's Executive Officer on August 23, 2021. Since her appointment, the Commission Chair has been in charge of the Executive Officer performance evaluation process.

The first two evaluations were conducted at the following intervals:

6-Month Evaluation: March 9, 2022

First Annual Evaluation: August 10, 2022

These two evaluations were completed but not submitted to the County Human Resources Department and are not included in County personnel files.

For subsequent review periods — 2022-2023 and 2023-2024 — written evaluations were submitted by individual Commissioners and compiled by the Chair. The Commission then conducted its evaluation with the Executive Officer in Closed Session, duly noticed pursuant to the Brown Act under the "personnel exception" (Government Code section 54962) category of the Brown Act. These evaluations are on file with the County Human Resources Department.

In recent discussions, two Commissioners have expressed interest in considering alternative or enhanced approaches for this year's performance review, including the possibility of using an independent facilitator or broader feedback tools. It is important to note that the purpose of this Commission agenda item is solely to allow the Commission members to publicly discuss evaluation options and processes for the 2024-2025 annual LAFCO Executive Officer performance review. The formal 2024-2025 performance review for the LAFCO Executive Officer will be separately noticed in compliance with the personnel exemption under Brown Act (Government Code section 54957) for Closed Session on a future LAFCO agenda.

### Options for 2024-2025 Executive Officer Performance Review

Below are several options researched for the Commission's consideration for the upcoming 2024-2025 review period. Variations on these options, as well as other consultants or programs, may also be explored.

#### Option 1:

Continue the current process, but have the Commission first adopt the new evaluation forms recommended by the LAFCO Personnel Committee in open session. The Commission Chair would compile the completed forms from Commissioners and a Closed Session would be noticed and held

during which the Commission would conduct its annual evaluation of the Executive Officer .

**Option 2:**

Maintain the same process as Option 1 but have the County Human Resources Department compile the completed evaluation forms prior to Closed Session review with the Executive Officer.

**Option 3:**

Utilize the Checkpoint 360 System, a tool procured by the County HR Department, which facilitates an independent and comprehensive feedback process through an online survey instrument. The Checkpoint system conducts this work independently, produces the report and then meets with the Commission and the Executive Officer through a virtual platform. There is not an opportunity for customization of questions but there is a choice on the skills and abilities to be rated. This method would allow additional input from others identified by the Commission such as:

- ❖ Agency peers who have worked with the Executive Officer over the past year
- ❖ Direct reports
- ❖ Other individuals identified by the Commission (e.g., former Commissioners, consultants, stakeholders)

*See attached slides for additional information.*

**Option 4:**

Engage an outside independent consultant to conduct the performance review. This option would allow for a customized evaluation process, incorporating the Personnel Committee’s recommended evaluation forms along with interviews and/or online surveys of participants identified by the Commission.

Two potential consultants have been identified:

- ❖ **Solutions-MRG (Mary Egan):** Recommended by several city managers, this firm specializes in executive evaluations and offers a flexible, tailored approach. A proposal from Solutions-MRG is attached for the Commission’s consideration.
- ❖ **Rosemary Marino (HR Consultant):** Recommended by Mike Luken, Rosemary is an experienced HR professional who provides executive assessment services. A proposal from her is pending and will be provided to the Commission upon receipt.

Additional consultant options or variations on this approach may also be explored.

**Fiscal Impact**

**Options 1 & 2:** No additional cost.

**Option 3:** \$400

**Option 4:**

- ❖ Solutions-MRG: Estimated cost between \$7,000 and \$10,000, negotiable based on the final scope of work.
- ❖ Rosemary Marino: Estimated range of \$2,500 to \$10,000, pending final proposal details.

**Cindy Gustafson**

---

**From:** Nicole Lopez  
**Sent:** Thursday, June 5, 2025 2:03 PM  
**To:** Cindy Gustafson  
**Subject:** RE: 360 survey  
**Attachments:** 1\_Checkpoint Intro Overview new look.pptx; 2\_CheckPoint Report Debrief Intro 2020.pptx; 4\_CheckPoint-360\_Sample-Management-Report (1).pdf

Good afternoon, Cindy,

Please find presentation materials provided by Wiley on the CheckPoint 360 Evaluation tool along with a sample evaluation. There may be benefit in contacting Wiley directly. Here's the contact information for the Wiley representative:

Cindy Richard  
Client Business Strategist  
254-399-5555  
[cricha@wiley.com](mailto:cricha@wiley.com)

Placer County Human Resources can assist by offering use of one of the 360 evaluations which has already been purchased. If utilized, Wiley would work directly with the designated individual to develop the evaluation, receive, analyze, and report out on the data.

Please let me know if you have any questions or if we can be of assistance.

Sincerely,

**Nicole Lopez**

Assistant Director of Human Resources  
Placer County Human Resources  
Office: (530) 886-2619 | Mobile: (530) 392-0055



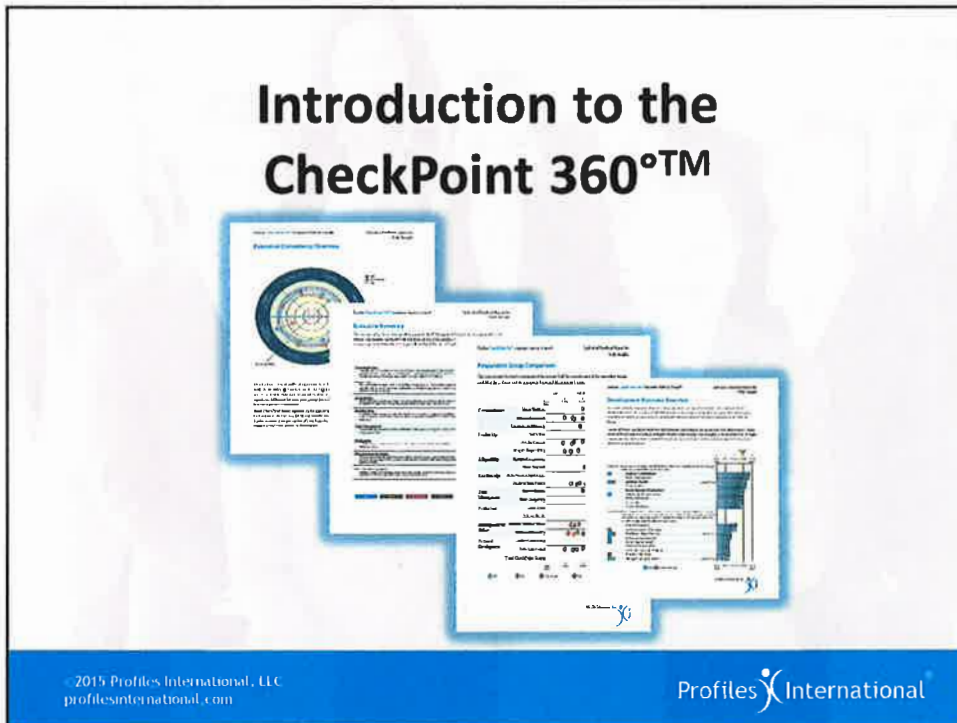
*This e-mail is intended only for the person or entity to which it is addressed and may contain information that is confidential, privileged or otherwise protected from disclosure. Dissemination, distribution or copying of this e-mail or the information herein by anyone other than the intended recipient, or an employee or agent responsible for delivering the message to the intended recipient, is prohibited. If you have received this e-mail in error, please contact the sender and destroy the original message and all copies.*

**From:** Cindy Gustafson <cindygustafson@placer.ca.gov>  
**Sent:** Thursday, June 5, 2025 9:49 AM  
**To:** Nicole Lopez <NLopez@placer.ca.gov>  
**Subject:** RE: 360 survey

Hi Nicole – thanks for this information. If the Commission chooses to use their own form for Commissioners and use Wiley for any additional input – is that an option? Also can they provide us a sample to include in the packet for consideration by the Commission?

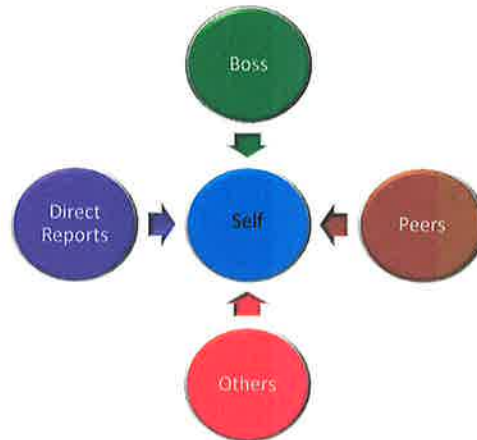


1



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## The 360° Concept



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## Why 360° Survey?

- Perception is Often the Perceiver's Reality
- Leaders Base Their Effectiveness on Intent; Observers Base Our Effectiveness on What We Do
- Feedback from Multiple Sources Provides a Multi-faceted Perspective of Leader Style
- Intended for Development
- Not intended to be punitive and should not replace performance evaluations or be tied to compensation

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## What is the CheckPoint 360™ ?

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## CheckPoint 360™ System

### Competencies and Key Skill Sets

**Communication:**

- Listens to Others
- Processes Information
- Communicates Effectively

**Leadership:**

- Instills Trust
- Provides Direction
- Delegates Responsibility

**Adaptability:**

- Adjusts to Circumstances
- Thinks Creatively

**Relationships:**

- Builds Personal Relationships
- Facilitates Team Success

**Task Management:**

- Works Efficiently
- Works Competently

**Production:**

- Takes Action
- Achieves Results

**Development of Others:**

- Cultivates Individual Talents
- Motivates Successfully

**Personal Development:**

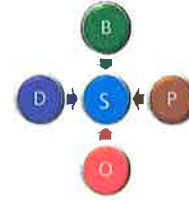
- Displays Commitment
- Seeks Improvement

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## CheckPoint 360°™ System



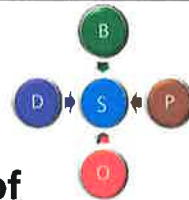
The Checkpoint collects feedback through an online survey. The survey includes 70 very clear items related to leadership – things like:

- ‘Listens carefully without interrupting’,
- ‘Gives recognition to producers of high quality work’,
- ‘Keeps a positive outlook’

These 70 survey items have been shown to be those that highly successful, and charismatic leaders share in common.

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## CheckPoint 360°™ System

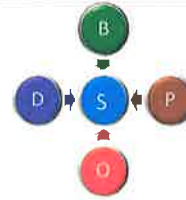


### We are Measuring Frequency of Observed Behavior

Rating	Description	Percent of Time
1	Almost Never	0 – 10%
2	Seldom	11 – 39%
3	Sometimes	40 – 60%
4	Usually	61 – 89%
5	Almost Always	90 – 100%
N	No opportunity to observe behavior	

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## CheckPoint 360™ System



The approach is straightforward:

- We ask the people who work for you, your 'Direct Reports', to rate you on each of these 70 Leadership items in the survey.
- We have you rate yourself on those same items
- Finally we ask your boss and your peer managers to rate you too.

Other than your Boss's input the other raters get to provide their feedback to you on a completely confidential and anonymous basis.

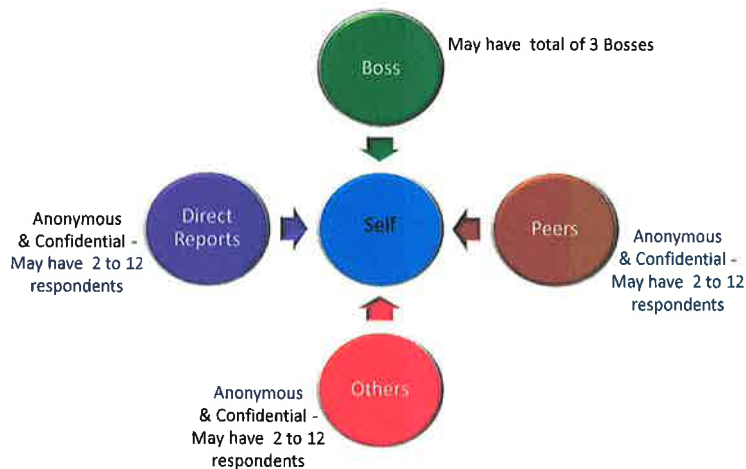
It takes each person just 15 minutes to provide this input – and it's all online for convenience.

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## CheckPoint 360™ System

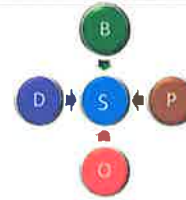


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# CheckPoint 360™ System



## Confidentiality

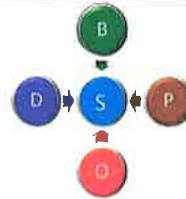
- **Confidentiality** of respondents **MUST** be assured and maintained
- No respondent group has fewer than two individuals
- Even a hint of or rumor about a lack of confidentiality can render information useless

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# CheckPoint 360™ System



## Critical Skills Alignment

- 6 Critical Skills are Chosen by Self, Boss or Bosses
- Identifies strong / weak alignment
- Starting point for Boss/Self conversation and Development Plan

Critical Skills Alignment: 60%

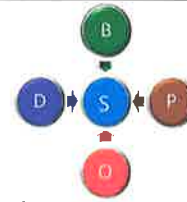
- 43 **Provides Information:** Gives to the point. Provides the pros and cons, as well as the clear and long-range consequences, of decisions. Develops logical, clear conclusions.
- 40 **Communicates Effectively:** Expresses self clearly, both in writing and in speaking. Is thorough, yet concise, and is consistently straightforward. Readily shares information with others.
- 37 **Provides Direction:** Establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives, while keeping focus on overall vision.
- 35 **Delegates Responsibility:** Delegates appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.
- 34 **Adapts to Circumstances:** Can adjust to people's diverse work styles and to varying circumstances. Deals with setbacks constructively and manages change.
- 33 **Facilitates Team Success:** Engages conflicts fairly in a spirit of cooperation. Debits concerns and leads team in meeting appropriate goals. Facilitates effectively and sees others of going steady.
- 32 **Achieves Results:** Consistent elevation to achieve results that set high standards for others and that positively impact the organization.
- 30 **Displays Commitment:** Maintains a high level of energy, persistence and resolute passion.
- 18 **Seeks Improvement:** Keeps positive feedback from self and others. Solicits criticism to improve and develop professionally. Sets an example as personal practice.

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# CheckPoint 360™ System



## Comments

Respondents are also provided an opportunity to provide additional comments at the end of each major competency. These comments should add clarity to the numerical ratings provided by respondents.

### Survey Comments

All respondents are given the opportunity to provide comments about you and your leadership skills. These comments are separated by each respondent group, provided in free form and are displayed exactly as they were entered.

#### Boss Comments

- Is successfully making the transition from individual contributor to team leader!

#### Direct Report Comments

- No direct report comments.

#### Peer Comments

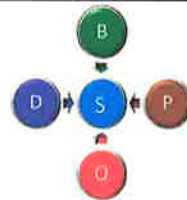
- Nicole would be well served to increase her self-awareness on her direct communication style and the potential negative outcomes it can generate with cross-functional team members who are not as familiar with her style.

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# CheckPoint 360™ System



## Comments

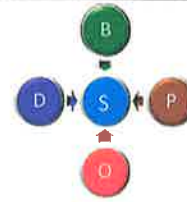
- Respondents are encouraged to provide **feedback that is relevant to the job, Recent (reflective of current work), and developmental**.
- Comments are reported exactly as typed. **Respondents should never include their name or provide such specific information that would void anonymity.**

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# CheckPoint 360™ System



## Reports

- **Individual Feedback Report** – speaks to the manager (Self)
- **Comparison Report** – compares two different surveys and speaks to the manager (Self)
- **Management Report** – speaks to the boss
- **Management Comparison Report** – compares two different surveys and speaks to the boss
- **Executive Overview** – combines 3+ surveys of the same time period and speaks to the C-Suite Executives

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# CheckPoint 360™ System



## Next Steps

- Complete the CheckPoint set up sheet – Choosing respondents for each leader:
  - Some details will be provided by your organization’s CheckPoint Administrator. Example: Start Date and Due Date
  - Provide Respondent name, email address and type of respondent (Self, Boss, Direct Report, Peer, Other)

**Checkpoint 360 Client Setup Sheet**

Start Date:  This Date:

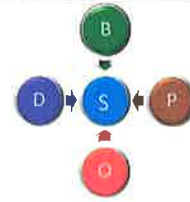
Enable Comments:

Notes: *Default of "Boss" and optional. The "Other" category is optional. Use category beyond "Self" and "Boss" with a minimum of 3 respondents and one response for a minimum of 15% population.*

Category	First Name	Initials	Last Name	Email Address
SELF				
BOSS				
SECOND BOSS				
DIRECT REPORT				
Peer				
Peer				
Peer				

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# CheckPoint 360™ System



## Next Steps

- Many leaders send a pre-CheckPoint email to the respondents that are chosen to participate in this process. This email informs respondents that an invitation is forth coming, provides a brief explanation of the CheckPoint's purpose and process. A sample pre-invitation is available from your Checkpoint administrator.
- Be on the look out for additional information about CheckPoint 360 from your CheckPoint administrator.

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## Questions / Comments



**Cindy Richard**  
**Client Business Strategist**

**254-399-5555**

**cricha@wiley.com**

**THANK YOU!**

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May 30, 2025

Cindy Gustafson, Chair  
Josh Alpine, Vice Chair  
County of Placer LAFCO  
110 Maple Street  
Auburn, CA 95603

*Subject:* Proposal to Facilitate Executive Officer Evaluation

Dear LAFCO Commissioners:

Thank you for reaching out to Municipal Resource Group, LLC ("MRG") to assist the County of Placer Local Agency Formation Commission ("LAFCO"). MRG is pleased to submit a proposal to facilitate the Executive Officer's Performance Evaluation for the LAFCO. We appreciate the Commission's commitment to thoughtful leadership oversight and continuous improvement.

Our proposed approach is designed to support a fair, transparent, and forward-looking process that incorporates input from all the commission members and aligns with the LAFCO's strategic goals. The scope includes preparation, facilitation, and documentation of the evaluation process to ensure it is both efficient and meaningful.

Our MRG team regularly conducts chief-appointed official evaluations for cities, counties, special districts, and school districts, including most of the Placer County LAFCO member agencies. We have a deep understanding of Placer County and its complexities. As CEO, I only take on a few engagements each year and am willing to personally lead this process.

We look forward to the opportunity to assist you in this important effort and are happy to adjust the proposed approach based on your preferences or feedback. We have submitted a range of costs that depend upon the approach preferred by the Board.

Respectfully submitted,

A handwritten signature in blue ink that reads "Mary Egan". The signature is fluid and cursive, written in a professional style.

Mary Egan, CEO  
MRG, LLC  
[egan@solutions-mrg.com](mailto:egan@solutions-mrg.com)  
916-261-7547

## MRG INFORMATION

The MRG team is a centralized resource for staff development and needs for organizational excellence. We can assess and improve departmental functions, including, but not limited to, professional development, training, succession planning, workplace investigations, organizational assessments and implementation plans, employee relations, mentoring and coaching, project management, recruitment, and selection. MRG team members have led successful transformational efforts in our client agencies and fully understand their real-world challenges in making meaningful and long-term changes.

### **MRG's Consulting Philosophy**

*As a consulting firm, MRG assigns talented consultants to meet clients' needs. MRG differentiates its work based on the following principles.*

#### **Trusted Advisors**

MRG prides itself on building long-term relationships with clients who turn to MRG for guidance and expertise. We work as "trusted advisors," working directly with the leadership of organizations to help them manage their complex organizations and to adjust to change that is constantly knocking on the door.

#### **Commitment to Public Service**

We have also chosen to focus our work on local, regional & state agencies that are delivering public service to communities. We understand that our client's work is important and impactful – and our goal is to help organizations do that work with more grace and better effectiveness and efficiency.

#### **Partnership for Impact**

As seasoned executive leaders ourselves, we have no interest in writing reports that sit on shelves or are not reality-based for action. MRG needs to work in a consultative partnership directly with management for organizational impact to occur. We see our role as true partners with the leadership team to work productively to help you find solutions for actionable impact in your organization.

#### **Team of Management Practitioners + Executive Leadership Coach**

Today's organizations require a robust understanding of people and teams, plus talented management, and leadership. The key to an organization's success is the integration of control, which creates value (efficiency, effectiveness, empowerment), and leadership which inspires change and a collective vision. By bringing a consultant team with management plus leadership coaching expertise, MRG can deliver tools, perspectives, and paradigms for the continued growth and support of an organization's leadership team.



### **Strategic Organizational Development**

Organizations are complex, multi-faceted organisms that take time and strategy to develop and shape. While employees are focused on delivering services, there is “care and feeding” of the organization, structure, and systems that need to be done to support the workforce, mold culture, and deliver services/mission. MRG brings the deep organizational development and human resources experience to transform and help organizations continue to invest in their operations' strategic and hands-on development.

#### **MRG TEAM FOR PLACER LAFCO**

Mary Egan is the CEO of MRG, who oversees our practice and provides high-level leadership for all our projects, as she would for this engagement with the LAFCO.

**Mary Egan (CEO)** - Mary collaborates with organizations and their executive leadership, and in some cases appointed or elected Boards to achieve their full potential. Mary’s specialties are facilitating performance evaluations and organizational analysis as well as coaching employers to address deficiencies and maximize their impact. She is a certified professional executive coach and uses these skills to help clients increase their level of performance and identify potential limiting blind spots. She also advises clients regarding investigations, employment-related risk mitigation, strategic planning, and interest-based problem resolution. Mary is a Certified Professional with the Society for Human Resources Management (SHRM) and is a founding member of the Association of Workplace Investigators (AWI).



**Julie Mares (Consultant)** – Julie is a seasoned career public sector manager with more than two decades of broad executive experience. Julie has extensive experience working within a general-purpose local government, with special emphasis on leadership development, city council relations, strategic planning, organizational development, and community engagement. Julie collaborates with organizations and their executive leadership to help them achieve their full potential. She works closely with appointed and elected officials to facilitate performance evaluations. With strong leadership development and organizational effectiveness skills, she partners with executives and their teams to make a meaningful impact in reaching their full potential.



The entire team of MRG-affiliated consultants can be found at Solutions-MRG.com. We have a wide range of professional subject matter experts should the need arise for subject matter expertise.

#### **APPROACH & METHODOLOGY**

Our facilitation approach is built on the principles of confidentiality, fairness, and alignment. Key features of our methodology include:

- **Neutral Facilitation:** We serve as a third-party facilitator to promote candid dialogue and minimize bias.
- **Structured Feedback:** Qualitative input ensures narrative-based insights, specific feedback on performance over the rating period, and goals for the year ahead.

- **Commission Engagement:** We encourage full Commission participation and offer guidance to ensure clarity of expectations and consistency in input.
- **Action-Oriented Reporting:** Our final deliverables focus on actionable insights and continuous improvement. We will work with the LAFCO Executive to fully understand and integrate the feedback and build an action plan to address any areas of opportunity identified by the Board.

## SCOPE OF WORK

MRG will facilitate a comprehensive performance evaluation of the Executive Officer in collaboration with the Commissioners. The evaluation's purpose is to support effective governance, ensure accountability, and provide constructive feedback to inform the Executive Officer's ongoing performance and professional development.

### Activities Include:

#### 1. Project Planning and Kickoff to determine the type of evaluation desired and potential approach for future evaluations and related evaluation policy

- Conduct a kickoff meeting with the Chair and/or designated representatives to confirm evaluation goals, timelines, and preferred approach.
- Review prior evaluations, current performance goals, and employment agreement, if applicable.
- Determine if an online tool will be used to collect data, or if some participants will be interviewed and others will participate in the survey. There are a number of alternatives to collecting this data, and the cost of the proposal is largely driven by the number of participants and the method of delivery. Some clients also survey the staff of the agency in a separate survey to provide the Executive Officer with important feedback on their leadership style and to further enhance their executive presence.

#### 2. Evaluation Tool Design (considering materials collected by LAFCO Personnel Committee and LAFCO Executive Director)

- Develop or refine the preferred performance evaluation tool, including open-ended questions tailored to the organization's strategic priorities and leadership expectations.
- Incorporate feedback from the Chair or subcommittee on draft tools before distribution.

#### 3. Interview Commission Members (option outlined above)

- Distribute the evaluation tool to all commission members with clear instructions and a confidential submission process.
- Schedule one-on-one interviews with up to eleven board members and alternates to gain insight into performance and the working relationship between the Commission and the Executive Officer.

#### 4. Input Collection and Analysis and generate themes and a written report

- Compile, aggregate, and analyze responses to identify key themes, strengths, and areas for development.

- Ensure anonymity and confidentiality in the synthesis of commission member input.

**5. Draft Evaluation Summary Report**

- Prepare a summary report highlighting the collective view of the Executive Officer's performance in a narrative feedback document, along with any relevant contextual observations. The document will also include clarity about the majority's desires regarding future performance and priorities.
- Submit a draft to the full commission ahead of the closed session discussion for review and refinement.

**6. Facilitated Discussion with the entire Board, and later with the Board and the LAFCO Executive and Board. Prepare the Executive in advance of the meeting as needed.**

- MRG will facilitate a closed-session meeting with the Commission to review evaluation findings, discuss feedback themes, and agree on the next steps.
- Support the Commission by facilitating the delivery of feedback to the Executive Officer in a constructive and unified manner.

**7. Final Evaluation Deliverables**

- Finalize the summary report and supporting materials.
- Seeking feedback from participants to provide recommendations for future evaluation cycle improvements.

8. *Optional: If requested, MRG will conduct additional stakeholder interviews*

9. *Optional: If requested, prepare a Peer Report feedback report for the Executive Officer that will solicit input from each member via an online survey tool, seeking information on the Executive Officer's performance and obtaining insight into strengths and potential development opportunities. This includes the Commission alternates, City Managers, Special District representatives, and key staff.*

10. *MRG can conduct the process in a variety of ways including a) all virtual using an online survey tool with customized questions consistent with materials collected by the personnel committee and augmented with additional questions concerning goals and progress on 2024 goals, b) all in-person and/or a mix of interviews depending upon budget and interest of the Board.*

ALTERNATIVES FOR LAFCO CONSIDERATION

Should MRG be the right firm to support Placer LAFCO, we will complete the work identified for a fixed fee *that will vary depending upon the preferred approach, plus expenses for the Executive Officer evaluation and related goal-setting process. This process will include an onsite, in-person closed session meeting.* For budget purposes, LAFCO should estimate between \$7,000 and \$10,000 to complete a comprehensive process that involves the full Board.

We are happy to attend additional meetings as needed to ensure the process is robust and the parties end with actionable results and confidence in the process.

MRG anticipates that these processes will be conducted virtually, with one in-person closed session to facilitate both evaluations. MRG will invoice \$1,500 per visit if additional onsite attendance is requested.

Additional work not contemplated in this proposal will be billed at \$325 per hour and will begin only after LAFCO and MRG agree upon it. MRG will invoice 50% of the contract amount at the project launch and the remaining 50% after the closed session is completed.



## Mary Egan – Chief Executive Officer

**Affiliated Consultant**

**MUNICIPAL RESOURCE GROUP, LLC**

Telephone: (916) 261-7547

[egan@solutions-mrg.com](mailto:egan@solutions-mrg.com)

Mary is the CEO and a founding partner of MRG, overseeing the entire practice and providing high-level leadership over every project. She is highly skilled at Executive Coaching, Workplace Investigation, and Conflict Resolution and often uses those skills, along with her considerable experience, when advising her clients regarding employment-related risk mitigation, strategic planning, and interest-based problem resolution. Mary's specialties are facilitating performance evaluations and organizational analysis as well as coaching employers to address deficiencies and maximize their impact. She is a certified professional executive coach and uses these skills to help clients increase their level of performance and identify potential limiting blind spots. She also advises clients regarding investigations, employment-related risk mitigation, strategic planning, and interest-based problem resolution.

Mary is adept at the facilitation of staff retreats, team-based problem-solving, and labor management committees, works with elected boards to define the performance expectations of their key managers, and serves as a neutral factfinder in the resolution of employer/employee issues.

### **Mary's Areas of Expertise:**

*Conflict Resolution*

*Executive Coaching*

*Performance Evaluations*

*Strategic Planning*

As a Private Investigator and Qualified Manager licensed by the State of California, Mary has handled hundreds of workplace investigations for both private sector and public employers on all types of employment matters over the last several years, including claims of discrimination, harassment, retaliation, whistleblowing, substance abuse, threats of violence, assault, theft, fraud, violations of company policies, wage and hour violations, and other forms of alleged misconduct. Mary is experienced in testifying during administrative and judicial proceedings regarding completed investigations and provides expert testimony on the adequacy of workplace investigations, human resource practices, and public sector employment standards and expectations. She is also qualified as an expert in State Court on the adequacy of investigations. She is a founding member of the Association of Workplace Investigators ("AWI") and spent four years developing the AWI's published standards for workplace investigations and serving as a faculty member at the Workplace Investigation Institute.

Prior to MRG, Mary held key positions with both the City of Sacramento and the City of San Jose, where she was the Employee Relations Officer and Chief Negotiator. While with Shannon Associates, Mary managed recruitments for high-level appointed executives, as well as complex HR assessments for large and complex clients. She continued her consulting services with high-profile clients after starting her own firm in 2001 and maintains long-term relationships with cities and counties in California. Mary is a recognized expert in municipal government interest arbitration.



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In addition to her significant field experience with major clients, Mary earned a Bachelor of Science degree in Applied Behavioral Sciences from the University of California, Davis, where she was named "Outstanding Female Graduate," and a Master of Public Administration (MPA) degree from San Francisco State University. Mary is a founding member of the California Association of Workplace Investigators (CAOWI), participating as Chairperson of the Legislation Committee and member of the Best Practices Committee.

Mary is a Certified Professional with the Society for Human Resources Management (SHRM) and is a founding member of the Association of Workplace Investigators (AWI). She is a frequent presenter at conferences, seminars, and meetings of several professional organizations, including the League of California Cities, the International Public Management Association (IPMA), the California Public Employers Labor Relations Association (CALPELRA), the Municipal Management Assistants of Northern California (MMANC), and the California State Association of Counties (CSAC). In 2018, Mary was recognized by the Sacramento Business Journal as a recipient of the Women Who Mean Business award.



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## **Julie Mares, Vice President of Operations**

**Affiliated Consultant**

**MUNICIPAL RESOURCE GROUP, LLC**

Telephone: (408) 600-0000

[jmares@solutions-mrg.com](mailto:jmares@solutions-mrg.com)

Julie Mares is a seasoned, public-sector manager with more than two decades of broad executive experience in the areas of general management, organizational development, financial sustainability, parks & recreation, community services, affordable housing, performance measurement, and human resources. Julie has extensive experience working within local government, with special emphasis on strategic planning, city council relations, leadership development, and community engagement. Julie is a strategic thinker, capable of helping organizations adapt to fiscal and service challenges while focusing on interdepartmental coordination and community partnerships to enhance efficiency and effectiveness.

Before affiliating with MRG, Julie was the Chief Operating Officer for Management Partners where, in collaboration with the executive team, she directed all aspects of operational policies, objectives, and initiatives that enabled the consulting agency to be well-positioned to provide value-added services to all local government clients. She also served as the City Manager of Milpitas, where she led a staff of 400 to serve a diverse population. Key initiatives completed during her tenure included a successful ballot measure to increase the Transient Occupancy Tax, a collaborative update of community development fees supported by the development community, an interagency partnership to site the City's first 100% affordable housing project, and numerous administrative process improvements.

**Julie's Areas of Expertise:**  
*Strategic Planning*  
*Governance*  
*Management Consulting*

Additionally, Mares worked for nearly eleven years with the City of San José, the nation's tenth largest city. As the Deputy City Manager, she focused both on strategic partnerships with schools and businesses and on civic engagement and collaboration with community stakeholders to provide safe and healthy neighborhoods. One example included spearheading a partnership with the local high school district to deploy a free Wi-Fi network for underserved students. She also served as Director of Parks & Recreation. In that role, she led the development of a new program creating a financially sustainable approach to operational delivery of parks and recreation that resulted in the adoption of a City Council policy, a new regional training program, and a twenty percent improvement in the departmental cost recovery rate.

Julie worked for the City of Tucson for nearly 12 years as Deputy Director of Budget and Research, Assistant to the City Manager, and Human Resources Administrator. As the Deputy Director leading the Research and Organizational Effectiveness Division, she collaborated with internal clients, providing a variety of management consulting services to strengthen and enhance organizational performance and effectiveness. She also served as a manager with United Airlines for eleven years in several leadership roles for airport operations and customer service management.

Mares holds a BS in business management and a master's in education. She is a graduate of the Southwest Leadership Program in Public Policy Management from the University of Arizona Eller College.



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**From:** [Rosemary Marino](#)  
**To:** [Sophie Fox](#)  
**Subject:** Detail for Evaluation Proposal  
**Date:** Friday, June 6, 2025 4:02:36 PM

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Hello, Sophie!

Thank you for the opportunity to provide you with detail pertaining to my professional background. Kindly refer to my LinkedIn Profile which can be accessed as follows:  
[www.linkedin.com/in/rosemary-marino-coach](http://www.linkedin.com/in/rosemary-marino-coach).

In an effort to facilitate the review of my Profile please see the full list included under these categories:

### **Projects**

**Volunteering**, especially Hershey Public Library Trustee/Board Member appointed by Derry Township Board of Supervisors, Hershey, PA; Derry Township School, District, Community Business Partner, Strategic Planning Task Force

**Honors & Awards**, especially Lifetime Achievement Award, American Compensation Association; Certified Compensation Professional (CCP)

Since I last updated the LinkedIn Profile I have or am serving in these roles:

**Blue Ribbon Professional Networking Group of Roseville, member**  
**Sun City Roseville ("SCR") Strategic Planning Committee (Implementation team in support of the SCR Board of Directors)**  
**SCR Leadership Academy (inaugural class)**  
**SCR Government Affairs Committee**

Although I've not pursued additional endorsements to post on LinkedIn, I have successfully provided Consulting/Coaching services to these local clients (not reflected on my Profile):

**Make-a-Wish**  
**Town of Loomis**  
**Various individual coaching clients**

Once I determine the specifics and parameters of an assignment for a prospective client I can determine a fee structure. In consultation with a prospective client we decide whether a flat rate; hourly rate; or some combination is the best approach, In addition, we, of course, determine a timeframe. I have developed some fee arrangements in such a way that there might be a flat rate for the initial consulting that typically transitions into an hourly rate per session for individual coaching or some other retainer fee structure. My fees are consistent with comparable rates for professional consulting/coaching services.

Please let me know, Sophie, whether you have any questions or whether I can clarify in any way.

Thank you so much. Have a nice weekend!

**Rosemary**

Rosemary Marino  
Avanti Coaching and Consulting



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

**COMMISSIONERS STAFF REPORT**

Cindy Gustafson  
*Chair*  
*(County)*

DATE: June 11, 2025

Joshua Alpine  
*Vice Chair*  
*(Special District)*

TO: Chair Gustafson and members of the Commission

Whitney Eklund  
*(City)*

FROM: Michelle McIntyre

Judy Friedman  
*(Special District)*

SUBJECT: Joint Chambers Government Relations Meeting

Shanti Landon  
*(County)*

Sean Lomen  
*(City)*

Susan Rohan  
*(Public)*

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**SUMMARY**

**ALTERNATE COMMISSIONERS**

David Bass  
*(City)*

Anthony DeMattei  
*(County)*

Cherri Spriggs  
*(Public)*

Stephanie  
Youngblood  
*(City)*

Vacant  
*(Special District)*

Alternate Commissioner Cherri Spriggs has requested that the incoming LAFCO Chair, Commissioner Josh Alpine, speak at the Joint Chambers Government Relations meeting scheduled for June 18. While no Commission approval is required for a commissioner to speak on his or her own behalf about LAFCO, the Commission does not have a policy on when a commissioner may speak on behalf of LAFCO. In the absence of that, staff believes it is prudent to seek authorization from the Commission for Commissioner Alpine to represent LAFCO at the meeting.

**STAFF RECOMMENDATION**

**COUNSEL**

Michael Walker  
*General Counsel*

The Executive Officer recommends that the Commission authorize Commissioner Alpine to speak on behalf of Placer County LAFCO at the Joint Chambers Government Relations Meeting on June 18, 2025.

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant*  
*Executive Officer*

Amy Engle  
*Commission Clerk*



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

**COMMISSIONERS**

Cindy Gustafson  
*Chair  
(County)*

Joshua Alpine  
*Vice Chair  
(Special District)*

Whitney Eklund  
*(City)*

Judy Friedman  
*(Special District)*

Shanti Landon  
*(County)*

Sean Lomen  
*(City)*

Susan Rohan  
*(Public)*

**ALTERNATE  
COMMISSIONERS**

David Bass  
*(City)*

Anthony DeMattei  
*(County)*

Cherri Spriggs  
*(Public)*

Stephanie  
Youngblood  
*(City)*

Vacant  
*(Special District)*

**COUNSEL**

Michael Walker  
*General Counsel*

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant  
Executive Officer*

Amy Engle  
*Commission Clerk*

**CORRESPONDENCE ITEMS**

- A. CALAFCO Planning Retreat Summary Report, dated March 20-21, 2025.
- B. CALAFCO Action Plan Update Email with Six-to-Nine-Month Action Plan, dated June 4, 2025.
- C. LAFCO Comments on SB 777 (Richardson): Abandoned Endowment Care Cemeteries: Local Agency Possession and Responsibility As Amended 3/26/25
- D. LAFCO Comments on Mill Creek Single Family Residential Recirculated Draft Environmental Impact Report, dated April 7, 2025.
- E. LAFCO Comments on Schaffer's Mill Subdivision, dated April 23, 2025.
- F. LAFCO Comments on Estia Dry Creek and Placer Creek Residential Project, dated May 6, 2025.
- G. LAFCO Comments on Initial Project Application for the Placer One Phase 2A East Project, dated June 4, 2025.
- H. LAFCO Comments on the Initial Project Application for the Granite Rock Estates GPA/Rezone, 1<sup>st</sup> Submittal, dated April 18, 2025.
- I. LAFCO Letter to Placer County Placer Hills and Newcastle Fire Protection Districts - Independent Fiscal Analysis, dated June 5, 2025.
- J. LAFCO Comments on South Placer Municipal Utility District – Special District Leadership Foundation's District Transparency Certificate of Excellence
- K. Office of the County EO Response to LAFCo's May 21, 2025, Request for Information Regarding County Service Area (CSA) 28 Agreements/ Overlapping Boundary Research Project

## Item 9 - Correspondence A

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### Board Retreat Report & Action Plan

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José Henriquez <jhenriquez@calafco.org>

Wed, Apr 30, 2025 at 5:37 PM

To: eo <eo@calafco.org>, Analysts <analysts@calafco.org>, clerks <clerks@calafco.org>, counsel <counsel@calafco.org>  
Cc: "hamish.howard@assurasoftware.com" <hamish.howard@assurasoftware.com>, "david.scheurich@fire.ca.gov" <david.scheurich@fire.ca.gov>, "info@southforkconsulting.com" <info@southforkconsulting.com>, Richard Berkson <richard@berksonassociates.com>, Michelle Evaskevich <Michelle.Evaskevich@bbklaw.com>, Paula de Sousa <Paula.deSousa@bbklaw.com>, Chris Chase <chris@chrischasedesign.com>, "planning@ranchomirageca.gov" <planning@ranchomirageca.gov>, Michael Colantuono <mcolantuono@chwlaw.us>, Holly Whatley <hwhatley@chwlaw.us>, "dcurry@lacs.org" <dcurry@lacs.org>, "cindyc@cvwdwater.com" <cindyc@cvwdwater.com>, Erin LaCombe <erin@cvstrat.com>, Tara Bravo <tara@cvstrat.com>, Colleen Liao <colleen@financedta.com>, Elliot Mulberg <mulberg@gmail.com>, Ashleigh Kanat <akanat@epsys.com>, Brian McCarthy <BMcCarthy@goletawest.org>, "dhobbs@calwaterlaw.com" <dhobbs@calwaterlaw.com>, "pcone@hdlccpropertytax.com" <pcone@hdlccpropertytax.com>, Holly Owen <holly.owen@gmail.com>, "doblek@lacoassociates.com" <doblek@lacoassociates.com>, "colettem@planwestpartners.com" <colettem@planwestpartners.com>, "info@pcateam.com" <info@pcateam.com>, Scott Browne <scott@scottbrowne.com>, "wendy@scottbrowne.com" <wendy@scottbrowne.com>, "trevor.stearns@qkinc.com" <trevor.stearns@qkinc.com>, "mbalsamo@ranchomv.com" <mbalsamo@ranchomv.com>, Jim Simon <jsimon@webrsg.com>, "dgillick@sloansakai.com" <dgillick@sloansakai.com>, "harrison@swaleinc.com" <harrison@swaleinc.com>, "terranomics@hotmail.com" <terranomics@hotmail.com>, "uhinman@comcast.net" <uhinman@comcast.net>, "tom@kennedywaterconsulting.com" <tom@kennedywaterconsulting.com>, "pmiller@millermcg.com" <pmiller@millermcg.com>

Good afternoon, everyone,

It's great to be able to see those who are in the Workshop today. For those who aren't hopefully we'll get a chance to catch up soon.

Please recall that the Board of Directors had a Retreat in Sacramento on March 20th-21st. The list of items for immediate Board action was distributed via email a few weeks back and the Board adopted those unanimously at their April 4th meeting.

Attached to this message is a more detailed report of the event. In addition, the CALAFCO Action Plan is included as part of the report so that the membership is aware of what the Transition Team is doing as well as the deliberables that will be produced in the incoming months. The Transition Team will provide updates to you on the status of these items on a monthly basis. Many thanks go to Pamela Miller and CV Strategies for putting these items together.

The Summary Report and Action Plan are respectfully submitted to you to keep you fully informed and updated. I also respectfully request that the EOs include this report in your next readily available Commission meeting packet.

Please let me know if you have any questions,

José

California Association of  
Local Agency Formation Commissions



SUPPORTING SUSTAINABLE  
COMMUNITY GROWTH



Strengthening Communication  
& Collaboration for CALAFCO

**▶ PLANNING RETREAT  
SUMMARY REPORT**

March 20–21, 2025

# Executive Summary

The CALAFCO Board of Directors, Regional Officers, and Legal Counsel gathered in Sacramento on March 20–21, 2025, for a two-day planning retreat. Purposes of the retreat were to reflect on the organization’s evolution, reaffirm its core values and mission, examine and commit to good governance practices, and advance a renewed focus on transparent communication and unified leadership.

Board members in attendance included Jaron Brandon (day one), Virginia Chang-Kiraly, Kimberly Cox, Gay Jones, Gordon Mangel, Paul Minchella, Anita Paque, Wendy Root-Askew, and Josh Susman. Regional Officers and Legal Counsel included José Henríquez (Interim Executive Director), Steve Lucas, Joe Serrano, Adriana Romo, Clark Alsop (day one) and Paula deSousa.

Also in attendance on day one was Jeni Tickler (Interim Administrative Assistant), Jeren Batchelder-Seibel of Marin LAFCO, and Michelle McIntyre of Placer LAFCO. Kate McKenna of Monterey LAFCO attended both days. Member LAFCO staff present were invited to engage in most of the activities and discussions throughout the day.

Day one of the retreat was facilitated by Pamela Miller, Miller Consulting Group, and day two by Erin LaCombe, CV Strategies.



---

**Pamela Miller**

Owner & Chief Engagement Officer, Miller Consulting Group  
pmiller@millermcg.com | 916-850-9271 | millermcg.com

**Erin LaCombe**

President, CEO & Founder, CV Strategies  
erin@cvstrat.com | 760-641-0739 | cvstrat.com

# DAY ONE: *Looking Back,* ← → *Moving Forward*



## The Road To Today

The group began the retreat by establishing shared norms, setting the tone for open dialogue, mutual respect, and productive collaboration throughout the two days. Participants reviewed CALAFCO's 54-year history and reflected on the organization's recent challenges by creating symbolic headlines. These illustrated a shared recognition of past conflict and a renewed commitment to a united future.

These headlines reflect individual retreat participant perspectives shared during the session. They do not reflect the collective perspective or experience of all participants.

## 2024 Headlines

- CALAFCO faces challenges
- Failure to communicate
- CALAFCO Board votes to ignore and isolate the executive officers and their members
- Personal agendas and egos threatened state land use planning policy
- 1925 Telegraph wires cut - 2025 no cell service
- Leadership collusion and mismanagement causes several LAFCOs to leave statewide organization
- Why CALAFCO?
- CALAFCO members weigh value of continued membership amidst divisive decision making
- Storm clouds over CALAFCO
- Not dead yet! CALAFCO working to rise from the ashes like the phoenix
- Dumpster fire only 10% contained
- Destruction, terror and mayhem befalls CALAFCO
- Good governance takes a hit, CALAFCO in crisis
- CALAFCO chaos
- CALAFCO loses sight of who it works for and why
- CALAFCO has wakeup call

## 2025 Vision Headlines

- 55 years strong - CALAFCO representing all 58 counties
- CALAFCO Executive Director welcomes the 58th LAFCO into the fold
- CALAFCO welcomes back members
- CALAFCO group unites on legislative priorities
- CALAFCO is the most prevalent voice for good government in California
- CALAFCO is stronger than ever!
- A rejuvenated CALAFCO celebrates legislative win! LAFCOs now have the power to annex!
- CALAFCO is back and better than ever
- CALAFCO trust is back
- CALAFCO commits to strong, smart planning and governance
- CALAFCO is back stronger than ever



# Lessons Learned



Participants identified critical takeaways from the past year:

- Moving forward, no unfiltered communication
- Need fully transparent communication
- Respect institutional knowledge
- Ensure balanced presentations on issues
- Be open to new ideas
- Respect the organizational culture and each other
- Remember the 2009 upheaval
- Listen to the warning signs
- Everyone needs to express specific concerns not just general dissatisfaction
- Understand the roles of the Executive Officers and the Board
- The Executive Officers and the Board should have worked towards the same goal
- We need to listen to our customers
- We need more communication channels so that we can connect with our members – understand how they want to be communicated with
- There are structural issues creating trust issues - Executive Officers need to have trust in the Executive Director, staff, and Regional Officers
- We cannot marginalize any voice as all voices are important
- The Board is not listening to executive officers
- The Board needs to own and fix it



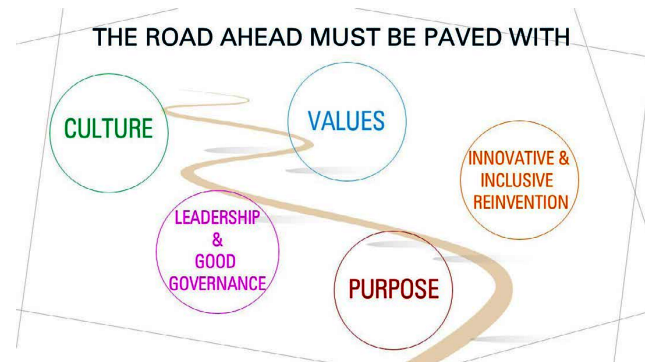
# The Road Ahead

Focus shifted to a forward-looking view. The road ahead for CALAFCO must be paved with purpose, meaningful values, positive culture, leadership and good governance, and innovative and inclusive reinvention. These were the themes for the remainder of the retreat.

## Purpose/Mission/Values

**Mission:** As a 501(c)(3) nonprofit organization, CALAFCO supports LAFCOs by promoting efficient and sustainable government services based on local community values through legislative advocacy and education.

**Values:** The underlying values that define our organization are dependability, efficiency, honesty, and transparency.



The Board reaffirmed the mission and the values adopted in April 2023 and was asked to reflect on the ways in which CALAFCO was fulfilling its purpose, how the values had been demonstrated by the Board during the past year, and what needs to be done differently to refocus on the mission and values.

## How CALAFCO is fulfilling its purpose:

- Doing the basics
- Offering some education through the existing online training library, conference, workshop, LAFCO 101
- Provide a space to discuss issues and bring LAFCOs together
- Supporting and enacting legislation and moving new bills forward
- Leadership doing self-reflection in trying to fulfill the purpose
- CALAFCO is still here with some brand value
- Given the uniqueness of LAFCOs and CALAFCO, there is still networking value




















## What needs to be done differently:

- Examine “WHY”, “HOW”, and “WHAT” of our communication
- Review the “HOW” of our educational offerings
- Walk the talk of our values
- Right size expectations (i.e. goals, revenue projections)
- Identify how to hold ourselves accountable, then do it
- Increase engagement with our member LAFCOs
- Be mindful of our language and use positive lenses
- Find ways to work together and acknowledge our shared commitment
- The entire Board needs to be engaged
- Discuss issues using effective conflict and disagreement tools
- Learn to control the Board’s space and how we work in it to ensure effectiveness



## Building Positive Culture

The group outlined traits they want CALAFCO's organizational culture to embody:

-  Open minded
-  Open and transparent
-  Honesty and integrity
-  Disagree respectfully
-  Problem solving
-  Focus on the greater good
-  Family
-  Fortright
-  Inclusive
-  Get "it" done
-  Professionalism
-  A-political
-  Fully engaged Board
-  Mission driven
-  Respectful
-  Dedicated
-  Having grace
-  Regional accessibility
-  Recognize the knowledge and value the Executive Officers bring

## Leadership and Governance

Several aspects of leadership and good governance were examined. First, the Board reviewed the Board member duties and job description adopted in April 2024, with the facilitator noting it contains nothing regarding accountability. It was determined the job description would be part of the comprehensive review of policies and procedures.

Work was done to identify the distinctions between CALAFCO roles and LAFCO roles. Additionally, there were meaningful conversations about the impacts of their leadership roles and the decisions that are made, culminating in everyone making a personal commitment to responsible leadership.



## Roles and Responsibilities

To assist the Board and staff in distinguishing the differences in their roles and responsibilities serving CALAFCO versus their local LAFCO, in small groups (the Board was divided into three groups and staff was their own group) they identified and discussed the differences (as noted below). Each group reported out to the larger group for a broader discussion. Everyone was reminded the two roles are distinctly different and to ensure good governance, clarity on roles and responsibilities is critical.

How is your role as a CALAFCO Board Member different from your role as a LAFCO Commissioner?	
CALAFCO Role	LAFCO Role
We're a bridge	We're a bridge
Broader focus	Narrower focus
State level influence	Support CALAFCO legislative efforts
Accountable to member LAFCOs	Accountable to our own LAFCO and the County in general
Help LAFCOs meet their obligations and be a resource for EOs & Commissioners	Help safeguard open space, ag land, safe & adequate water/wastewater, & other municipal services; ensure orderly development
Avoid conflicts of interest	Avoid conflicts of interest
Actively participate	Actively participate
Be prepared	Be prepared
Truth & transparency	Truth & transparency
Understanding	Understanding
Communication	Communication
Responsibility to be aware of broader statewide issues	Provide county-wide equity
Ensure "value-added" for the membership	Study and be prepared
Participate in the annual conference	Have concise meanings
Oversee the Executive Director	Responsive to public input
Be transparent with the membership	

# Roles and Responsibilities

How is your role as a CALAFCO Regional Officer / Legal Counsel different from your role as a LAFCO Officer / Legal Counsel?

CALAFCO Role	LAFCO Role
Peer-to-peer	Staff-to-local agencies
Offering legal advice with a statewide lens	Offering legal advice with a countywide lens
Less legal restrictions	Conservative legal advice due to the public nature of the agency
Represent the entire state's LAFCO staff	Exclusively recommend actions to the Commission who are accountable to local citizens
Limited control over functions and operations	100% controlled
Observatory role	In the trenches role
Strategic	Reactive

## The impact of the leadership role and decisions made

The focus shifted to the significance of the impact each Board member, Regional Officer, and Legal Counsel can make on CALAFCO during their tenure. The group reflected on the average tenure of Board members and Regional Officers.

Position	Total Number	Average Tenure
Volunteer Executive Officer (since 1988)	12	3.2 yrs
Volunteer Deputy Executive Officer (since 1988)	27	2.8 yrs
Volunteer Officers Total (since 1988)	31	3.7 yrs
<i>No. LAFCOs represented</i>	20	
Volunteer Officers total since 2010 (regionalization)	20	3.6 yrs
<i>No. LAFCOs represented</i>	17	
Board Member (since 1988)	139	4.1 yrs
<i>No. LAFCOs represented</i>	42	
Board Member - since 2010 (regionalization)	68	3.8 yrs
<i>No. LAFCOs represented</i>	36	

Each person focused on how they will positively contribute to achieving CALAFCO's purpose and to building the organizational culture they and their member LAFCOs desire in their tenure as a Board member, Regional Officer and Legal Counsel. Each identified their personal commitment and shared it in the large group.

### Specifically, they were asked:

*Given the average tenure of a CALAFCO Board member and Regional Officer, how will you use your limited time to make a positive impact? What is the highest and best use of your efforts, energy, and time in advancing CALAFCO's purpose? What are you willing to commit?*

## Board Member Commitments

**Jaron Brandon** - Be available to all central and other regional representatives and staff. Honest & transparent discussion on issues. Present bold structural reform ideas to ensure we are targeted, cost efficient, and effective. Join legislative advocacy efforts in Sacramento. Make the motion to move the conversations along.

**Virginia Chang-Kiraly** - Build CALAFCO into an influential state organization that is listened to by elected officials at all levels, especially at the state level, and affect balanced policies and positive change for Californians. Provide LAFCO professionals with the resources they need to flourish in a productive, innovative, and empowering environment to achieve CALAFCO's mission and ultimately serve Californians.

**Kimberly Cox** - Provide honest feedback. Be willing to have the difficult conversations. Be open-minded and optimistic about the future of CALAFCO and its value to the membership.

**Gay Jones** - Develop an outreach plan with CALAFCO members to connect with state Senators and Assemblymembers.

**Gordon Mangel** - Be part of the solution. Be involved, present and participate.

**Paul Minchella** - Ensure that all information is shared completely and truthfully to all involved in a timely manner.

**Anita Paque** - Provide education for commissioners and staff through the conference program. Listen to members' concerns and ideas and work to keep the good and change the negative. Be active in the organization and participate in CALAFCO meetings and activities.

**Wendy Root-Askew** - Recognize my own limited capacity to engage and not take on more than I can commit to. Remain engaged and fully committed to the process we are undertaking to evaluate and navigate forward. Recruit new Board members who want to help us move forward. Serve in Board leadership at the will of the Board and our membership. Listen carefully to Executive Officer members for direction via the evaluation performed by Pamela and transparently implement changes for benefit of the greater good. Fight to keep LAFCO legislation intact at the state level

**Josh Susman** - Continue to exceed the average tenure of a CALAFCO Board member with the support of my LAFCO and CALAFCO in order to continue the future success of CALAFCO.

## Regional Officer and Legal Counsel Commitments

**José Henríquez** - Leave the interim Executive Director role better than how I found it. Do what I can to support members. Do better with transparency and rebuild trust. Be a resource to the next interim Executive Director and permanent Executive Director and the next generation of Regional Officers.

**Steve Lucas** - Engage all staff, especially junior staff, to actively participate in CALAFCO and build professional development goals to the benefit of all of us.

**Adriana Romo** - Bury the hatchet and strive to improve the organization by being kind and working well with each other for the common good.

**Joe Serrano** - Actively connect with member LAFCOs by providing regular updates, informing them about upcoming events and proposed actions, and offering debriefs so they are fully aware of CALAFCO activities.

**Clark Alsop** - Help the organization have the ability to aid LAFCOs in their state mandated mission.

**Paula deSousa** - Serve as council on legal issues and provide my input as appropriate on issues communicated by all levels of the LAFCO community, for the benefit of the LAFCO community.



## A View of the Future

The group reviewed the realities of the immediate future then discussed specific matters of structure and membership. Below are the various ideas that came from the brainstorming session and do not necessarily reflect consensus or agreement of the retreat participants or full Board. Consideration may or may not be given to certain ideas, as is the case with any brainstorming session.

### Structure

- Hold open the current structure and Board seats and keep them vacant
- Look at the number of Board members in the southern region
- Create an ad hoc finance working group to look at CALAFCO's revenue and expenses, or have the executive committee do it
- Cut expenses to reduce dues / don't cut the budget
- Dissolve the executive committee
- Appoint Board and Regional Officer vacancies / leave vacancies open until October
- Separate out the functions of administration, finance, policy, and lobbying / need one strong person as the face of CALAFCO
- Reverse the roles of Board members and Regional Officers
- Need a powerful person at the Capitol and with our sister orgs
- We need an Executive Director that is good at building relationships

### Membership

- Activate the membership advisory committee
- Keep unification a priority - the goal is to have 58 unified LAFCOs. Try to bring them back and continue to collaborate
- We need a serious conversation about what value we provide members
- Offer the four LAFCOs that are leaving a year of free dues / don't offer
- Offer member rates to all LAFCOs who are no longer members for the 2025 conference





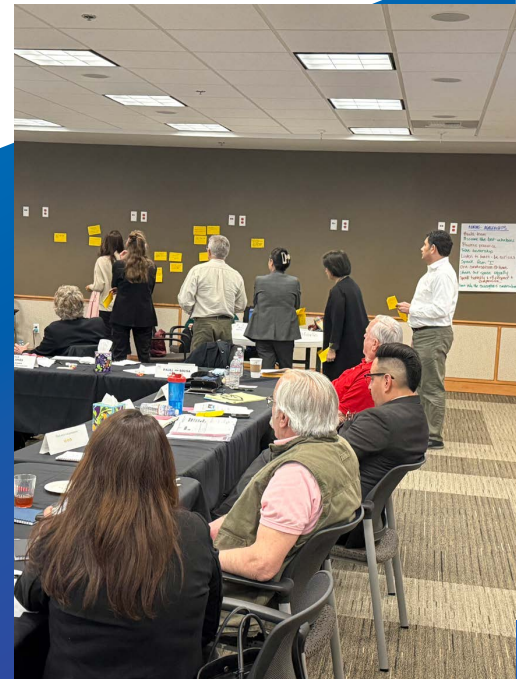
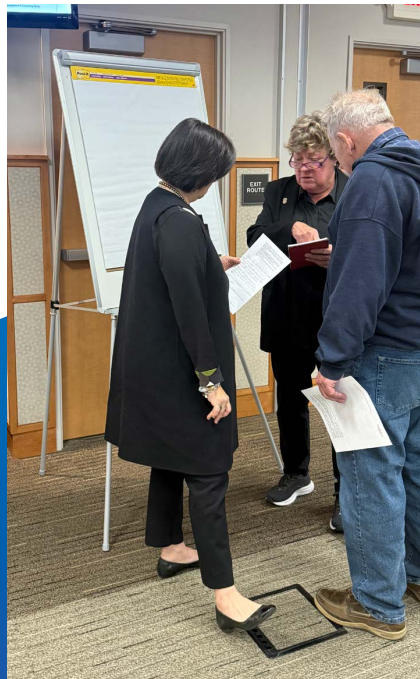
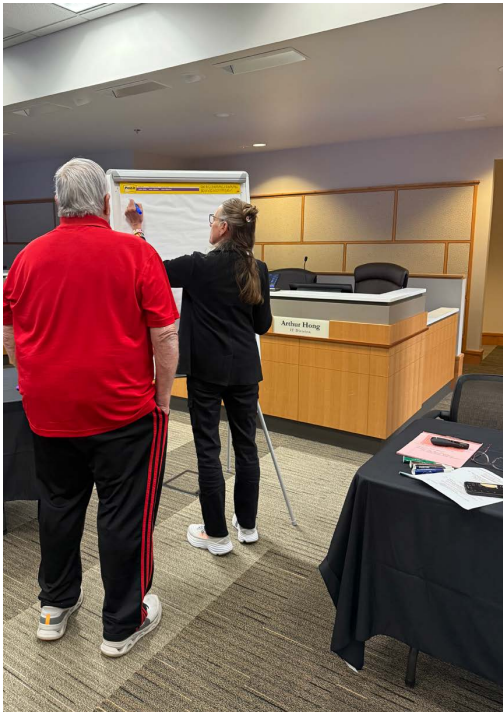
## Immediate Action Items

The following items received unanimous support and were added to the April 4, 2025 Board agenda for ratification:

1. Appoint a Northern Region County Board member to fill the unexpired term
2. Launch a search for an Interim Executive Director (up to a one year contract)
3. Offer membership registration rates to all non-member LAFCOs for the 2025 annual conference
4. Approve the attendance and non-voting participation of CALAFCO Regional Officers in all Executive Committee meetings.
5. Maintain the current regional structure



*The first day of the retreat closed with a powerful reflection on CALAFCO's journey, acknowledging past challenges while embracing a renewed sense of purpose, unity, and responsibility. Energized by this clarity, participants committed to begin Day Two by setting bold, immediate priorities and directing the creation of a six-to-nine month action plan to help guide CALAFCO into a stronger, more connected future. The action plan is included as Attachment A.*



# DAY TWO: Communication, Culture & Reconnection



On the second day of the CALAFCO Board Retreat, participants focused on the central role of communication in restoring trust, strengthening relationships, and driving organizational effectiveness. Through shared norms and intentional dialogue, leaders recognized that how CALAFCO communicates—internally and externally—is foundational to its culture, credibility, and future success.

## Rebuilding Through Communication

Recognizing that fractured communication contributed to recent organizational strain, the day began with a shared objective: to equip CALAFCO’s leadership with the tools to foster trust, accountability, and effective communication. The group acknowledged that communication breakdowns—when left unaddressed—can erode member confidence, impede collaboration, and compromise mission delivery.

Key themes explored throughout the day included:



**GETTING ON THE SAME PAGE:** Establishing consistent language, shared facts, and clear messaging expectations across all levels of the organization.



**RESTORING TRANSPARENCY:** Prioritizing proactive, open communication—especially around sensitive or transitional matters.

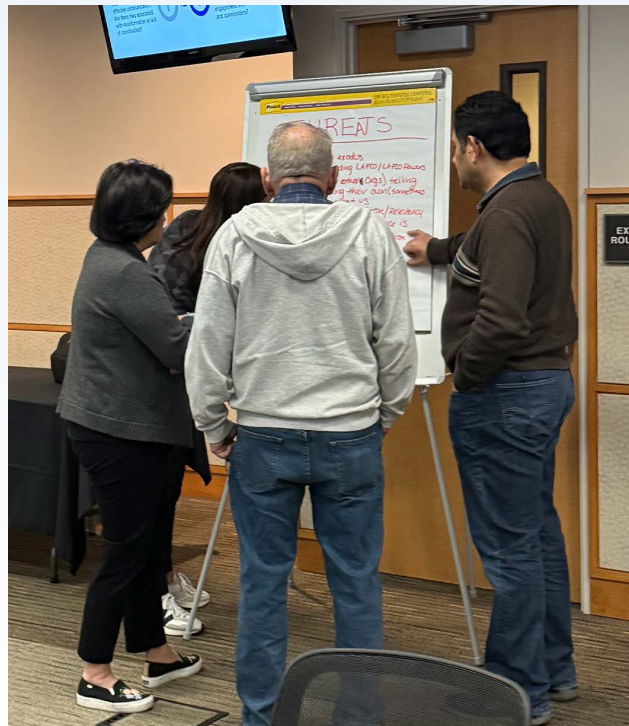


**ENCOURAGING PARTICIPATION:** Ensuring that all voices are heard and respected through more inclusive and responsive outreach practices.



**MANAGING DISAGREEMENT PRODUCTIVELY:** Leaning into courageous conversations with honesty and professionalism rather than avoidance or reactivity.

The session was grounded in a shared understanding: **communication is not a side function. It is core to governance.**



# Workshops and Analysis



As part of the communication reset, participants took part in hands-on workshops and a deep SWOT analysis focused on key message development, audience segmentation, and common communication challenges. Working both independently and in small groups, they refined CALAFCO's core messages, identified priority audiences, and explored real-world scenarios that had previously led to misunderstanding or disengagement. These exercises helped align leaders around a shared voice and revealed practical ways to tailor communication approaches to meet different stakeholder needs—from Executive Officers to state legislators to the general public.

## Tools for a New Culture of Communication

Several priorities were introduced and explored to support CALAFCO's communication reset:

### 1. Strategic Communication Framework

The elements of a draft framework were presented to help align internal and external messaging with CALAFCO's core values of trust, transparency, and professionalism. The Strategic Communication Framework will include:

- Clear key messages that reflect CALAFCO's purpose and voice
- Communication channels connected to specific audiences
- Feedback loops to assess member sentiment and improve engagement
- Guidance on message timing, approval, and delivery

CV Strategies is currently drafting the Strategic Communication Framework, which will be available for the Board's review in July 2025.

### 2. Communication Norms & Agreements

The group reviewed and reaffirmed a set of communication norms designed to foster a productive and respectful culture. Highlights include:

- Assume best intentions
- Practice presence and listen to learn
- Speak honestly and with respect
- Share space equally and lean into courageous conversations

### 3. Communications Code of Conduct

The Board committed to adopting a Communications Code of Conduct that will integrate into their broader organizational code. This will reinforce CALAFCO's values in everyday interactions. It sets expectations for:

- Professionalism and preparation
- Clarity and transparency
- Respectful discourse, even amid disagreement
- Confidentiality and appropriate use of communication channels

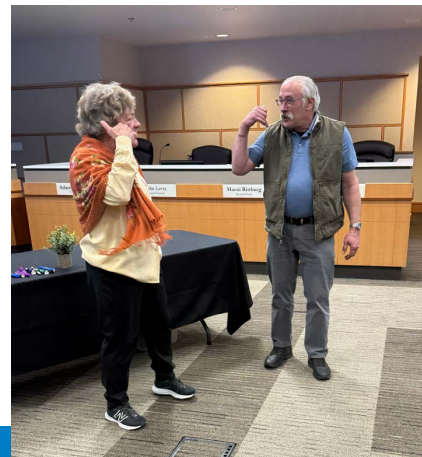
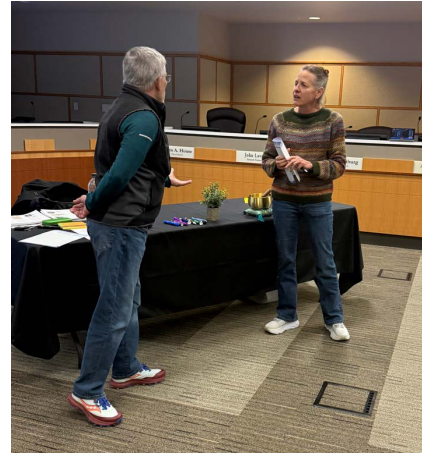
Participants emphasized that communication cannot be one-directional. These sessions are designed to make space for two-way engagement and rebuild a sense of trust and shared ownership in CALAFCO's future.

*CV Strategies is currently drafting the Communications Code of Conduct, which will be available for the Board's review in July 2025. This Code of Conduct will be incorporated into the Board's overall Code of Conduct being developed by Miller Consulting Group.*

# Applied Communications: Role Play and Results

The retreat featured interactive sessions designed to move beyond theory and into practice. Through guided discussions and small-group activities, participants explored real-world communication challenges and identified practical ways to apply CALAFCO's principles in governance. These sessions helped test messaging strategies, reflect on tone and delivery, and build awareness of how language, posture, and assumptions shape trust.

Roleplaying exercises proved especially valuable in preparing leaders for difficult conversations—whether addressing misinformation, managing conflict, or repairing strained relationships. By stepping into past communication breakdowns, participants built confidence, deepened empathy, and strengthened their ability to respond with professionalism and clarity. These exercises reinforced that effective communication depends not only on what is said, but on how it's received—and whether it fosters respect, trust, and shared understanding.

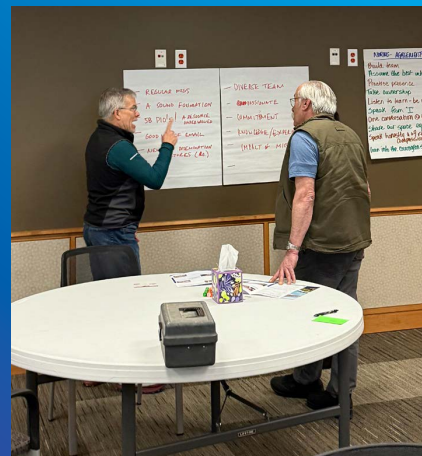


*By the close of Day Two, CALAFCO's leaders had united around a vision for communication that is not just effective, but meaningful. The day concluded with the unanimous understanding that clear, inclusive, and transparent communication must be embedded in everything CALAFCO does—from Board decisions to member outreach to legislative advocacy.*

## Outcome: A Shared Commitment

The two-day retreat marked a pivotal step toward rebuilding CALAFCO's internal culture and reconnecting its full network of 58 member LAFCOs. As the organization navigates leadership transition, member relations, and other strategic efforts, this renewed commitment to communication will serve as a compass for the work ahead.

- Attachment A:** Six-to-Nine Month Action Plan
- Attachment B:** Communications SWOT Analysis



California Association of  
Local Agency Formation Commissions



SUPPORTING SUSTAINABLE  
COMMUNITY GROWTH

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 **PLANNING RETREAT**  
**SUMMARY REPORT**

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March 20–21, 2025

Presented by:



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**Pamela Miller**

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**Erin LaCombe**

President, CEO & Founder, CV Strategies  
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# CALAFCO Six- to Nine-Month Action Plan

Monthly updates on progress of the action plan will be included as part of this plan.

IMMEDIATE	Q2 – 2025	Q3 – 2025	Q4 – 2025	2026	
<p><input checked="" type="checkbox"/> <b>Hire Interim Executive Director</b> Lead: CALAFCO Note: Approved at 4/4/25 Board meeting</p> <p><input checked="" type="checkbox"/> <b>Re-establish CALAFCO U</b> Lead: CALAFCO</p> <p><input checked="" type="checkbox"/> <b>Conduct LAFCO Staff Focus Group</b> Lead: Miller MCG &amp; CALAFCO Note: At Workshop</p> <p><input checked="" type="checkbox"/> <b>Support Legislative Committee</b> Lead: CALAFCO</p> <p><input checked="" type="checkbox"/> <b>Conduct Focus Groups</b> Lead: Miller MCG &amp; CALAFCO Deadline: 6/30/25 Note: Include All 4 Regions for LAFCO Commissioners &amp; Staff Progress: Scheduling underway as of 4/7/25</p>	<p><input checked="" type="checkbox"/> <b>Conduct Comprehensive Review of Structures</b> Lead: Miller MCG Deadline: 7/31/25 Note: Includes Regional, Board, Regional Officers, Dues &amp; Committees</p> <p><input checked="" type="checkbox"/> <b>Conduct Review of Bylaws &amp; Policies</b> Lead: Miller MCG Deadline: 7/31/25</p> <p><input type="checkbox"/> <b>Conduct Cultural Assessment</b> Lead: Miller MCG &amp; CALAFCO Note: Distribute online survey access by 4/30/25</p>	<p><input type="checkbox"/> <b>Activate Membership Advisory Committee</b> Lead: CALAFCO</p> <p><input type="checkbox"/> <b>Develop Reform Recommendations</b> Lead: Miller MCG Deadline: 7/31/25 Note: Following completion of all feedback, analysis &amp; research</p> <p><input type="checkbox"/> <b>Adopt Board Meeting Rules of Order</b> Lead: Miller MCG &amp; CALAFCO Deadline: 7/31/25</p> <p><input type="checkbox"/> <b>Solicit Legislative Proposals from Member LAFCOs</b> Lead: CALAFCO Deadline: 8/31/25 Note: For 2026 Legislative Year</p> <p><input type="checkbox"/> <b>Solicit LAFCO Staff Volunteers For Legislative Committee</b> Lead: CALAFCO Deadline: 8/31/25 Note: For the 2025-26 Legislative Committee</p> <p><input type="checkbox"/> <b>Conduct Two CALAFCO U Sessions</b> Lead: CALAFCO Progress: Planning underway</p>	<p><input type="checkbox"/> <b>Develop Communication Plan For Distribution of Report and Recommendations</b> Lead: Miller MCG, CV Strat, CALAFCO Note: To disseminate information Association-wide</p> <p><input type="checkbox"/> <b>Distribute Report &amp; Recommendations For Change</b> Lead: Miller MCG &amp; CALAFCO Note: Of comprehensive review, feedback and recommendations to Board &amp; membership</p> <p><input type="checkbox"/> <b>Board Meeting</b> Lead: Miller MCG &amp; CALAFCO Note: To adopt recommended reforms &amp; approve support of recommended bylaws changes on 7/25/25</p> <p><input type="checkbox"/> <b>Membership Engagement/ Input on Recommended Reforms</b> Lead: Miller MCG &amp; CALAFCO Note: For potential adoption of bylaws changes at annual meeting</p>	<p><input type="checkbox"/> <b>Adopt CALAFCO &amp; Board Code of Conduct</b> Lead: Miller MCG &amp; CALAFCO</p> <p><input type="checkbox"/> <b>Adopt Communications Code of Conduct</b> Lead: CV Strategies &amp; CALAFCO</p> <p><input type="checkbox"/> <b>Develop Communications Framework</b> Lead: CV Strategies</p> <p><input type="checkbox"/> <b>Schedule 2026 CALAFCO U Sessions</b> Lead: CALAFCO Note: Should launch with the 2026 annual calendar</p> <p><input type="checkbox"/> <b>Continue Membership Engagement/ Input on Recommended Reforms</b> Lead: Miller MCG &amp; CALAFCO Note: For potential adoption of bylaws changes at annual meeting</p> <p><input type="checkbox"/> <b>Conduct Annual Business Meeting</b> Lead: CALAFCO Note: 10/23/25</p>	<p><input type="checkbox"/> <b>Conduct 2026 CALAFCO U Sessions</b> Lead: CALAFCO</p> <p><input type="checkbox"/> <b>Recruit &amp; Hire Permanent Executive Director</b> Lead: CALAFCO &amp; Miller MCG</p>



Pamela Miller  
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An outcome of the Board retreat, March 20-21, 2025

Pending Start    In Progress    Completed



This Communications SWOT Analysis was developed during the CALAFCO Board Retreat to assess internal and external communication challenges and identify opportunities to strengthen trust, transparency, and organizational alignment.

*Note: This SWOT analysis is based on participant input from the CALAFCO Board Retreat held on March 21, 2025, and reflects individual perspectives shared during the session. It is not a product of facilitated assessment or external evaluation.*



## STRENGTHS

CALAFCO's communications foundation has strengths to build upon

- ▶ **UNIFIED VOICE** – Represents all 58 LAFCOs at the state level, reinforcing statewide impact and advocacy reach.
- ▶ **ESTABLISHED TOOLS** – Communication channels include newsletters, website, listservs, board packets, annual events, and third-party partners.
- ▶ **COMMITTED MEMBERSHIP** – Leaders and members remain passionate about CALAFCO's mission and are engaged in strengthening the organization.
- ▶ **HISTORICAL CREDIBILITY** – CALAFCO has a longstanding reputation as a reliable source of education, advocacy, and collaboration.
- ▶ **CORE VALUES ALIGNMENT** – Members broadly support the stated values of dependability, efficiency, honesty, and transparency.



## WEAKNESSES

Communication breakdowns have created gaps in trust and consistency

- ▶ **INCONSISTENT MESSAGING** – Misalignment among Board, staff, and Regional Officers has led to mixed messages and misunderstandings.
- ▶ **EROSION OF TRUST** – Exclusion of key voices and lack of transparency have weakened relationships with some member LAFCOs.
- ▶ **UNDEFINED COMMUNICATION PROTOCOLS** – Roles, responsibilities, and approval processes are unclear across communication efforts.
- ▶ **LIMITED MEMBER FEEDBACK LOOPS** – No consistent process exists for collecting and integrating member feedback.
- ▶ **OVERRELIANCE ON INFORMAL CHANNELS** – Word-of-mouth and backchannel communications have undermined official messaging.



## OPPORTUNITIES

Strategic improvements in communication can support culture change and stronger engagement

- ▶ **STRATEGIC FRAMEWORK IMPLEMENTATION** – The proposed framework will standardize key messages, identify target audiences, and outline preferred channels.
- ▶ **REINFORCE CULTURE WITH COMMUNICATION NORMS** – Codifying respectful, clear, and inclusive communication behavior through adopted norms and the Code of Conduct.
- ▶ **MODERNIZE TOOLS AND PROCESSES** – Introduce updated digital tools, responsive email formats, and real-time feedback options.
- ▶ **HOST LISTENING SESSIONS** – Regional focus groups will gather input from members, shaping CALAFCO's communication strategy and reinforcing statewide unity.
- ▶ **LEADERSHIP TRANSITION AS RESET POINT** – The search for a new Executive Director offers a chance to reestablish CALAFCO's communication tone and priorities.



## THREATS

Without proactive steps, CALAFCO's communication challenges may deepen

- ▶ **REPUTATIONAL VULNERABILITY** – Continued missteps or miscommunication risk alienating more members and damaging external credibility.
- ▶ **INTERNAL RESISTANCE** – Change fatigue or legacy habits may prevent adoption of new communication standards.
- ▶ **LOSS OF NARRATIVE CONTROL** – Unclear or delayed messaging allows others to shape the organization's public perception.
- ▶ **DISENGAGED MEMBERSHIP** – If communication continues to feel inconsistent or inaccessible, member participation and connection may erode.

## Item 9 - Correspondence B

**Amy Engle**

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**Subject:** RE: Action plan update & email text

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**From:** José Henriquez <[jhenriquez@calafco.org](mailto:jhenriquez@calafco.org)>  
**Sent:** Wednesday, June 4, 2025 7:34 AM  
**To:** eo <[eo@calafco.org](mailto:eo@calafco.org)>; Analysts <[analysts@calafco.org](mailto:analysts@calafco.org)>; clerks <[clerks@calafco.org](mailto:clerks@calafco.org)>; counsel <[counsel@calafco.org](mailto:counsel@calafco.org)>  
**Cc:** 'pmiller@millermcg.com' <[pmiller@millermcg.com](mailto:pmiller@millermcg.com)>; Paula de Sousa <[Paula.deSousa@bbklaw.com](mailto:Paula.deSousa@bbklaw.com)>; Jeni Tickler <[jtickler@calafco.org](mailto:jtickler@calafco.org)>  
**Subject:** Fw: Action plan update & email text

Good morning CALAFCO Members,

Please refer to the attachment and to Pamela's message below. This is an update from her on the Action Plan and where we are. Please let me know if you have any questions.

Thank you,

Jose

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**From:** [pmiller@millermcg.com](mailto:pmiller@millermcg.com) <[pmiller@millermcg.com](mailto:pmiller@millermcg.com)>  
**Sent:** Tuesday, June 3, 2025 3:25 PM  
**To:** José Henriquez <[jhenriquez@calafco.org](mailto:jhenriquez@calafco.org)>  
**Cc:** [pmiller@millermcg.com](mailto:pmiller@millermcg.com) <[pmiller@millermcg.com](mailto:pmiller@millermcg.com)>  
**Subject:** Action plan update & email text

As part of the CALAFCO transition team, I am writing to share a progress update on the six-to-nine-month action plan (updated plan is attached), particularly the focus groups and cultural assessment effort.

We have now completed all five focus groups, including the May 2 Staff Workshop, where approximately than 70 LAFCO staff and 10 associate members participated, and the four regional sessions that followed. Many of you also completed the online cultural assessment, and we are grateful for your time and candor.

In the coming weeks, I will be reviewing the feedback to identify themes and help inform pending reform recommendations. The goal remains to distribute the *draft* recommendations and supporting data to the Board and membership for feedback before the final recommendations are presented at the Board meeting in San Diego on July 25.

Thank you to everyone who has engaged in this process so far. Your voice is vital to shaping CALAFCO's future, and your participation continues to guide the path forward. Please feel free to reach out to me with any questions or additional input.

Pamela Miller

Transition Team Consultant

[pmiller@millermcg.com](mailto:pmiller@millermcg.com)

# CALAFCO Six- to Nine-Month Action Plan

Monthly updates on progress of the action plan will be included as part of this plan.

IMMEDIATE	Q2 – 2025	Q3 – 2025	Q4 – 2025	2026	
<p><input checked="" type="checkbox"/> <b>Hire Interim Executive Director</b> <i>Lead:</i> CALAFCO <i>Note:</i> Approved at 4/4/25 Board meeting</p> <p><input checked="" type="checkbox"/> <b>Re-establish CALAFCO U</b> <i>Lead:</i> CALAFCO</p> <p><input checked="" type="checkbox"/> <b>Conduct LAFCO Staff Focus Group</b> <i>Lead:</i> Miller MCG &amp; CALAFCO <i>Note:</i> At Workshop</p> <p><input checked="" type="checkbox"/> <b>Support Legislative Committee</b> <i>Lead:</i> CALAFCO</p> <p><input checked="" type="checkbox"/> <b>Conduct Focus Groups</b> <i>Lead:</i> Miller MCG &amp; CALAFCO <i>Deadline:</i> 6/30/25 <i>Note:</i> Include All 4 Regions for LAFCO Commissioners &amp; Staff <i>Progress:</i> Scheduling underway as of 4/7/25</p>	<p><input checked="" type="checkbox"/> <b>Conduct Comprehensive Review of Structures</b> <i>Lead:</i> Miller MCG <i>Deadline:</i> 7/31/25 <i>Note:</i> Includes Regional, Board, Regional Officers, Dues &amp; Committees</p> <p><input checked="" type="checkbox"/> <b>Conduct Review of Bylaws &amp; Policies</b> <i>Lead:</i> Miller MCG <i>Deadline:</i> 7/31/25</p> <p><input checked="" type="checkbox"/> <b>Conduct Cultural Assessment</b> <i>Lead:</i> Miller MCG &amp; CALAFCO <i>Note:</i> Distribute online survey access by 4/30/25</p>	<p><input type="checkbox"/> <b>Activate Membership Advisory Committee</b> <i>Lead:</i> CALAFCO</p> <p><input type="checkbox"/> <b>Develop Reform Recommendations</b> <i>Lead:</i> Miller MCG <i>Deadline:</i> 7/31/25 <i>Note:</i> Following completion of all feedback, analysis &amp; research</p> <p><input type="checkbox"/> <b>Adopt Board Meeting Rules of Order</b> <i>Lead:</i> Miller MCG &amp; CALAFCO <i>Deadline:</i> 7/31/25</p> <p><input type="checkbox"/> <b>Solicit Legislative Proposals from Member LAFCOs</b> <i>Lead:</i> CALAFCO <i>Deadline:</i> 8/31/25 <i>Note:</i> For 2026 Legislative Year</p> <p><input type="checkbox"/> <b>Solicit LAFCO Staff Volunteers For Legislative Committee</b> <i>Lead:</i> CALAFCO <i>Deadline:</i> 8/31/25 <i>Note:</i> For the 2025-26 Legislative Committee</p> <p><input type="checkbox"/> <b>Conduct Two CALAFCO U Sessions</b> <i>Lead:</i> CALAFCO <i>Progress:</i> Planning underway, session dates pending</p>	<p><input type="checkbox"/> <b>Develop Communication Plan For Distribution of Report and Recommendations</b> <i>Lead:</i> Miller MCG, CV Strat, CALAFCO <i>Note:</i> To disseminate information Association-wide</p> <p><input type="checkbox"/> <b>Distribute Report &amp; Recommendations For Change</b> <i>Lead:</i> Miller MCG &amp; CALAFCO <i>Note:</i> Of comprehensive review, feedback and recommendations to Board &amp; membership</p> <p><input type="checkbox"/> <b>Board Meeting</b> <i>Lead:</i> Miller MCG &amp; CALAFCO <i>Note:</i> To adopt recommended reforms &amp; approve support of recommended bylaws changes on 7/25/25</p> <p><input type="checkbox"/> <b>Membership Engagement/ Input on Recommended Reforms</b> <i>Lead:</i> Miller MCG &amp; CALAFCO <i>Note:</i> For potential adoption of bylaws changes at annual meeting</p>	<p><input type="checkbox"/> <b>Adopt CALAFCO &amp; Board Code of Conduct</b> <i>Lead:</i> Miller MCG &amp; CALAFCO</p> <p><input type="checkbox"/> <b>Adopt Communications Code of Conduct</b> <i>Lead:</i> CV Strategies &amp; CALAFCO</p> <p><input type="checkbox"/> <b>Develop Communications Framework</b> <i>Lead:</i> CV Strategies</p> <p><input type="checkbox"/> <b>Schedule 2026 CALAFCO U Sessions</b> <i>Lead:</i> CALAFCO <i>Note:</i> Should launch with the 2026 annual calendar</p> <p><input type="checkbox"/> <b>Continue Membership Engagement/ Input on Recommended Reforms</b> <i>Lead:</i> Miller MCG &amp; CALAFCO <i>Note:</i> For potential adoption of bylaws changes at annual meeting</p> <p><input type="checkbox"/> <b>Conduct Annual Business Meeting</b> <i>Lead:</i> CALAFCO <i>Note:</i> 10/23/25</p>	<p><input type="checkbox"/> <b>Conduct 2026 CALAFCO U Sessions</b> <i>Lead:</i> CALAFCO</p> <p><input type="checkbox"/> <b>Recruit &amp; Hire Permanent Executive Director</b> <i>Lead:</i> CALAFCO &amp; Miller MCG</p>



**Pamela Miller**  
Owner & Chief Engagement Officer, Miller Consulting  
pmiller@millermcg.com | 916-850-9271 | millermcg.com

Update as of:  
May 29, 2025

An outcome of the Board retreat, March 20-21, 2025

Pending Start     In Progress     Completed

**Item 9 - Correspondence C**



**Placer County Local Agency Formation Commission**  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

May 21, 2025

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*General Counsel*

**STAFF**

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Amanda Ross  
*Acting Assistant  
Executive Officer*

Amy Engle  
*Commission Clerk*

The Honorable Laura Richardson  
California State Senate  
1021 O Street, Suite 7340  
Sacramento, CA 95814

**Subject: SB 777 (Richardson): Abandoned Endowment  
Care Cemeteries: Local Agency Possession and Responsibility  
As Amended 3/26/25 – CONCERNS**

Dear Senator Richardson:

On behalf of the Placer County Local Agency Formation Commission (LAFCO), I am writing to express our concerns regarding SB 777, a measure requiring LAFCOs to direct local agencies to take responsibility for abandoned privately operated cemeteries. This bill would impose significant responsibilities on LAFCOs and fail to provide clear guidance on determining which local agency is best equipped to handle such responsibilities, likely increasing fiscal and liability risks for these agencies.

LAFCOs operate under a broad legal framework known as the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, or the “CKH Act.” This legislation gives LAFCOs the authority to regulate the boundaries and services of local government agencies. LAFCOs are tasked with discouraging urban sprawl, preserving open space and prime agricultural land, promoting the orderly formation and development of local agencies, and ensuring the efficient delivery of government services on behalf of the state.

While we are deeply sympathetic to situations where private cemeteries have been abandoned and are vulnerable to vandalism

**SB 777 (Richardson): Abandoned Endowment Care Cemeteries: Local Agency Possession and Responsibility As Amended 3/26/25 – CONCERNS**

May 21, 2025

and decay, particularly for the families of those interred, local governments, apart from specialized cemetery districts, do not currently provide cemetery services. Directing a LAFCO to assign responsibility for an abandoned private enterprise, especially one for which the designated agency may lack the necessary expertise, is inconsistent with LAFCOs' statutory role and historic practice. LAFCOs do not arbitrarily impose service obligations on local agencies; instead, we engage in a deliberative process that includes publicly noticed hearings, participation from local agencies, and opportunities for public comment. SB 777 does not offer guidance on how a LAFCO should proceed under this statute; instead, it places LAFCOs in a challenging position by requiring assessments without direction on procedures or priorities from the Legislature.

Moreover, we are unaware of any adequate funding mechanism accompanying the transfer of responsibility for managing abandoned cemeteries, making this task even more difficult and less appealing for local agencies. We are concerned that taxpayers will reject assuming new fiscal and liability responsibilities associated with a private enterprise, particularly one that does not serve the public at large.

Furthermore, Placer County LAFCO is conducting a service review study of all six of our public cemetery districts. Last year, several of our cemetery districts expressed financial concerns and requested that Placer LAFCO perform a service review and sphere of influence study to explore potential cost-cutting measures and new revenue opportunities. It is troubling to consider placing additional financial burdens on our local agencies, such as the cemetery districts, that are already facing significant challenges.

For these reasons, the Placer County Local Agency Formation Commission is formally expressing its concerns about SB 777. Please feel free to contact us with any questions about our position.

Sincerely,

*Michelle McIntyre*

Michelle McIntyre, Executive Officer  
**Placer County LAFCO**

cc: The Honorable Anna Caballero, Chair, Senate Appropriations Committee  
Members and Consultants, Senate Appropriations Committee  
Placer County Cemetery Districts  
LAFCO Commissioners

[placer.ca.gov/lafco](http://placer.ca.gov/lafco)

## Item 9 - Correspondence D



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

April 7, 2025

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Youngblood  
*(City)*

### COUNSEL

Michael Walker  
*General Counsel*

### STAFF

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant  
Executive Officer*

Amy Engle  
*Commission Clerk*

Placer County Community Development Resource Agency,  
Environmental Coordination Services,  
3091 County Center Drive, Suite 190,  
Auburn, CA 95603

Subject: **Comments on Notice of Availability of a Recirculated Draft EIR - Mill Creek Single Family Residential (PLN23-00439)(State Clearinghouse No. 2017052042)**

Dear Placer County Community Development Resource Agency,

Thank you for sending Placer LAFCo the Notice of Availability for the *Recirculated Draft Environmental Impact Report for the Mill Creek Single Family Residential Project*. Placer LAFCo appreciates the opportunity to review and comment on the Draft EIR pursuant to the California Environmental Quality Act (Pub. Res. Code § 21000 et seq.: "CEQA") and the State CEQA Guidelines (14 C.C.R. § 15000 et seq.). LAFCo staff has reviewed this document and offers the following comments.

### Mill Creek Single Family Residential Project

The proposed Project site consists of 65.2-acres in the southern area of the County of Placer and southwest of the City of Roseville, within the City of Roseville Sphere of Influence. The Project site is located north of the Sacramento County line, east of Antelope Road, and south of Pfe Road.

The Project proposes a Tentative Map to create a 322-lot residential development with four park lots totaling 5 acres, 2 acres of landscape corridor along Pfe Road and Antelope Road, and 13.9 acres of new public and private roads. The proposed site plan would rezone the existing Dry Creek-West Placer Community Plan from low-density residential and industrial to medium density and high density residential.

### LAFCo Responsibility

LAFCo is an independent, regulatory agency with discretion to approve, wholly, partially or conditionally, or disapprove, changes of

**Comments on Notice of Availability of a Recirculated Draft EIR - Mill Creek Single Family Residential (PLN23-00439)(State Clearinghouse No. 2017052042)**

April 7, 2025

organization or reorganizations. In accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (“CKH Act”), LAFCo is required to consider various factors when evaluating a proposal, including, but not limited to, impacts to agricultural and open space lands, the provision of municipal services and infrastructure to the project site, timely and available supply of water, fair share of regional housing, consistency with regional plans, and other factors. The statutory mission of LAFCo is to discourage urban sprawl and encourage the orderly formation and development of local agencies.

**LAFCo Comments on the Draft EIR**

The proposed project includes annexation of the entire project site to County Service Area 28 for the provision of sewer and fire services. Water services are anticipated to be provided by the Northern Division Sacramento District of CalAm through an agreement with the Placer County Water Agency (PCWA). Infrastructure for the City of Roseville water main is also available on Pfe Road and could connect to the project site. Fire services are anticipated to be provided by Placer County Fire.

Development of the project requires installation of on-site stormwater drainage facilities sized to convey the 10-year storm event and two on-site stormwater quality treatment facilities sized to provide treatment for the residential lots. Solid waste services will be provided to the project site by Recology Auburn Placer under contract with Placer County. The site is within the service area of Sacramento Municipal Utility District (SMUD) for electric service, and Pacific Gas & Electric (PG&E) for natural gas service.

LAFCo notes a number of project dependencies for infrastructure that are required to make the project financially feasible. LAFCo requests that these required infrastructure improvements be included in the mitigation measures for the subsequent section to ensure completion of these improvements prior to any development.

LAFCo offers the following additional comments on the Recirculated Draft EIR:

**Proposed Annexation**

There are references throughout the DEIR to a proposed annexation of the project site to Placer County Service Area 28, Zone 173 for sewer and County Service Area 28, Zone of Benefit 165 fire services. The following information should be included in the Final EIR:

- The Final EIR should discuss the timing of annexation relative to timing of the proposed development plans. LAFCo's organization/reorganization processes will be required after project CEQA and entitlement approvals, and prior to issuance of any grading or improvement permits for the site.
- LAFCo is required to consider various factors when evaluating an annexation, including, but not limited to, impacts to agricultural and open space lands, the provision of municipal services and infrastructure to the project site, timely and available supply of water, fair share of regional housing, consistency with regional plans, and other factors. The factors relating to boundary changes are contained in Government Code (“GC”) §56668. Including an assessment of these factors in the County’s environmental document will facilitate LAFCo’s review and the LAFCo process. Deficiencies in the

**Comments on Notice of Availability of a Recirculated Draft EIR - Mill Creek Single Family Residential (PLN23-00439)(State Clearinghouse No. 2017052042)**

April 7, 2025

environmental document as required by LAFCo may result in the need for additional CEQA compliance work.

- Pursuant to Section 56653 of the CKH Act, an annexation can only be approved if the applicable Municipal Services Review (MSR) and Plan for Services demonstrate that adequate services can be provided to the annexed area. An annexation proposal must include a Plan for Services consistent with the applicable MSR and must demonstrate that the District can provide the required services. The EIR should evaluate whether the project is consistent with the current County Service Area 28 MSR, as well as whether the MSR/SOI plan demonstrates that adequate services can be provided to the project so that LAFCo can make a determination as to whether the MSR will need to be updated. The annexation will also require a Plan for Services consistent with the CKH Act and local LAFCo policies. Please note this requirement in the Final EIR or in the staff report and conditions of approval.

## **2.0 Executive Summary**

### **Section 2.2**

The RDEIR lists two bulleted annexations under the entitlements section and identifies the Placer County Board of Supervisors as the only responsible party, this is inaccurate. Please include reference to the Placer Local Agency Formation Commission as they will ultimately approve the annexation application.

As a Responsible Agency pursuant to the CEQA, LAFCo would like to rely on the County's EIR in consideration of any local agency boundary change required for the project. LAFCo's approvals will be a fundamental part of the entitlements required for this project. LAFCo notes that the Draft EIR finds that impacts to farmlands to be significant and unavoidable, and LAFCo agrees with this conclusion and the proposed mitigation #2 to protect the farmland via an agricultural conservation easement.

## **3.0 Project Description**

### **Section 3.6 Project Components – Public Utilities**

The anticipated water service provider for the project is Cal-Am through Placer County Water Agency (PCWA). However, based on the information supplied in the Utilities and Service Systems Chapter 19, the project is adjacent to existing water infrastructure for the City of Roseville. The project site is within the Sphere of Influence for the City of Roseville and is anticipated to be annexed into the City sometime in the future as development moves outward from the existing city boundary. The County's EIR should include an analysis of the project site connecting to the City of Roseville water supply as the City of Roseville is the logical provider of this service through an out-of-agency service agreement, pursuant to Section 56133 of the CKH Act, until such time as the property will be annexed into the City of Roseville.

### **Section 3.7 Required Public Approvals**

The RDEIR lists two bulleted annexations under the entitlements section and identifies the Placer County Board of Supervisors as the only responsible party, this is inaccurate. Please

**Comments on Notice of Availability of a Recirculated Draft EIR - Mill Creek Single Family Residential (PLN23-00439)(State Clearinghouse No. 2017052042)**

April 7, 2025

include reference to the Placer Local Agency Formation Commission as they will ultimately approve the annexation application.

Thank you for the opportunity to comment on the *Mill Creek Single Family Residential Project Recirculated Draft EIR*. Please contact the LAFCo office if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amanda Ross', followed by a horizontal line extending to the right.

Amanda Ross, Acting Assistant Executive Officer  
**Placer LAFCO**

Cc: City of Roseville, City Manager

**Item 9 - Correspondence E**



**Placer County Local Agency Formation Commission**  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

April 23, 2025

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**COUNSEL**

Michael Walker  
*General Counsel*

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant*  
*Executive Officer*

Amy Engle  
*Commission Clerk*

Placer County Planning Commission

Attn: Clerk of the Board

175 Fulweiler Avenue,  
Auburn, CA 95603

Via email: [planningcommission@placer.ca.gov](mailto:planningcommission@placer.ca.gov)

**Subject: Comments on the Schaffer’s Mill Subdivision –  
Modification to Approved Project (PLN25-00043) Supervisorial  
District 5 (Gustafson)**

Dear Placer County Planning Commissioners,

Placer County Local Agency Formation Commission (LAFCO) submits this letter in response to the modification proposed under Item A: Schaffer’s Mill Subdivision, Modification to Approved Project (PLN25-00043) that will be heard before your Commission on Thursday, April 24, 2025.

The proposed modification before you would change a specific condition already certified under the existing EIR for this project. The existing Condition 2.D of the certified EIR as written currently states:

*D) Provide the Department of Public Works (DPW) with a letter from the appropriate fire protection district describing conditions under which service will be provided to this project. Said letter shall be provided prior to the approval of Improvement Plans, and a fire protection district representative’s signature shall be provided on the plans. (CR) (DPW)*

The applicant for the above referenced project wishes to amend this condition. Staff’s recommendation is to change the language in this condition as follows:

*D) Provide the DPW with a letter from the appropriate fire protection district describing conditions under which service will be provided to this project. Said letter shall be provided prior to the approval of the improvement plans, and either a fire protection district representative’s signature, Placer County Fire’s signature or the California Department of Forestry and Fire Protection (CalFire)’s signature shall be provided on the plans. (CR) (DPW)*

**Comments on the Schaffer's Mill Subdivision – Modification to Approved Project (PLN25-00043)**

**Supervisory District 5 (Gustafson)**

April 23, 2025

**LAFCO Responsibility**

LAFCO is an independent, regulatory agency formed with discretion to approve, wholly, partially or conditionally, or disapprove, changes of organization or reorganizations. In accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH Act"), LAFCO is required to consider various factors when evaluating a proposal, including, but not limited to, impacts to agricultural and open space lands, the provision of municipal services and infrastructure to the project site, timely and available supply of water, fair share of regional housing, consistency with regional plans, and other factors. The statutory mission of LAFCO is to discourage urban sprawl and encourage the orderly formation and development of local agencies.

**LAFCO Comments**

The above referenced project lies entirely within the jurisdictional boundary of the Truckee Fire Protection District of which the Fire Protection District Law (Health & Safety Code §13800, et seq.) is the source of statutory authority. Under Health & Safety Code §13862, the District has the power to:

- (a) provide fire protection services;
- (b) rescue services;
- (c) emergency medical services;
- (d) hazardous material emergency response services;
- (e) ambulance services, pursuant to Division 2.5 (commencing with Section 1797); and
- (f) any other services relating to the protection of lives and property.

Health & Safety Code §13146 (and related sections) mandate that the "chief of any city or county fire department or of any fire protection district" is responsible for enforcing state fire safety laws and regulations in specified occupancies (such as schools, apartments, and other buildings) within their jurisdiction. This includes performing plan checks and inspections to ensure new developments and structures comply with the State Fire Marshal's regulations and the California Fire Code standards. As such, the District is empowered to provide the services of fire code compliance and approval for all development within its boundary. The District currently provides this service.

The Planning Commission is not the regulatory authority with the ability to transfer the services of one special district to another. This power lies solely with the Placer County Local Agency Formation Commission. Under the Placer County LAFCO process, in order for a service to be transferred from one agency to another, a change of organization or reorganization must be filed, either by petition or by the legislative body of that special district as outlined in Government Code § 56824.10.

Additionally, Placer LAFCO expresses concern regarding Placer County's interpretation of Placer County Code Section 15.04.070 (Permits) and the 2022 California Building Code Amendments Section 105.3(a). Section 105.3(a) as written requires approval from either the fire district, or Placer County fire, or the California Department of Forestry and Fire Protection (CalFIRE) for fire code items adopted by State law, county code, or by the fire district when ratified by the board of supervisors prior to the issuance of any building permit. This section appears to cover all potential legislative bodies throughout Placer County with the jurisdictional [placer.ca.gov/lafco](http://placer.ca.gov/lafco)

**Comments on the Schaffer's Mill Subdivision – Modification to Approved Project (PLN25-00043)**

**Supervisory District 5 (Gustafson)**

April 23, 2025

authority to provide said approval. This does not suggest the transfer of approval from one entity to another. As previously outlined above, this transfer of authority requires prior approval by Placer LAFCO through the established processes outlined in Government Code § 56824.10, et al.

Recommendation #2, Finding (a) is not correct. The proposed change is inconsistent with the Placer County General Plan, specifically:

*Public Facilities and Services*

*Policy 4.1.9. The County shall ensure that all proposed developments are reviewed for compliance with fire safety standards by responsible local fire agencies per the Uniform Fire Code and other County and local ordinances.*

The “responsible local fire agencies” clearly identifies the intent, which is for Truckee Fire Protection District, the authority having jurisdiction, to provide all services for this project as empowered under Health & Safety Code §13800, et seq.

Therefore, Placer LAFCO recommends against approval of the proposed modification to Condition 2.D.

Thank you for the opportunity to comment on Item A: Schaffer's Mill Subdivision, Modification to Approved Project (PLN25-00043). Please contact the LAFCO office if you have any questions.

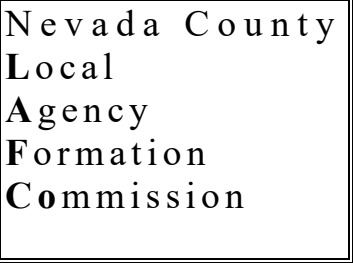
Sincerely,



Amanda Ross, Acting Assistant Executive Officer

**Placer LAFCO**

Cc: Michelle McIntyre, Placer LAFCO Executive Officer  
Kevin McKechnie, Truckee Fire Protection District Fire Chief



**LAFCo**  
**950 Maidu Avenue**  
**P.O. Box 599002**  
**Nevada City, CA 95959-7902**  
Phone: 530-265-7180  
E mail: [lafco@nevadacountyca.gov](mailto:lafco@nevadacountyca.gov)  
<https://www.mynevadacounty.com/907>

Josh Susman, **Chair**  
*Public*

Ricki Heck  
*Districts*

Courtney Henderson  
*Cities*

Sue Hoek  
*County*

Gordon Mangel, **Vice-Chair**  
*Districts*

Gary Petersen  
*Cities*

Lisa Swarouth  
*County*

Hardy Bullock  
*County Alternate*

Hilary Hodge  
*Cities Alternate*

Rich Johansen  
*Districts Alternate*

Erin Minett  
*Public Alternate*

SR Jones  
*Executive Officer*

P. Scott Browne  
*Legal Counsel*

Deborah Gilcrest  
*Clerk/Analyst*

May 5, 2025

Placer County Planning Commission  
175 Fulweiler Avenue  
Auburn, CA 95603  
Via email: [planningcommission@placer.ca.gov](mailto:planningcommission@placer.ca.gov)

**SUBJECT:** Comments on the Schaffer’s Mill Subdivision – Modification to Approved Project Conditions of Approval (PLN25-00043)

Nevada LAFCo submits the following comments on the proposal to modify the conditions of approval for a project within the boundaries and service area of the Truckee Fire Protection District:

1. Nevada LAFCo has reviewed and concurs with the April 23, 2025, comments of Placer LAFCo regarding the modification of Condition 2.D of the previously approved Schaffer’s Mill Vesting Tentative Subdivision Map / Master Plan Conditional Use Permit (PSCP20040186 / PLN19- 00114), to allow for options for Fire Code compliance to align with the requirements of Placer County Code.
2. Nevada LAFCo also submits the following comments:
  - a. Nevada LAFCo is the principal county LAFCo for the Truckee Fire District.
  - b. In November 2024, Nevada LAFCo prepared a Municipal Service Review and Sphere of Influence Update on Fire and Emergency Response Services for several fire protection districts, including the Truckee Fire Protection District. As part of the sphere update process, pursuant to Government Code 56425 (i), Nevada LAFCo established the nature, location, and extent of any functions or classes of services provided by existing districts.
  - c. The services authorized by LAFCo for the Truckee Fire Protection District include fire protection, rescue services, emergency medical services, hazardous material emergency response service, ambulance services and any

other services relating to the protection of lives and property, consistent with Section 13862 of the Health and Safety Code.

- d. The original project conditions of approval from 2004 ensured that the Truckee Fire Protection District, as the fire protection and emergency response service provider with responsibility for responding to the subject territory, would have responsibility and authority to review project compliance.
- e. Designation of an alternate party to review compliance with the conditions of approval dilutes the Truckee Fire Protection District's authority and creates uncertainty, confusion and possible inconsistencies in application of the conditions of approval.
- f. According to our legal counsel, the Placer County Ordinance 105.3 cited by the Planning Staff as authorizing substitution of the Placer Fire Agency as the review authority for development within the Truckee Fire District boundaries is of questionable legal authority for that position. First the language of the Ordinance Section 105.3 merely provides that any of three bodies: "the fire district, Placer County fire or the California Department of Forestry and Fire Protection" can approve issuance of a building permit. Properly this should be interpreted as not creating a new authority to review permits, but simply to acknowledge that review authority lies with whichever of the three agencies has jurisdiction over the project. To interpret 105.3 as authorizing Placer County Fire to supersede the local fire district authority would contravene state law both Health & Safety Code §13146 that expressly grants authority to fire districts to enforce fire safety regulations within their boundaries and the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 which gives LAFCo the exclusive authority to determine the services a district may provide. It is fundamental that a local ordinance cannot supersede state law and the Placer Ordinance can easily be interpreted to avoid such a conflict.

In conclusion, the proposed amendment to the Conditions of Approval for the Schaffer's Mill Project to allow Placer Fire to be the Fire requirement approval authority is contrary to law. It puts the developer in the impossible position of risking violation of lawful Truckee Fire requirements if he follows the Planning Department proposed condition and only seeks approval from Placer Fire.

Respectfully,

SR Jones, Executive Officer  
Nevada LAFCo

cc: Nevada LAFCo Commissioners  
P. Scott Browne, Nevada LAFCo Legal Counsel  
Michelle McIntyre, Placer LAFCo Executive Officer  
Kevin McKechnie, Truckee Fire Protection District Chief



**Placer County Local Agency Formation Commission**  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

May 7, 2025

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*(County)*

Sean Lomen  
*(City)*

Susan Rohan  
*(Public)*

Vacant  
*(Special District)*

**ALTERNATE COMMISSIONERS**

David Bass  
*(City)*

Anthony DeMattei  
*(County)*

Judy Friedman  
*(Special District)*

Cherri Spriggs  
*(Public)*

Stephanie  
Youngblood  
*(City)*

**COUNSEL**

Michael Walker  
*General Counsel*

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant*  
*Executive Officer*

Amy Engle  
*Commission Clerk*

Placer County Planning Commission  
175 Fulweiler Avenue

Auburn CA 95603

Via email: [planningcommission@placer.ca.gov](mailto:planningcommission@placer.ca.gov)

Subject: **Comments on the Shaffer's Mill Subdivision –  
Modification to Approved Project Conditions of Approval (PLN25-  
00043)**

Dear Planning Commission,

The Placer County Local Agency Formation Commission (LAFCO) submits the following comments on the proposal to modify the conditions of approval for a project within the boundaries and service area of the Truckee Fire Protection District.

1. Placer LAFCO has reviewed and concurs with the May 5, 2025, comments of Nevada LAFCO.

2. With respect to Nevada LAFCO's comment under 2f, Placer LAFCO staff adds the following:

Placer LAFCO staff is concerned that if the proposal to modify the conditions of approval for a project within the boundaries of the Truckee Fire Protection District is approved, the County may consider it a precedent in Placer County, justifying Placer County Fire to override the authority of other local fire protection districts in enforcing fire safety regulations within their respective jurisdictional boundaries.

Sincerely,

*Michelle McIntyre*

Michelle McIntyre, Executive Officer  
**Placer LAFCO**

## Item 9 - Correspondence F



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

May 6, 2025

### COMMISSIONERS

Cindy Gustafson  
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(County)

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Vice Chair  
(Special District)

Trinity Burruss  
(City)

Whitney Eklund  
(City)

Shanti Landon  
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### COUNSEL

Michael Walker  
General Counsel

### STAFF

Michelle McIntyre  
Executive Officer

Amanda Ross  
Acting Assistant  
Executive Officer

Amy Engle  
Commission Clerk

Placer County Community Development Resource Agency  
Attn: Meghan Schwartz, Senior CDRA Technician  
3091 County Center Dr, Suite #190  
Auburn, CA 95603

Subject: **Comments on the Notice of Preparation of an Environmental Impact Report for the Proposed Estia Dry Creek and Placer Creek Residential Project**

Dear Ms. Schwartz,

Thank you for sending Placer LAFCO the Notice of Preparation for the *Estia Dry Creek and Placer Creek Residential Project*. Placer LAFCO appreciates the opportunity to provide meaningful comments regarding the scope and content of the EIR in accordance with CEQA Guidelines Section 15082. LAFCO staff has reviewed the supplied documents and offers the following comments.

### Estia Dry Creek and Placer Creek Residential Project

As detailed in the Notice of Preparation, the project proposes the development of two separate residential communities over the course of four phases on two parcels (APN 023-221-076 and 023-221-074). The project site consists of approximately 92.2 gross (87.6 net) acres located south of Baseline Road, immediately east of the abandoned old Walerga Road right-of-way, west of the Fiddymont Road/Baseline Road/Walerga Road intersection and the western portion of Sun Valley Oaks residential subdivision, and north of the Morgan Creek residential subdivision in the Dry Creek-West Placer Community Plan Area (DCWPCP) of unincorporated Placer County. Walerga Road, which curves from the northeast to the southwest, separates the northern 52.3-acre portion of the project site, identified by Assessor's Parcel Number (APN) 023-221-076, and the southern 35.3-acre portion of the project site, identified by APN 023-221-074.

The Project proposes the development of Estia Dry Creek (Phase 1) of 220 single-story multi-family units consisting of 80 one-bedroom units and 140 two-bedroom units, ranging from approximately 700 square feet (sf) to 1,100sf. A 3,537-sf community center building would also be developed in the center of the Estia Dry Creek site, and an outdoor

**Comments on the Notice of Preparation of an Environmental Impact Report for the Proposed Estia Dry Creek and Placer Creek Residential Project**

May 6, 2025

pool with patios and grill areas would be located adjacent to the community center.

The Placer Creek Residential (Phases 2, 3, and 4) development would include 212 single-family residential lots with a minimum lot size of 6,000 sf. Phase 2 would include the development of 110 single-family lots, and a centrally located 2.2-acre public neighborhood park with associated amenities. Phase 3 would include the development of 55 single-family lots and potential recreational amenities. Phase 4 would include the development of 47 single-family lots and the western extension of Vineyard Road, which would provide site access, along with trails and the seven-acre oak woodlands area along the Dry Creek tributary, referred to as “Placer Creek” riparian corridor, which would be preserved as open space. The Placer Creek riparian corridor would separate the Phase 3 and 4 developments.

The proposed project is anticipated to require County approval of a General Plan/DCWPCP Map Amendment, Rezone, Vesting Large Lot Tentative Subdivision Map, Vesting Phased Small Lot Tentative Subdivision Map, Design Review, and two service area annexations. The project will also request a General Plan/Riolo Vineyards Specific Plan (RVSP) Amendment and Rezone for the proposed affordable housing parcel located off-site.

**LAFCO Responsibility**

LAFCO is an independent, regulatory agency with discretion to approve, wholly, partially or conditionally, or disapprove, changes of organization or reorganizations. In accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (“CKH Act”), LAFCO is required to consider various factors when evaluating a proposal, including, but not limited to, impacts to agricultural and open space lands, the provision of municipal services and infrastructure to the project site, timely and available supply of water, fair share of regional housing, consistency with regional plans, and other factors. The statutory mission of LAFCO is to discourage urban sprawl and encourage the orderly formation and development of local agencies.

**LAFCO Comments**

The following sections detail Placer LAFCO’s comments to the NOP for the above referenced project.

**Proposed Annexation**

There are references throughout the NOP that propose annexation of the project site to Placer County Service Area 28, Zone 173 for sanitary sewer services; Placer County Service Area 28, Zone 169 for ongoing maintenance of public parks, trails and open space recreation within the Dry Creek community; and annexation into the Dry Creek Fire Zone of Benefit (County Service Area 28, Zone of Benefit 165) for the provision of fire protection services.

As mentioned above, LAFCO’s statutory mission is to encourage the orderly formation and development of local agencies. Because the project is located adjacent to the City of Roseville and within the existing City of Roseville Sphere of Influence, the CEQA analysis should consider the potential annexation by the City, as it may be the more logical service provider.

**Comments on the Notice of Preparation of an Environmental Impact Report for the Proposed Estia Dry Creek and Placer Creek Residential Project**

May 6, 2025

**Additional Analysis to Satisfy Placer LAFCO Requirements**

LAFCO's approvals for the annexation of the project into the adjacent special districts or the City of Roseville would be a fundamental part of the entitlements required for this project. In order to approve the annexation of the project into any special districts or the City, LAFCO must consider specific factors in reviewing such proposals as outlined in Government Code §56668. As such, LAFCO provides the following comments on the project proposal to be considered for inclusion in the project analysis. In addition, because LAFCO would rely on the project's Draft EIR in its own approvals to comply with CEQA, LAFCO requests that the following be addressed in the Draft EIR produced for this project. Deficiencies in the environmental document as required by LAFCO may result in the need for additional CEQA compliance work or disapproval of project proposals.

1. Project Description

- Please ensure that Placer LAFCO is listed as an agency whose approval is required for any annexations of any special districts or to the City of Roseville.
- Please identify maintenance entities for all utilities and public services, including landscaping, lighting, sound walls, roads, public water, storm water drainage, maintenance in and out of public right-of-way, and sewer infrastructure.
- Please include a description of the timing of annexations in relation to the proposed development entitlements and construction schedule. Typically, LAFCO's organization and reorganization processes are required after project approvals and before map recordation. In the case of a tentative map, all approvals should happen prior to the recording of the map.
- Please include a statement that acknowledges the project site is located adjacent to the City of Roseville's city boundaries to the north and within the City of Roseville's existing Sphere of Influence.

2. Agricultural Resources

LAFCo Review Factor: *The effect of the proposal on maintaining the physical and economic integrity of agricultural lands.* (Government Code §56668.e)

The project analysis should include an evaluation of this factor for LAFCO's consideration, as Placer LAFCO will consider this factor in any reorganization proposals. In addition to the definition of Prime Agricultural Land used by the Department of Conservation's Farmland Mapping and Monitoring Program, the Draft EIR should evaluate the project site to determine whether it meets the LAFCo definition of "prime agricultural land" under Government Code Section 56064, indicate whether implementation of the project would result in a loss of such land, and provide mitigation to reduce the impact if necessary. LAFCO will use this information and the findings of the EIR to inform its decisions about any annexation process.

**Comments on the Notice of Preparation of an Environmental Impact Report for the Proposed Estia Dry Creek and Placer Creek Residential Project**

May 6, 2025

3. Hazards and Hazardous Materials

LAFCo Review Factor: *Information contained in a local hazard mitigation plan, information contained in a safety element of a general plan, and any maps that identify land as a very high fire hazard zone pursuant to Section 51178 or maps that identify land determined to be in a state responsibility area pursuant to Section 4102 of the Public Resources Code, if it is determined that such information is relevant to the area that is the subject of the proposal.* (Government Code §56668.q)

The Draft EIR should include an analysis of potential safety impacts resulting from the project to ensure LAFCO can make appropriate determinations on the project.

4. Hydrology and Water Quality

LAFCo Review Factor: *Timely availability of water supplies adequate for projected needs including, but not limited to, the projected needs as specified in Section 65352.5.* (Government Code §56668.l)

The Draft EIR should include an analysis of potential water supply impacts resulting from the project to ensure LAFCO can make appropriate determinations on the project.

5. Land Use and Planning

LAFCo Review Factors:

*The effect of the proposed action and of alternative actions, on adjacent areas, on mutual social and economic interests, and on the local governmental structure of the county.* (Government Code §56668.c)

*The definiteness and certainty of the boundaries of the territory, the nonconformance of proposed boundaries with lines of assessment or ownership, the creation of island or corridors of unincorporated territory, and other similar matters affecting the proposed boundaries.* (Government Code §56668.f)

Please provide an exhibit in the Draft EIR that shows the proposed areas of annexation, City of Roseville boundaries, the City's sphere of influence, and public and private infrastructure and maintenance entities, with all layers on one map for ease of reference.

*The conformity of both the proposal and its anticipated effects with both the adopted commission policies on providing planned, orderly, efficient patterns of urban development, and the policies and priorities set forth in Section 56377.* (Government Code §56668.d)

Government Code §56377 states:

(a) *Development or use of land for other than open-space uses shall be guided away from existing prime agricultural lands in open-space use toward areas containing nonprime agricultural lands, unless that action would not promote the planned, orderly, efficient development of an area.*

(b) *Development of existing vacant or nonprime agricultural lands for urban uses within the existing jurisdiction of a local agency or within the sphere of influence of a local agency*

**Comments on the Notice of Preparation of an Environmental Impact Report for the Proposed Estia Dry Creek and Placer Creek Residential Project**

May 6, 2025

*should be encouraged before any proposal is approved which would allow for or lead to the development of existing open-space lands for non-open-space uses which are outside of the existing jurisdiction of the local agency or outside of the existing sphere of influence of the local agency.*

The Draft EIR should include an analysis of potential agricultural impacts, if any, resulting from the project to ensure LAFCO can make appropriate determinations on the project.

*Consistency with city or county general and specific plans.* (Government Code §56668.h)

Since the City of Roseville may be the more logical service provider, the EIR should also analyze its consistency with Roseville's General Plan.

6. Population and Housing

LAFCo Review Factors:

*Population and population density; land area and land use; assessed valuation; topography, natural boundaries, drainage basins; proximity to other populated areas; and the likelihood of significant growth in the area, and in adjacent incorporated and unincorporated areas, during the next 10 years.* (Government Code §56668.a)

Given that the project's proposal to convert two parcels to a higher intensity use will increase the population and require more intensive public services, this project will require the evaluation of the factors listed in this item, including but not limited to population and growth inducement in adjoining areas. Please include this information in the project analysis.

*The extent to which the proposal will assist the receiving entity in achieving its fair share of the regional housing needs as determined by the appropriate council of governments.*  
(Government Code §56668.m)

The project applicant proposes to satisfy the project's affordable housing requirements by transferring in fee title to the County an off-site vacant parcel under Homes by Towne ownership, within the Riolo Vineyards Specific Plan (RSVP). The project applicant is seeking to rezone the affordable housing parcel to the newly established zone of Residential Multifamily 30 (RM30), which can result in a maximum development potential of 120 affordable income-restricted units. Because the City of Roseville may be the more logical service provider, please provide analysis relative to the City of Roseville's General Plan affordable housing policies and requirements. LAFCO will consider the project's assistance with regional fair share housing needs as determined by SACOG.

7. Public Services/Utilities and Service Systems (and Growth Inducing Impacts)

LAFCO Review Factors:

*Need for organized community services; the present cost and adequacy of governmental services and controls in the area; probable future needs for those services and controls; probable effect of the proposed incorporation, formation, annexation, or exclusion and of*

**Comments on the Notice of Preparation of an Environmental Impact Report for the Proposed Estia Dry Creek and Placer Creek Residential Project**

May 6, 2025

*alternative courses of action on the cost and adequacy of services and controls in the area and in adjacent areas. (Government Code §56668.b.1)*

*The ability of newly formed or receiving entity to provide the services which are the subject of the application to the area, including the sufficiency of revenues for such services following the proposed boundary change. (Government Code §56668.k)*

Pursuant to Government Code §56653, an annexation can only be approved if the applicable MSRs and Plans for Services demonstrate that adequate services can be provided to the annexed area. An annexation proposal must therefore include a Plan for Services consistent with the applicable MSR and must demonstrate that the service provider can provide the required services, including sufficiency of revenues for such services and any associated costs

8. Transportation and Circulation

LAFCo Review Factors:

*The effect of the proposed action and of alternative actions, on adjacent areas, on mutual social and economic interests, and on the local governmental structure of the county. (Government Code §56668.c)*

*A regional transportation plan adopted pursuant to Section 65080. (Government Code §56668.g)*

Please include trip distribution in the transportation analysis to determine the impact to nearby County and City roads, maintenance responsibility, and the need for annexation. Please also include an evaluation of the project's consistency with the Sacramento Council of Governments Regional Transportation Plan/Sustainable Communities Strategy.

Thank you for the opportunity to comment on Notice of Preparation for the *Estia Dry Creek and Placer Creek Residential Project*. Please contact the LAFCO office if you have any questions.

Sincerely,



Amanda Ross, Acting Assistant Executive Officer  
**Placer LAFCO**

**Item 9 - Correspondence G**



**Placer County Local Agency Formation Commission**  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

June 4, 2025

**COMMISSIONERS**

Cindy Gustafson  
*Chair  
(County)*

Joshua Alpine  
*Vice Chair  
(Special District)*

Trinity Burruss  
*(City)*

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Stephanie  
Youngblood  
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**COUNSEL**

Michael Walker  
*General Counsel*

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant  
Executive Officer*

Amy Engle  
*Commission Clerk*

Placer County Community Development Resource Agency |  
Environmental Coordination Services  
Attn: Claudia Garcia, Associate Technician  
3091 County Center Dr, Suite #120  
Auburn, CA 95603

**Subject: Comments on the Initial Project Application for the Placer One Phase 2A East (PLN25-00114), 1st Submittal**

Dear Ms. Garcia,

Thank you for sending Placer County Local Agency Formation Commission (LAFCo) the early consultation notice for the *Placer One Phase 2A East (PLN25-00114), 1st Submittal Initial Project Application*. Placer LAFCo appreciates the opportunity to review and comment on this early phase of the project pursuant to the California Environmental Quality Act (Section 15063(g)). LAFCO staff has reviewed the supplied documents and offers the following comments.

**Placer One Phase 2A East**

The proposed Initial Project Application consists of three parcels totaling 64.25 acres located on undeveloped land north of Catalyst Road and west of Fiddymont Road in Phase 2 of the Placer One portion of the Placer Ranch Specific Plan (PRSP) (APNs: 017-500-014, 017-500-096, and 017-020-039).

The Project proposes a vesting phased small lot tentative map consisting of 359 lots, 347 residential lots, 11 landscape lots, and one open space-paseo lot. The PRSP allocates 351 low-density residential (LDR) and medium density residential (MDR) lots to the parcels that comprise the Phase 2A East area. The Project includes 347 lots for single family residential units in three villages (Villages 14, 33, and 34). There are 17 more LDR lots and 21 fewer MDR lots proposed for the Project than allocated in the PRSP. The Applicant is requesting an Administrative Residential Unit Transfer to transfer the 17 LDR lots from other large lot parcels in the project area and 21 MDR units to future phases of the PRSP.

**Comments on the Initial Project Application for the Placer One Phase 2A East (PLN25-00114), 1st Submittal**

June 4, 2025

Within the PRSP, County Service Areas (CSA) are identified for maintenance and funding for the following services: 1) Roads/landscape, 2) Landscape Corridors, 3) Storm Drain Infrastructure, 4) Sewer Infrastructure, 5) Recycled Water Infrastructure, 6) Parks and Paseos, 7) Class I Trails and Class II Corridor Trails, and 8) Open Space Amenities.

The PRSP EIR calls out CSA 28, Zone 2A3 as the provider of wastewater collection and conveyance along with South Placer Wastewater Authority. Placer County is also listed as a service provider for recycled water and stormwater drainage though no CSA is provided for in the PRSP EIR.

**LAFCo Responsibility**

LAFCo is an independent, regulatory agency with discretion to approve, wholly, partially or conditionally, or disapprove, changes of organization or reorganizations. In accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (“CKH Act”), LAFCo is required to consider various factors when evaluating a proposal, including, but not limited to, impacts to agricultural and open space lands, the provision of municipal services and infrastructure to the project site, timely and available supply of water, fair share of regional housing, consistency with regional plans, and other factors. The statutory mission of LAFCo is to discourage urban sprawl and encourage the orderly formation and development of local agencies.

**LAFCo Comments**

LAFCo’s approvals for the formation or reorganization of any special districts or annexation of the project into the adjacent special districts would be a fundamental part of the entitlements required for this project. In order to approve the annexation of the project into any special districts or county service areas, LAFCo must consider specific factors in reviewing such proposals as outlined in § 56668 of the Government Code. As such, LAFCo provides the following comments on the project proposal to be considered for inclusion in the project analysis. In addition, because LAFCo would rely on the projects Draft EIR in its own approvals to comply with CEQA, LAFCo requests that the following be addressed in the Draft EIR produced for this project.

1. Project Description

- Please ensure that LAFCo is listed as an agency whose approval is required for any annexations, detachments, formations, and reorganizations of any special districts.
- Please identify maintenance entities for all utilities and public services, including landscaping, lighting, sound walls, roads, public water, storm water drainage and maintenance in and out of public right of way, and sewer infrastructure.
- Please include a description of the timing of annexations relative to the timing of the proposed development entitlements and construction. Typically, LAFCOs organization/reorganization processes are required after project approvals and prior to map recordation. In the case of tentative map, all approvals should occur prior to recordation of the map.

2. Agricultural Resources

[placer.ca.gov/lafco](http://placer.ca.gov/lafco)

**Comments on the Initial Project Application for the Placer One Phase 2A East (PLN25-00114), 1st Submittal**

June 4, 2025

LAFCo Review Factor: *The effect of the proposal on maintaining the physical and economic integrity of agricultural lands.* (CKH Act § 56668.e)

The project analysis should include an evaluation of this factor for LAFCo's consideration as this factor will be considered by Placer LAFCo in any reorganization proposals. In addition to the definition of Prime Agricultural Land used by the Department of Conservation's Farmland Mapping and Monitoring Program, the Draft EIR should evaluate the project site to determine whether it meets the LAFCo definition of "prime agricultural land" under Government Code Section 56064, indicate whether implementation of the project would result in a loss of such land, and provide mitigation to reduce the impact if necessary. LAFCo will use this information and the findings of the EIR to inform its decisions about any annexation process.

3. Hazards and Hazardous Materials

LAFCo Review Factor: *Information contained in a local hazard mitigation plan, information contained in a safety element of a general plan, and any maps that identify land as a very high fire hazard zone pursuant to § 51178 or maps that identify land determined to be in a state responsibility area pursuant to § 4102 of the Public Resources Code, if it is determined that such information is relevant to the area that is the subject of the proposal.* (CKH Act § 56668.q)

The Draft EIR should include an analysis of potential safety impacts resulting from the project to ensure LAFCo can make appropriate determinations on the project.

4. Hydrology and Water Quality

LAFCo Review Factor: *Timely availability of water supplies adequate for projected needs including, but not limited to, the projected needs as specified in Section 65352.5.* (CKH Act § 56668.l)

The Draft EIR should include an analysis of potential water supply impacts resulting from the project to ensure LAFCo can make appropriate determinations on the project.

5. Land Use and Planning

LAFCo Review Factors:

*The effect of the proposed action and of alternative actions, on adjacent areas, on mutual social and economic interests, and on the local governmental structure of the county.* (CKH Act § 56668.c)

*The definiteness and certainty of the boundaries of the territory, the nonconformance of proposed boundaries with lines of assessment or ownership, the creation of island or corridors of unincorporated territory, and other similar matters affecting the proposed boundaries.* (CKH Act § 56668.f)

Please provide an exhibit in the Draft EIR that shows the proposed areas of annexation, county service area boundaries, special district boundaries, spheres of influence, and public and private infrastructure and maintenance entities, with all layers on one map for ease of reference.

**Comments on the Initial Project Application for the Placer One Phase 2A East (PLN25-00114), 1st Submittal**

June 4, 2025

*The conformity of both the proposal and its anticipated effects with both the adopted commission policies on providing planned, orderly, efficient patterns of urban development, and the policies and priorities set forth in Section 56377. (CKH Act § 56668.d)*

Government Code § 56377 states:

- (a) *Development or use of land for other than open-space uses shall be guided away from existing prime agricultural lands in open-space use toward areas containing nonprime agricultural lands, unless that action would not promote the planned, orderly, efficient development of an area.*
- (b) *Development of existing vacant or nonprime agricultural lands for urban uses within the existing jurisdiction of a local agency or within the sphere of influence of a local agency should be encouraged before any proposal is approved which would allow for or lead to the development of existing open-space lands for non-open-space uses which are outside of the existing jurisdiction of the local agency or outside of the existing sphere of influence of the local agency.*

The Draft EIR should include an analysis of potential agricultural impacts, if any, resulting from the project to ensure LAFCO can make appropriate determinations on the project.

LAFCo Review Factor: *Consistency with city or county general and specific plans. (CKH Act § 56668.h)*

LAFCo will consider the project's consistency with the County's General Plan and Placer Ranch Specific Plan when processing any application for reorganization. Please include an analysis of the project's consistency with the County's General Plan and Placer Ranch Specific Plan in the Land Use chapter of the Draft EIR.

In addition, LAFCo requests that General Plan and Zoning map amendment diagrams include the larger context of General Plan and Zoning designations for informational purposes.

6. Population and Housing

LAFCo Review Factors:

*Population and population density; land area and land use; assessed valuation; topography, natural boundaries, drainage basins; proximity to other populated areas; and the likelihood of significant growth in the area, and in adjacent incorporated and unincorporated areas, during the next 10 years. (CKH Act § 56668.a)*

Given that the Project's proposal to convert three parcels to higher intensity uses will increase the population and require more intensive public services, this Project will require the evaluation of the factors listed in this item, including but not limited to population and growth inducement in adjoining areas. Please include this information in the project analysis.

**Comments on the Initial Project Application for the Placer One Phase 2A East (PLN25-00114), 1st Submittal**

June 4, 2025

*The extent to which the proposal will assist the receiving entity in achieving its fair share of the regional housing needs as determined by the appropriate council of governments. (CKH Act Section 56668.m)*

LAFCo will consider the project's assistance with regional fair share housing needs as determined by SACOG. Please include this information in the project analysis.

7. Public Services/Utilities and Service Systems (and Growth Inducing Impacts)

LAFCo Review Factors:

*Need for organized community services; the present cost and adequacy of governmental services and controls in the area; probable future needs for those services and controls; probable effect of the proposed incorporation, formation, annexation, or exclusion and of alternative courses of action on the cost and adequacy of services and controls in the area and in adjacent areas. (CKH Act § 56668.b.1)*

*The ability of newly formed or receiving entity to provide the services which are the subject of the application to the area, including the sufficiency of revenues for such services following the proposed boundary change. (CKH Act § 56668.k)*

As it is not clear in the PRSP and PRSP EIR, please provide a detailed account of each entity that will be providing services for the project, what those services will be, and if a new entity will be formed to provide those services.

The project could require the update of existing Municipal Service Reviews (MSRs) and Spheres of Influence (SOIs) for the Placer County Service Area 28 (if any portion of the project will be annexed), and any other County Service Area MSR/SOIs affected by the Project. Pursuant to § 56653 of the CKH Act, an annexation can only be approved if the applicable MSRs and Plans for Services demonstrate that adequate services can be provided to the annexed area. An annexation proposal must therefore include a Plan for Services consistent with the applicable MSR and must demonstrate that the service provider can provide the required services including sufficiency of revenues for such services and any associated costs.

8. Transportation and Circulation

LAFCo Review Factors:

*The effect of the proposed action and of alternative actions, on adjacent areas, on mutual social and economic interests, and on the local governmental structure of the county. (CKH Act § 56668.c)*

*A regional transportation plan adopted pursuant to Section 65080. (CKH Act § 56668.g)*

Please include trip distribution in the transportation analysis to determine the impact to nearby County roads, maintenance responsibility, and the need for any annexation. Please also include an evaluation of the project's consistency with the Sacramento Council of Governments Regional Transportation Plan/Sustainable Communities Strategy.

**Comments on the Initial Project Application for the Placer One Phase 2A East (PLN25-00114), 1st Submittal**

June 4, 2025

In addition to those factors listed above, LAFCo must review the sphere of influence of any local agency that may be applicable to the proposal being reviewed (CKH Act § 56668.i). As there is not a municipal service review or sphere of influence update completed for Placer County Service Area 28, an MSR and SOI Update would be required to be completed before any application for annexation of the project parcel into the CSA can be processed.

Additionally, Placer County must apply for the activation of services to be provided by CSA 28 as required by CKH Act § 56824.10, et al. as there are a number of services listed in the PRSP that the County is anticipated to provide. The Placer LAFCO Commission has the sole authority to review and approve with or without amendments, wholly, partially, or conditionally, or disapprove proposals for the establishment of new or different functions or class of services, or the divestiture of the power to provide particular functions or class of services, within all or part of the jurisdictional boundaries of a special district, after a public hearing called and held for that purpose (CKH Act § 56824.14)

Thank you for the opportunity to comment on the Initial Project Application for the *Placer One Phase 2A East (PLN25-00114), 1st Submittal*. Please contact the LAFCo office if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amanda Ross', followed by a horizontal line extending to the right.

Amanda Ross, Acting Assistant Executive Officer  
**Placer LAFCO**

## Item 9 - Correspondence H



Placer County Local Agency Formation Commission  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

April 18, 2025

### COMMISSIONERS

Cindy Gustafson  
*Chair*  
*(County)*

Joshua Alpine  
*Vice Chair*  
*(Special District)*

Trinity Burruss  
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### COUNSEL

Michael Walker  
*General Counsel*

### STAFF

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*Executive Officer*

Amanda Ross  
*Acting Assistant*  
*Executive Officer*

Amy Engle  
*Commission Clerk*

Placer County Community Development Resource Agency  
Attn: Meghan Schwartz, Senior CDRA Technician  
3091 County Center Dr, Suite #190  
Auburn, CA 95603

Subject: **Comments on the Initial Project Application for the Granite Rock Estates GPA/Rezone, 1st Submittal (PLN25-00084)**

Dear Ms. Schwartz,

Thank you for sending Placer LAFCo the early consultation notice for the *Granite Rock Estates GPA/Rezone (PLN25-00084) Initial Project Application*. Placer LAFCo appreciates the opportunity to review and comment on this early phase of the project pursuant to the California Environmental Quality Act (Section 15063(g)). LAFCo staff has reviewed the supplied documents and offers the following comments.

### Granite Rock Estates GPA/Rezone Project

The proposed Initial Project Application consists of a 37-acre parcel located on undeveloped land on the west side of Auburn-Folsom Road approximately one-quarter mile south of Cavitt Stallman Road in the Granite Bay area (APN: 035-120-027).

The Project proposes a General Plan Amendment to change the land use of the property in the Granite Bay Community Plan from Rural Estate 4.6-20 acres minimum to Rural Low Density Residential 0.9-2.3 acres minimum. This would require a rezone of the proposed project site from Residential Agriculture (RA-B-X 4.6 acres minimum) to Residential – Single Family, combining Agriculture, minimum Building Site of 1 acre and Open Space. The rezone and community plan amendment would allow a 16-unit development with lot size of 1 acre minimum on the project site. The two lots proposed for open space zoning would consist of one 6.69 acre lot (lot 18) and a 8.87 acre lot (lot 17) both with a buildable area to be zoned Residential Agricultural minimum lot area 40,000 square feet shown in the tentative subdivision map. Both proposed open space lots contain significant wetland resources that will require avoidance and minimization and an existing farm operation with roadside stand. Historically the property has been utilized for farming for over 75 years and has four acres devoted to growing strawberries.

**Comments on the Initial Project Application for the Granite Rock Estates GPA/Rezone, 1st Submittal (PLN25-00084)**

April 18, 2025

The proposed project is anticipated to be served by Placer County Water Agency for treated water, and by Placer County Sewer Maintenance District 2 for sewage disposal. On-site dry utilities would be constructed underground and connections would be provided to each lot. The project would be connected to public sewer by extension of an eight-inch gravity sewer line from the project site to the point of connection in Shelborne Drive approximately 350 feet south of the project boundary. The project would construct onsite and offsite sewer improvements to the satisfaction of the Sewer District. All proposed parcels shall be provided with a public sewer service to the property line. Treated water service would be provided by PCWA. The project will be responsible for installing an eight-inch water line connection extending approximately 1,000 feet north along the west side of Auburn-Folsom Road.

**LAFCo Responsibility**

LAFCo is an independent, regulatory agency with discretion to approve, wholly, partially or conditionally, or disapprove, changes of organization or reorganizations. In accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (“CKH Act”), LAFCo is required to consider various factors when evaluating a proposal, including, but not limited to, impacts to agricultural and open space lands, the provision of municipal services and infrastructure to the project site, timely and available supply of water, fair share of regional housing, consistency with regional plans, and other factors. The statutory mission of LAFCo is to discourage urban sprawl and encourage the orderly formation and development of local agencies.

**LAFCo Comments**

LAFCo’s approvals for the formation or reorganization of any special districts or annexation of the project into the adjacent special districts would be a fundamental part of the entitlements required for this project. In order to approve the annexation of the project into any special districts, LAFCo must consider specific factors in reviewing such proposals as outlined in Section 56668 of the Government Code. As such, LAFCo provides the following comments on the project proposal to be considered for inclusion in the project analysis. In addition, because LAFCo would rely on the projects Draft EIR in its own approvals to comply with CEQA, LAFCo requests that the following be addressed in the Draft EIR produced for this project.

1. Project Description

- Please ensure that LAFCo is listed as an agency whose approval is required for any annexations, detachments, formations, and reorganizations of any special districts.
- Please identify maintenance entities for all utilities and public services, including landscaping, lighting, sound walls, roads, public water, storm water drainage and maintenance in and out of public right of way, and sewer infrastructure.
- Please include a description of the timing of annexations relative to the timing of the proposed development entitlements and construction. Typically, LAFCOs organization/reorganization processes are required after project approvals and prior to map recordation. In the case of tentative map, all approvals should occur prior to recordation of the map.

**Comments on the Initial Project Application for the Granite Rock Estates GPA/Rezone, 1st Submittal (PLN25-00084)**

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2. Agricultural Resources

LAFCo Review Factor: *The effect of the proposal on maintaining the physical and economic integrity of agricultural lands.* (CKH Act § 56668.e)

According to the Project Description, the Project Area is currently developed with active agricultural uses, which include roadside sale of strawberries. While the project proposal maintains some agricultural uses through a small buildable area in the two open space lots, it does not maintain the physical and economic integrity of agricultural lands in terms of both direct conversion of important farmlands and potentially indirect growth-inducing impacts on nearby agricultural lands. The project analysis should include an evaluation of this factor for LAFCo's consideration as this factor will be considered by Placer LAFCo in any reorganization proposals. Since the entire project is under a Williamson Act contract, the impact to agricultural resources could be significant and unavoidable even with implementation of any Right-to-Farm ordinances or deed restrictions and agricultural conversion fees. The potentially indirect growth inducing impacts is also an important consideration as the lot immediately adjacent to the proposed project is also under Williamson Act contract.

In addition to the definition of Prime Agricultural Land used by the Department of Conservation's Farmland Mapping and Monitoring Program, the Draft EIR should evaluate the project site to determine whether it meets the LAFCo definition of "prime agricultural land" under Government Code Section 56064, indicate whether implementation of the project would result in a loss of such land, and provide mitigation to reduce the impact if necessary. LAFCo will use this information and the findings of the EIR to inform its decisions about any annexation process.

3. Hazards and Hazardous Materials

LAFCo Review Factor: *Information contained in a local hazard mitigation plan, information contained in a safety element of a general plan, and any maps that identify land as a very high fire hazard zone pursuant to Section 51178 or maps that identify land determined to be in a state responsibility area pursuant to Section 4102 of the Public Resources Code, if it is determined that such information is relevant to the area that is the subject of the proposal.* (CKH Act Section 56668.q)

The Draft EIR should include an analysis of potential safety impacts resulting from the project to ensure LAFCo can make appropriate determinations on the project.

4. Hydrology and Water Quality

LAFCo Review Factor: *Timely availability of water supplies adequate for projected needs including, but not limited to, the projected needs as specified in Section 65352.5.* (CKH Act § 56668.l)

The Draft EIR should include an analysis of potential water supply impacts resulting from the project to ensure LAFCo can make appropriate determinations on the project.

**Comments on the Initial Project Application for the Granite Rock Estates GPA/Rezone, 1st Submittal (PLN25-00084)**

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5. Land Use and Planning

LAFCo Review Factors:

*The effect of the proposed action and of alternative actions, on adjacent areas, on mutual social and economic interests, and on the local governmental structure of the county. (CKH Act § 56668.c)*

*The definiteness and certainty of the boundaries of the territory, the nonconformance of proposed boundaries with lines of assessment or ownership, the creation of island or corridors of unincorporated territory, and other similar matters affecting the proposed boundaries. (CKH Act Section 56668.f)*

Please provide an exhibit in the Draft EIR that shows the proposed areas of annexation, special district boundaries, spheres of influence, and public and private infrastructure and maintenance entities, with all layers on one map for ease of reference.

Per review of surrounding special district boundaries adjacent to the project, annexation of the project site into Placer County Sewer Maintenance District 2 for sewer services would create an island for the adjacent parcel at the northeast corner of the project parcel (APN 035-120-007). This parcel should be included in the proposed annexation to Placer County Sewer Maintenance District 2 in order to avoid the creation of an island.

*The conformity of both the proposal and its anticipated effects with both the adopted commission policies on providing planned, orderly, efficient patterns of urban development, and the policies and priorities set forth in Section 56377. (CKH Act Section 56668.d)*

Government Code Section 56377 states:

- (a) *Development or use of land for other than open-space uses shall be guided away from existing prime agricultural lands in open-space use toward areas containing nonprime agricultural lands, unless that action would not promote the planned, orderly, efficient development of an area.*
- (b) *Development of existing vacant or nonprime agricultural lands for urban uses within the existing jurisdiction of a local agency or within the sphere of influence of a local agency should be encouraged before any proposal is approved which would allow for or lead to the development of existing open-space lands for non-open-space uses which are outside of the existing jurisdiction of the local agency or outside of the existing sphere of influence of the local agency.*

Placer LAFCO Policy II(3) states “Generally annexation of farmlands shall not be permitted when significant areas of non-productive farmland are already available. Development of vacant land within a city or district should be developed prior to fringe areas.” The project parcel is currently under a Williamson Act contract according to the Placer County GIS land use mapping tool and is adjacent to another Williamson Act contract parcel. The Draft EIR should include an analysis of alternative sites available that will not impact existing farmland operations.

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LAFCo Review Factor: *Consistency with city or county general and specific plans.* (CKH Act Section 56668.h)

The Project is currently consistent with the County General Plan land use designation of Rural Residential with a 1 to 10 acres Minimum Lot Area Development Standard, but would be inconsistent with the Granite Bay Community Plan. Though the project is bounded by higher intensity residential development to the south, it is surrounded on the north, west, and portions of the east side with Rural Estate 4.6-20 acres minimum. LAFCo will consider the project's consistency with the County's General Plan and Granite Bay Community Plan when processing any application for reorganization. Please include an analysis of the project's consistency with the County's General Plan and Granite Bay Community Plan in the Land Use chapter of the Draft EIR.

In addition, LAFCo requests that General Plan and Zoning map amendment diagrams include the larger context of General Plan and Zoning designations for informational purposes.

6. Population and Housing

LAFCo Review Factors:

*Population and population density; land area and land use; assessed valuation; topography, natural boundaries, drainage basins; proximity to other populated areas; and the likelihood of significant growth in the area, and in adjacent incorporated and unincorporated areas, during the next 10 years.* (CKH Act § 56668.a)

Given that the Project's proposal to convert a single parcel to a higher intensity use will increase the population and require more intensive public services, this Project will require the evaluation of the factors listed in this item, including but not limited to population and growth inducement in adjoining areas. Please include this information in the project analysis.

*The extent to which the proposal will assist the receiving entity in achieving its fair share of the regional housing needs as determined by the appropriate council of governments.* (CKH Act Section 56668.m)

LAFCo will consider the project's assistance with regional fair share housing needs as determined by SACOG. Please include this information in the project analysis.

7. Public Services/Utilities and Service Systems (and Growth Inducing Impacts)

LAFCo Review Factors:

*Need for organized community services; the present cost and adequacy of governmental services and controls in the area; probable future needs for those services and controls; probable effect of the proposed incorporation, formation, annexation, or exclusion and of alternative courses of action on the cost and adequacy of services and controls in the area and in adjacent areas.* (CKH Act Section 56668.b.1)

**Comments on the Initial Project Application for the Granite Rock Estates GPA/Rezone, 1st Submittal (PLN25-00084)**

April 18, 2025

*The ability of newly formed or receiving entity to provide the services which are the subject of the application to the area, including the sufficiency of revenues for such services following the proposed boundary change. (CKH Act Section 56668.k)*

The project could require the update of existing Municipal Service Reviews (MSRs) and Spheres of Influence (SOIs) for the Placer County Water Agency (if any portion of the project will be annexed), Placer County Sewer Maintenance District 2, and any other special district MSR/SOIs affected by the Project. Pursuant to Section 56653 of the CKH Act, an annexation can only be approved if the applicable MSRs and Plans for Services demonstrate that adequate services can be provided to the annexed area. An annexation proposal must therefore include a Plan for Services consistent with the applicable MSR and must demonstrate that the service provider can provide the required services including sufficiency of revenues for such services and any associated costs.

8. Transportation and Circulation

LAFCo Review Factors:

*The effect of the proposed action and of alternative actions, on adjacent areas, on mutual social and economic interests, and on the local governmental structure of the county. (CKH Act § 56668.c)*

*A regional transportation plan adopted pursuant to Section 65080. (CKH Act § 56668.g)*

Please include trip distribution in the transportation analysis to determine the impact to nearby County roads, maintenance responsibility, and the need for any annexation. Please also include an evaluation of the project's consistency with the Sacramento Council of Governments Regional Transportation Plan/Sustainable Communities Strategy.

In addition to those factors listed above, LAFCo must review the sphere of influence of any local agency that may be applicable to the proposal being reviewed (CKH Act § 56668.i). As there is not a municipal service review or sphere of influence update completed for Placer County Sewer Maintenance District 2, an MSR and SOI Update would be required to be completed before any application for annexation of the project parcel into the District can be processed.

Thank you for the opportunity to comment on the Initial Project Application for the Granite Rock Estates Residential Development Application (PLN23-00281). Please contact the LAFCo office if you have any questions.

Sincerely,



Amanda Ross, Acting Assistant Executive Officer  
**Placer LAFCO**

**Item 9 - Correspondence I**



**Placer County Local Agency Formation Commission**  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

June 5, 2025

**COMMISSIONERS**

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Daniel Chatigny, County Executive Officer  
Placer Office of County Executive  
175 Fulweiler Ave  
Auburn, CA 95603

**Subject: LAFCO Project No. 2022-05 - Reorganization of the Placer Hills and Newcastle Fire Protection Districts – Independent Fiscal Analysis**

Dear Mr. Chatigny,

In your letter dated February 21, 2025, to the Placer Hills and Newcastle Fire Protection Districts, you outlined several necessary items for the County to proceed with the subject proposed reorganization. Specifically, you requested the following:

- The comprehensive fiscal analysis and study results for the proposed reorganized district from LAFCo and the districts potentially impacted by the Proposed Reorganization.

Please find the attached comprehensive fiscal analysis for the proposed reorganization of Placer Hills and Newcastle Fire Protection Districts completed by Ridgeline Municipal Strategies on behalf of Placer LAFCO, dated June 4, 2025 (Attachment A).

In addition, the Municipal Service Review for the subject districts was accepted by the Placer LAFCO Commission at its hearing on April 9, 2025, via Resolution 25-05 (Attachment B). In addition, LAFCO workplan identifies the sphere of influence update for the two affected agencies – staff anticipates that the Commission will tentatively consider the sphere update at their regular meeting scheduled for August 13, 2025.

**LAFCO Project No. 2022-05 - Reorganization of the Placer Hills and Newcastle Fire Protection Districts  
– Independent Fiscal Analysis**

June 5, 2025

The receipt of these items (the fiscal analysis and municipal service review study) should conclude the County's waiting period. While the sphere of influence is a critical step in a reorganization process, approval of a sphere of influence does not change an agency's jurisdictional boundary. However, please let LAFCO staff know if Placer County needs anything further from LAFCO to conclude tax-transfer negotiations on behalf of the two districts.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amanda Ross', followed by a horizontal line extending to the right.

Amanda Ross, Acting Assistant Executive Officer  
**Placer LAFCO**

**ATTACHMENT A**



# Placer Hills Fire Protection District and Newcastle Fire Protection District Consolidation Fiscal Study



## Final Report

Ridgeline Project # 25003

Prepared for:



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## EXECUTIVE SUMMARY

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For several years, the Placer Hills Fire Protection District (“PHFPD”) and the Newcastle Fire Protection District (“NFPD”) (jointly, the “Districts”) have been considering consolidating<sup>1</sup> into one entity.

To evaluate the consolidation process, the Placer County Local Agency Formation Commission (“LAFCO”) retained Ridgeline Municipal Strategies, LLC (“Ridgeline”) to prepare this Fiscal Study to evaluate the financial feasibility of the Districts continuing to operate independently versus consolidating. This study is intended to support the stakeholders in their decision-making process.

This Fiscal Study analyzes the financial implications of the potential consolidation of the Districts.

## FINDINGS SUMMARY

The following major findings were identified based on the fiscal analysis:

- *Placer Hills Fire Protection District*, operating on a stand-alone basis, can continue to operate at or near break-even point. However, it is unable to expand services or take on any major capital improvement projects (other than regularly replacing its existing apparatus) without additional funding.
- *Newcastle Fire Protection District*, operating on a stand-alone basis under the same revenue and expense structure, is expected to run out of cash in FYE 2028. Without intervention, it must drastically reduce its services, file for bankruptcy, and/or be forced by LAFCO to consolidate with another agency.
- The PHFPD currently receives a portion of its revenues (close to \$200,000 per year, or 4.5% of annual revenues) from the NFPD. It uses these revenues to fund some of its operating expenses. Since the PHFPD operates at break-even, the financial failure of the NFPD is likely to put pressure on the financial position of the PHFPD.
- **The consolidated District** is expected to operate at a small annual loss for the first several years. However, that loss is projected to be lower than the combined net loss of the two Districts operating independently.
- With careful management, the consolidated District’s loss could be reduced to allow for break-even performance, but the analysis of actions required to achieve break-even is outside of the scope of this Fiscal Study.

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<sup>1</sup> For the purposes of this Fiscal Study, “consolidation” means the general process of merging two organizations together, not a specific method of reorganization as referenced in the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000. The specific form of the consolidation of the two districts and the governance model of the resulting organization are outside of the scope of this analysis.

- While the consolidation of the Districts is expected to result in an overall fiscal improvement comparing to the Districts staying independent, the cash reserves of the PHFPD will be needed to fund some of the initial operating losses associated with the services within the NFPD services area.

The consolidation of the PHFPD and the NFPD is expected to result in the following fiscal improvements:

- **Annual Financial Improvement:** The consolidation is projected to result in a financial improvement in each year of the nine-year projection period of approximately \$6,000 to \$150,000, primarily due to additional parcel tax revenues, economies of scale, and the elimination of redundant costs, as shown in **Table 1**.

**Table 1**  
**Placer Hills - Newcastle Consolidated District**  
**Operating Results Projections Comparison [1]**

FYE	Independent Districts Projected Annual Net Cash Flow			Consolidated District Projected Annual Net Cash Flow	Difference
	PHFPD	NFPD	Total		
2026	\$132,000	(\$184,000)	(\$52,000)	(\$46,000)	\$6,000
2027	\$69,000	(\$200,000)	(\$131,000)	(\$103,000)	\$28,000
2028	(\$117,000)	(\$216,000)	(\$333,000)	(\$288,000)	\$45,000
2029	\$57,000	(\$231,000)	(\$174,000)	(\$112,000)	\$62,000
2030	(\$28,000)	(\$243,000)	(\$271,000)	(\$194,000)	\$77,000
2031	\$294,000	(\$258,000)	\$36,000	\$129,000	\$93,000
2032	\$290,000	(\$273,000)	\$17,000	\$129,000	\$112,000
2033	\$396,000	(\$290,000)	\$106,000	\$236,000	\$130,000
2034	(\$60,000)	(\$308,000)	(\$368,000)	(\$216,000)	\$152,000

*Source: PHFPD, NFPD, and Ridgeline*

[1] All numbers rounded to nearest thousand.

It should be noted that the projected financial improvement does not eliminate the net financial loss of the two Districts in the first several years but merely makes it less severe.

- **Higher Reserve Balances:** As a result of the financial improvement referenced above, the total reserves of the Consolidated District are projected to grow by an additional \$695,000 over the nine-year projection period, as shown in **Table 2**.

**Table 2  
Placer Hills - Newcastle Consolidated District  
Fund Balance Projections Comparison [1]**

FYE	Independent Districts Projected Ending Fund Balances			Consolidated District Projected Ending Fund Balance	Difference (Cumulative)
	PHFPD	NFPD	Total		
2026	\$2,047,000	\$303,000	\$2,350,000	\$2,345,000	(\$5,000)
2027	\$2,116,000	\$103,000	\$2,219,000	\$2,242,000	\$23,000
2028	\$1,999,000	(\$113,000)	\$1,886,000	\$1,954,000	\$68,000
2029	\$2,056,000	(\$344,000)	\$1,712,000	\$1,842,000	\$130,000
2030	\$2,028,000	(\$587,000)	\$1,441,000	\$1,648,000	\$207,000
2031	\$2,322,000	(\$845,000)	\$1,477,000	\$1,777,000	\$300,000
2032	\$2,612,000	(\$1,117,000)	\$1,495,000	\$1,906,000	\$411,000
2033	\$3,007,000	(\$1,408,000)	\$1,599,000	\$2,142,000	\$543,000
2034	\$2,947,000	(\$1,716,000)	\$1,231,000	\$1,926,000	\$695,000

Source: PHFPD, NFPD, and Ridgeline

[1] All numbers rounded to nearest thousand.

This finding disregards the notion that, operating independently, the NFPD is projected to run out of cash in FYE 2028. The consolidation will improve the net reserve balance compared to the independent operations of the Districts, but the consolidated District’s reserve balances will be lower than those of the PHFPD operating on a stand-alone basis.

- **One Board of Directors:** Consolidating two Boards of Directors into one is expected to result in some cost savings (factored into the financial improvement referenced above) and more efficient workflows for the Consolidated District staff.

It needs to be emphasized that the Consolidated District is projected to generate weaker financial performance than the PHFPD operating independently. Essentially, a portion of the shortfall from the operations of the NFPD would be funded through the surplus from the operations of the PHFPD.

## IMPLEMENTATION AND RECOMMENDED NEXT STEPS

The Boards of Directors and other stakeholders should review and evaluate this Fiscal Study for accuracy and alignment with the Districts’ operational and financial framework. Once the Boards and other stakeholders are satisfied that the Fiscal Study and its findings are valid, they should use it as part of their decision-making process on whether to proceed with the consolidation efforts.

The following next steps are recommended for the continuing evaluation of the consolidation:

- Recommendation #1:** The Boards of Directors and LAFCO should review this Fiscal Study and determine whether consolidation is fiscally viable or if the Districts should remain independent.
- Recommendation #2:** If either District determines that consolidation is not in its best interest, it should make that decision promptly, providing the community and other stakeholders with clarity on the future status of the Districts.
- Recommendation #3:** The Boards should provide clear policy direction to staff on their preferred approach to addressing any fiscal issues identified in this report.
- Recommendation #4:** If the Districts decide to proceed with the consolidation, among other things, they should review their debt financing documents to ensure that a consolidation does not constitute an event of default, notify the lenders of the upcoming consolidation, and amend the financing documents, as necessary.

## REPORT ORGANIZATION

**Chapter I** provides an overview of the legal framework for local agency consolidation in California and the methodology of this Fiscal Study.

**Chapter II** offers a brief description of the Placer Hills Fire Protection District, documents the fiscal analysis and financial projections for the District, and includes certain fiscal management recommendations for the District to consider.

**Chapter III** offers a brief description of the Newcastle Fire Protection District, documents the fiscal analysis and financial projections for the District, and includes certain fiscal management recommendations for the District to consider.

**Chapter IV** provides a brief description of the proposed Placer Hills – Newcastle Consolidated District, documents the fiscal analysis and financial projections for the Consolidated District, and outlines the findings of this Fiscal Study.

## I. INTRODUCTION AND BACKGROUND INFORMATION

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### INTRODUCTION

The Placer Hills Fire Protection District (“PHFPD”) and the Newcastle Fire Protection District (“NFPD”) provide services to the Applegate, Clipper Gap, Eden Valley, Meadow Vista, Weimar, and Newcastle communities in the unincorporated Placer County. The PHFPD has been providing administrative and management services for the NFPD for several years. The NFPD only employs fire department personnel.

Discussions about this potential consolidation of the two Districts have been ongoing for several years.

The Placer County Local Agency Formation Commission retained Ridgeline Municipal Strategies, LLC to prepare this Fiscal Study to evaluate the financial viability of such a consolidation.

### DISTRICT CONSOLIDATION PROCESS

The legal framework for special district consolidation and other forms of reorganization of local government agencies in California is set forth in the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (the “Act”), California Government Code §56000 et seq.

The Act sets forth the following overall parameters for agency consolidations:

- The consolidated district must continue to provide all services previously offered by the individual districts. This requirement ensures that there is no disruption in service delivery to the community.
- The public service costs of the proposal are likely to be less than or substantially similar to the costs of alternative means of providing the service. This requirement ensures that the consolidation is financially beneficial or at least cost-neutral.
- The proposal promotes public access and accountability for community service needs and financial resources. This requirement ensures transparent governance and responsiveness to the community's needs.

The Districts and LAFCO should consult with legal counsel on the practical application and interpretation of these parameters.

For the purposes of this Fiscal Study, the entity formed through the consolidation of the two Districts is referred to as the Placer Hills – Newcastle Consolidated District (“Consolidated District”). This name is used for reference only and is not a recommended name for the

consolidated entity. The specific form of the consolidation and the governance model of the Consolidated District are outside the scope of this Fiscal Study.

## **FISCAL STUDY METHODOLOGY**

This Fiscal Study focuses on the financial aspects of the potential consolidation.

In the first stage of the work, Ridgeline conducted extensive interviews with the District's staff and performed an in-depth analysis of the historical balance sheets and operating statements for each District. Ridgeline then developed a detailed 10-year financial projection for each District. The first-year projection was based closely on the revised budget for the current fiscal year, while the remaining nine years of projections were developed according to individual expectations for each line item of revenues, expenses, capital outlay, and debt service. A detailed 10-year staffing model was created for each District.

In the second stage of the work, Ridgeline performed a comprehensive analysis of all revenue, expense, capital outlay, and debt service line items to identify any potential fiscal impacts from the consolidation. Opportunities for revenue increases, cost savings, as well as the costs of consolidation, were identified and incorporated into a nine-year financial forecast for the Consolidated District.

Finally, the net cash flow and reserve projections for the two Districts operating independently were compared to the projections for the Consolidated District to determine whether the potential consolidation would result in service costs that are lower or substantially similar to those of the Districts operating independently.

Throughout the process, the District's staff provided input and performed several rounds of review of Ridgeline's work.

## II. FISCAL ANALYSIS FOR PLACER HILLS FIRE PROTECTION DISTRICT

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Ridgeline developed separate fiscal analysis and projections for each District on a stand-alone basis, which will become the foundation for the fiscal analysis on a consolidated basis. This chapter contains the analysis and projections for the Placer Hills Fire Protection District (the “District” or “PHFPD”).

### DISTRICT DESCRIPTION

The PHFPD is a California fire protection district that provides fire protection, community risk reduction, and emergency medical response services to the communities of Applegate, Clipper Gap, Eden Valley, Meadow Vista, and Weimar in the unincorporated Placer County. The District serves a population of approximately 10,600 people and covers 33.77 square miles.

### ORGANIZATION STRUCTURE

The District has 23 paid positions:

- Three positions within the Administration department:
  - District Manager;
  - Fire Marshall (part time); and
  - Administrative Assistant (part time).
- One fleet maintenance position:
  - Mechanic.
- 19 positions within the Fire Department (all full time):
  - Fire Chief;
  - Battalion Chiefs (3);
  - Captains (6);
  - Engineers (6); and
  - Firefighters (3).

For the purposes of this fiscal analysis, it was assumed that the District is fully staffed at all times (i.e., there are no vacant positions). All positions were projected to remain at their current part-time or full-time status. The detailed staffing model and financial projections are included in **Table A-1 of Appendix A**.

## BALANCE SHEET OVERVIEW

The balance sheet of the PHFPD for the prior three fiscal years (2021-2023) is summarized in **Table 3**. The District’s 2024 audited financial statements have not been completed as of the date of this report.

**Table 3  
Placer Hills Fire Protection District  
Balance Sheet Summary**

Description	FYE 2021 Audit	FYE 2022 Audit	FYE 2023 Audit
<b>ASSETS</b>			
Cash and Cash Equivalents	\$1,902,284	\$2,019,073	\$1,997,779
Receivables	\$479	\$0	\$14,946
Capital Assets	\$2,733,607	\$2,799,177	\$2,688,963
<b>Total Assets</b>	<b>\$4,636,370</b>	<b>\$4,818,250</b>	<b>\$4,701,688</b>
Deferred Outflows of Resources			
Pension-Related	\$354,323	\$961,034	\$804,996
Total Deferred Outflows	\$354,323	\$961,034	\$804,996
<b>TOTAL ASSETS &amp; DEFERRED OUTFLOWS</b>	<b>\$4,990,693</b>	<b>\$5,779,284</b>	<b>\$5,506,684</b>
<b>LIABILITIES</b>			
Accrued Salaries & Benefits	\$17,115	\$57,211	\$233
Accounts Payable	\$0	\$0	\$6,364
Compensated Absences	\$116,888	\$140,809	\$151,346
Debt Obligations	\$785,137	\$1,234,366	\$958,604
Right-to-use Lease	\$0	\$0	\$10,185
Net Pension Liability	\$927,251	\$276,708	\$678,572
<b>Total Liabilities</b>	<b>\$1,846,391</b>	<b>\$1,709,094</b>	<b>\$1,805,304</b>
Deferred Inflows of Resources			
Pension-Related	\$28,236	\$230,176	\$322,868
Total Deferred Inflows	\$28,236	\$230,176	\$322,868
<b>TOTAL LIABILITIES &amp; DEFERRED INFLOWS</b>	<b>\$1,874,627</b>	<b>\$1,939,270</b>	<b>\$2,128,172</b>
<b>NET POSITION</b>	<b>\$3,116,066</b>	<b>\$3,840,014</b>	<b>\$3,378,512</b>

*Source: PHFPD*

The key assets and liabilities of the District are discussed below.

### CASH AND CASH EQUIVALENTS

Over the past three fiscal years, the PHFPD’s cash position has remained stable, ranging from \$1.9 million to \$2.0 million.

**CAPITAL ASSETS**

The PHFPD’s capital assets are primarily centered around land, buildings, and fleet of fire apparatus and vehicles.

**Apparatus and Vehicle Fleet Replacement Needs**

Over the analysis period covered by this report, the District is planning to replace a number of its vehicles and apparatus, as shown in **Table 4**.

**Table 4  
Placer Hills Fire Protection District  
Fleet Replacement Schedule**

Description	Make/Model	Year Acquired	Asset Life	Replacement Year	2025 Cost	Replacement Cost
Command	Chevy Tahoe	2017	10	2027	\$75,000	\$79,568
Command	Chevy Silverado	2018	10	2028	\$75,000	\$81,955
Fleet Vehicle	Ford 250	2008	20	2028	\$70,000	\$76,491
Water Tender	International	2004	25	2029	\$425,000	\$478,341
Command	Chevy SSV	2020	10	2030	\$75,000	\$86,946
Command	Chevy 4C	2020	10	2030	\$75,000	\$86,946
Command	Chevy 4C	2020	10	2030	\$75,000	\$86,946
Tract Vehicle	AF	2023	9	2032	\$40,000	\$49,195
Type 1	Smeal	2019	15	2034	\$1,000,000	\$1,304,773
Air Unit	Ford LCF	2007	27	2034	\$165,000	\$215,288
<b>Total</b>					<b>\$2,075,000</b>	<b>\$2,546,447</b>

Sources: PHFPD

The District is anticipating paying cash for the vehicles and financing the replacement of major apparatus, as shown in **Table 5**.

**Table 5  
Placer Hills Fire Protection District  
Fleet Replacement Financing Assumptions**

Description	Year	Purchase Price	Financing Fees	Total Lease Amt	Term	Interest Rate	Annual Pmt
Water Tender	2029	\$478,341	\$4,783	\$483,125	5 years	4.50%	\$110,052
Type 1	2034	\$1,304,773	\$13,048	\$1,317,821	10 years	5.00%	\$170,664

Sources: PHFPD and Ridgeline

**DEBT OBLIGATIONS**

The current debt obligations of the PHFPD are summarized in **Table 6**.

**Table 6  
Placer Hills Fire Protection District  
Outstanding Debt Summary**

Debt Obligation	Creditor	Origination Year	Original Amount	Interest Rate	Annual Debt Service	Pmt Frequency	06/30/2024 Balance	Maturity Date
Pension Obligation Bond	US Bancorp	2021	\$676,270	3.00%	\$144,350	[1]	\$558,056	8/1/2032
2024 Smeal Type I Lease	Placer Co	2024	\$735,000	4.17%	\$164,379	Semi-Annual	\$735,000	4/3/2029
<b>Total</b>			<b>\$1,411,270</b>		<b>\$308,729</b>		<b>\$1,293,056</b>	

Source: PHFPD

[1] Semi-annual interest and annual principal payments.

Should the District elect to consolidate with the NFPD, it will need to review its financing documents to ensure that a consolidation does not constitute an event of default, notify the lenders of the upcoming consolidation, and amend the financing documents, as necessary.

**PENSION LIABILITY**

The PHFPD offers pension benefits to eligible employees through CalPERS.

The District has four pension plans:

- Classic Safety Plan
- Classic Miscellaneous Plan
- PEPRAs Safety Plan
- PEPRAs Miscellaneous Plan

**Table 7** summarizes the Accrued Liability, the Market Value of Assets, the Unfunded Accrued Liability (“UAL”), and the funded status of the plans as of 06/30/2023 (the most recent information available from CalPERS at the time of this report). The table also shows the estimated UAL credit expected to be applied due to CalPERS’ investment performance for FYE 2024.

**Table 7  
Placer Hills Fire Protection District  
CalPERS Pension Plans Summary**

Pension Plan	Accrued Liability	Market Value of Assets	Unfunded Accrued Liability	% Funded
2023 Safety Classic	\$5,218,050	\$4,370,741	\$847,309	83.8%
2023 Safety PEPRA	\$1,267,725	\$1,092,935	\$174,790	86.2%
2023 Misc Classic	\$872,062	\$741,713	\$130,349	85.1%
2023 Misc PEPRA	\$4,679	\$7,102	(\$2,423)	151.8%
2024 Safety Classic UAL	\$0	\$0	(\$109,269)	
2024 Safety PEPRA UAL	\$0	\$0	(\$27,323)	
2024 Misc Classic UAL	\$0	\$0	(\$18,543)	
2024 Misc PEPRA UAL	\$0	\$0	(\$178)	
<b>Total</b>	<b>\$7,362,516</b>	<b>\$6,212,491</b>	<b>\$994,713</b>	

*Sources: CalPERS and Ridgeline*

As of 06/30/2024, the total UAL of the District is estimated at approximately \$1 million.

The UAL bears interest at 6.8% per year and is amortized through FYE 2046, as shown in **Table 8**.

**Table 8  
Placer Hills Fire Protection District  
CalPERS UAL Amortization Schedule**

FYE	2023 UAL Safety Classic [1]	2024 UAL Safety Classic [2]	2023 UAL Safety PEPRA [1]	2024 UAL Safety PEPRA [2]	2023 UAL Misc Classic [1]	2024 UAL Misc Classic [2]	Total Pmt
2025	\$22,868	\$0	\$4,681	\$0	\$3,503	\$0	\$31,052
2026	\$46,035	\$0	\$9,647	\$0	\$7,282	\$0	\$62,964
2027	\$62,189	(\$2,679)	\$12,907	(\$670)	\$9,680	(\$455)	\$80,972
2028	\$78,341	(\$5,358)	\$16,169	(\$1,340)	\$12,079	(\$909)	\$98,982
2029	\$94,494	(\$8,037)	\$19,428	(\$2,010)	\$14,479	(\$1,364)	\$116,990
2030	\$95,196	(\$10,716)	\$19,603	(\$2,680)	\$14,597	(\$1,818)	\$114,182
2031	\$95,197	(\$13,395)	\$19,605	(\$3,349)	\$14,597	(\$2,273)	\$110,381
2032	\$95,196	(\$13,395)	\$19,604	(\$3,349)	\$14,598	(\$2,273)	\$110,380
2033	\$95,197	(\$13,395)	\$19,603	(\$3,349)	\$14,596	(\$2,273)	\$110,378
2034	\$95,196	(\$13,395)	\$19,605	(\$3,349)	\$14,596	(\$2,273)	\$110,379
2035	\$95,197	(\$13,395)	\$19,605	(\$3,349)	\$14,598	(\$2,273)	\$110,382
2036	\$95,196	(\$13,395)	\$19,604	(\$3,349)	\$14,596	(\$2,273)	\$110,378
2037	\$95,196	(\$13,395)	\$19,605	(\$3,349)	\$14,597	(\$2,273)	\$110,380
2038	\$95,196	(\$13,395)	\$19,603	(\$3,349)	\$14,596	(\$2,273)	\$110,377
2039	\$95,197	(\$13,395)	\$19,605	(\$3,349)	\$14,596	(\$2,273)	\$110,380
2040	\$95,194	(\$13,395)	\$19,605	(\$3,349)	\$14,597	(\$2,273)	\$110,378
2041	\$95,196	(\$13,395)	\$19,603	(\$3,349)	\$14,596	(\$2,273)	\$110,377
2042	\$95,196	(\$13,395)	\$19,605	(\$3,349)	\$14,597	(\$2,273)	\$110,380
2043	\$95,196	(\$13,395)	\$19,604	(\$3,349)	\$14,595	(\$2,273)	\$110,377
2044	\$95,196	(\$13,395)	\$19,605	(\$3,349)	\$14,599	(\$2,273)	\$110,382
2045	\$10,527	(\$13,395)	\$2,581	(\$3,349)	\$1,971	(\$2,273)	(\$3,939)
2046	\$0	(\$13,395)	\$0	(\$3,349)	\$0	(\$2,273)	(\$19,018)
<b>Total</b>	<b>\$1,742,396</b>	<b>(\$241,108)</b>	<b>\$359,477</b>	<b>(\$60,291)</b>	<b>\$267,945</b>	<b>(\$40,916)</b>	<b>\$2,027,503</b>

Sources: CalPERS and Ridgeline

[1] 2023 UAL amortization schedule is provided by CalPERS.

[2] 2024 UAL amortization schedule is estimated by Ridgeline based on CalPERS 2024 investment performance estimate of 9.3%. Excludes any other actuarial bases that may be added by CalPERS.

While additional future UAL increases are likely, CalPERS has been implementing measures to reduce them, including increasing the Normal Cost contribution rates and decreasing the discount rate. This Fiscal Study does not make any projections about future UAL increases.

Table 9 shows the PHFPD’s Normal Cost contribution rate history for the past ten years. This Fiscal Study assumes a small annual increase to these contribution rates going forward.

**Table 9**  
**Placer Hills Fire Protection District**  
**CalPERS Normal Cost Contribution Rates**

FYE	Safety Classic	Safety PEPR	Misc Classic	Misc PEPR
2017	12.06%	9.42%	8.38%	0.00%
2018	12.24%	9.51%	8.42%	6.53%
2019	12.85%	10.02%	8.89%	6.84%
2020	13.54%	10.22%	9.68%	6.99%
2021	14.81%	11.11%	10.48%	7.73%
2022	14.81%	11.13%	10.34%	7.59%
2023	14.74%	10.80%	10.32%	7.47%
2024	16.45%	10.85%	11.84%	7.68%
2025	16.56%	11.05%	11.88%	7.87%
2026	16.59%	11.23%	11.94%	7.96%

Source: CalPERS

## DISTRICT OPERATIONS

The PHFPD tracks its budget and reserves through two separate funds:

- General Fund; and
- Mitigation Fees Fund.

For the purposes of this Fiscal Study, the Mitigation Fees Fund is combined with the General Fund into one financial model to present a comprehensive picture of the PHFPD’s financial situation.

### GENERAL FUND

The General Fund is the primary operating fund of the PHFPD. It includes all revenues, expenses, debt service, and capital outlay, other than mitigation fees and fee-funded capital projects.

#### **Revenues**

##### Property Taxes

The primary funding source for the District’s operations is *ad valorem* property taxes, which currently total approximately \$1.6 million per year.

Going forward, a conservative *ad valorem* tax revenue annual growth rate of 3.5% was assumed. This growth rate is somewhat lower than the historical growth rate, as we assume lower volume of property resales due to higher mortgage interest rates.

The District also collects voter-approved special taxes under three separate measures. The combined special tax revenues generate approximately \$1.86 million annually. It was assumed that these revenues will grow at 3.0-3.5% annually, consistent with the increase limitations of each individual measure and the overall projected assessed value increase within the District. None of the measures have a sunset provision.

### Other Revenues

Other General Fund revenues include:

- Administrative Services fees paid by the NFPD and Penryn Fire Protection District (projected to grow at the District's anticipated salary increase rate of 3.0% per year).
- Mitigation Fees (conservatively projected to increase at \$5,000 per year).
- Interest income (projected at 3% of the beginning cash balance for the year).
- Other various service, rental, reimbursement, and miscellaneous revenues (generally expected to increase at the rate of inflation).

### **Expenses**

The General Fund expenses include all expenses of the District.

Projections for the General Fund expenses are based on historical trends, 2025 budget, and additional feedback from the PHFPD staff. The following assumptions were made:

- Most categories are expected to increase at the annual inflation rate, assumed to be 3%.
- Salary increases are projected at 3% per year.
- Minor adjustments were made to some categories based on input from the PHFPD staff.
- Debt service includes existing debt and future borrowings, as described above.
- Capital Outlay includes a small allowance for office and station improvements, replacement of essential equipment, as well as replacement of rolling stock, as described above.

### **Operating Results**

Over the last three fiscal years (2022-2024), the District operated at essentially break-even, with small surpluses in FYs 2022 and 2023 and a minor shortfall in FY 2024.

The District expects to finish FY 2025 at break-even as well, even though the budget data shows a small shortfall.

**Table 10** summarizes the historical and projected revenues, expenses, capital outlay, debt service, and the net cash flow of the District.

Details of the District's revenues, expenses, and net cash flow, including capital outlay and debt service, are provided in **Table A-2** of **Appendix A**.

**Table 10**  
**Placer Hills Fire Protection District**  
**Operating Statement Summary**

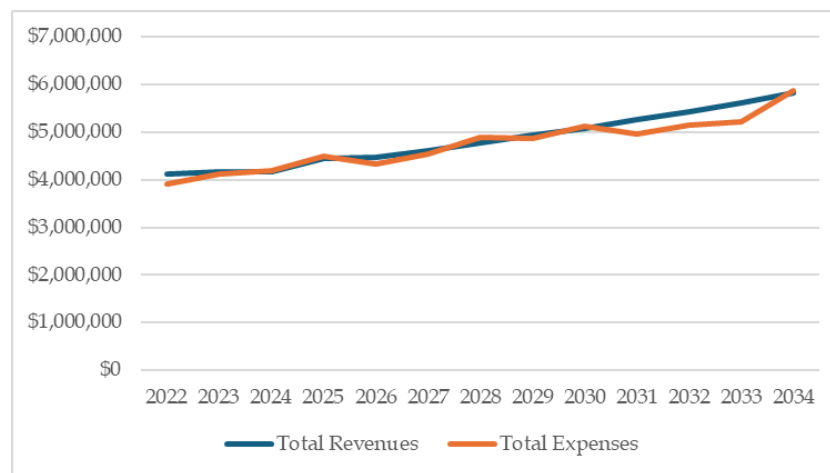
FYE		Total Revenues	Total Expenses [1]	Net Cash Flow
2022	Historical	\$4,127,993	\$3,921,238	\$206,754
2023		\$4,157,778	\$4,113,517	\$44,261
2024		\$4,157,605	\$4,200,805	(\$43,200)
2025	Projected	\$4,445,102	\$4,489,718	(\$44,616)
2026		\$4,472,133	\$4,339,949	\$132,184
2027		\$4,622,193	\$4,552,829	\$69,364
2028		\$4,775,032	\$4,892,324	(\$117,292)
2029		\$4,927,089	\$4,869,980	\$57,109
2030		\$5,089,356	\$5,117,779	(\$28,422)
2031		\$5,254,201	\$4,960,210	\$293,992
2032		\$5,434,034	\$5,144,073	\$289,961
2033		\$5,619,237	\$5,223,508	\$395,730
2034	\$5,813,288	\$5,873,759	(\$60,471)	

Sources: PHFPD and Ridgeline

[1] Includes capital outlay and debt service.

**Graph 1** illustrates the historical and projected trend for the District’s revenues and expenses.

**Graph 1**  
**Placer Hills Fire Protection District**  
**Revenue and Expense Trend**



The District’s revenues and expenses are projected to increase at approximately the same rate.

Over the 9-year forecast period, the District is expected to continue maintaining a general break-even trend through 2030. Starting in 2031, the District is expected to generate approximately \$300,000 in annual surplus, mostly due to having paid off an engine lease in 2029. The District is

then expected to return to break-even in 2034 due to equipment replacement needs and commencement of debt service on an engine lease.

The long-term break-even trend allows the District to maintain and timely replace its essential equipment, vehicles, and apparatus. However, it leaves little room for any expansion of services or major capital projects, such as fire station upgrades or replacement. The break-even trend also limits the District’s ability to take on balance sheet debt to fund such projects.

It is expected that to fund major projects, the District will need to seek additional funding sources, such as grants (which are hard to find for fire station projects), other types of funding assistance, and/or additional voter-approved taxes.

**MITIGATION FEES FUND**

The Mitigation Fees Fund is used to account for financial sources and uses related to the District’s mitigation fee program. The annual revenues and corresponding expenses in this fund are relatively small and for the purposes of this Fiscal Study have been rolled into the General Fund.

**FUND BALANCES**

The District’s reserves / fund balances are impacted by its revenues and expenses. **Table 11** summarizes the historical and projected FYE fund balances of the District. Details of the calculations of the District’s fund balances are provided in **Table A-3** of **Appendix A**.

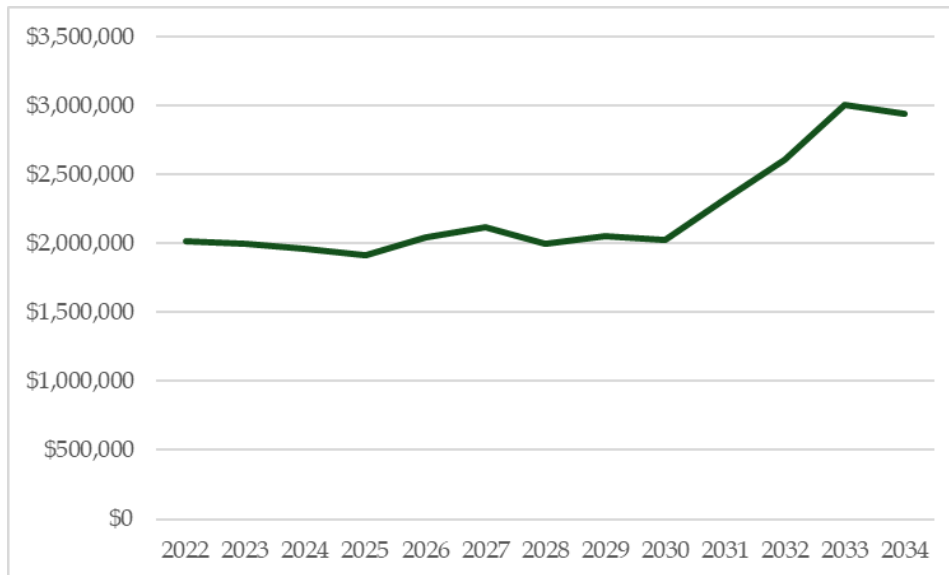
**Table 11  
Placer Hills Fire Protection District  
Fund Balance Summary**

FYE	Total Fund Balance
2022	\$2,019,073
2023	\$1,997,779
2024	\$1,959,365
2025	\$1,914,749
2026	\$2,046,932
2027	\$2,116,296
2028	\$1,999,004
2029	\$2,056,114
2030	\$2,027,691
2031	\$2,321,683
2032	\$2,611,644
2033	\$3,007,373
2034	\$2,946,902

*Sources: PHFPD and Ridgeline*

Graph 2 illustrates the historical and projected year-end fund balances of the District.

**Graph 2**  
**Placer Hills Fire Protection District**  
**Fund Balances Trend**



The PHFPD maintains healthy reserve levels, which provides it with fiscal resiliency and stability. However, these reserves are insufficient to fund any significant capital facility projects.

## FISCAL ANALYSIS SUMMARY

The main conclusion of this chapter is that the District demonstrates a moderately strong ability to operate at break-even over the next decade while continuing to provide the same level of services and facilities. The District will need to find additional funding sources to undertake any major capital facility projects (such as station renovations or replacements).

The projections developed as part of this analysis are highly dependent on many assumptions, including the rate of inflation, assessed values within the District, staffing levels, CalPERS actions and investment returns, and many operating and financial decisions made daily by the District. The reality is likely to differ from the forecast, and it will depend on the District's management and Board of Directors to navigate the situations they encounter to continue to preserve the fiscal health of the District while prudently managing taxpayer funds.

## FISCAL MANAGEMENT RECOMMENDATIONS

During the preparation of this Fiscal Study, the following potential areas of fiscal improvement have been identified for the District to consider:

- **Investment Management:** The District’s reserves are currently invested with the County Treasury Pool and the Local Agency Investment Fund. Given the current interest rate environment, the District may be able to generate additional investment earnings without additional risk through participation in government investment pools, such as the California Cooperative Liquid Assets Securities System (“CLASS”) and the California Asset Management Program (“CAMP”), and / or by working with an investment manager who specializes in public funds investments.
- **Pension Liability Management:** In 2021, the District refinanced its UAL with a pension obligation bond. CalPERS’ investment performance and assumption changes since then have resulted in additional UAL balances. The District should consider performing a comprehensive pension liability assessment to identify appropriate pension liability management strategies, including the elimination of negative amortization, additional discretionary payments, and indirect refunding of the UAL. Moreover, the District should consider developing and adopting a formal pension liability management policy.
- **Lobbying, Grants, and Earmarks:** The District should consider developing a lobbying strategy and pursuing grants and earmarks for capital projects. Taking advantage of grant and earmark funding helps bring community’s tax dollars back to where state and federal taxes are paid and can enhance the resources of local government agencies.
- **Fire User Fees:** The District collects fees for user-specific services. The District should regularly update its fee schedule to make sure that it properly reflects the cost of providing such services and includes all applicable services.
- **Mitigation Fees:** The District approved its latest Mitigation Fee Nexus Study in 2020. A recommended best practice is to update nexus studies every five years (even though the Mitigation Fee Act only requires updates every 8 years). The District has several planned new developments within its footprint, which may warrant a re-evaluation of its mitigation fee program. Additionally, the District should consider incorporating its equipment inventory into its fee program and collecting an administrative surcharge to help off-set Mitigation Fee Act compliance costs.

This is not a comprehensive list of potential fiscal management opportunities – just the ones that we have noticed during our review. Ridgeline provides no opinion on any other fiscal, cost, or operating management practices that are not specifically addressed above.

### III. FISCAL ANALYSIS FOR NEWCASTLE FIRE PROTECTION DISTRICT

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Ridgeline developed separate fiscal analysis and projections for each District on a stand-alone basis, which will become the foundation for the fiscal analysis on a consolidated basis. This chapter contains the analysis and projections for the Newcastle Fire Protection District (the “District” or “NFPD”).

#### DISTRICT DESCRIPTION

The NFPD is a California fire protection district that provides fire protection, community risk reduction, and emergency medical response services to the Newcastle community in the unincorporated Placer County. The District serves a population of approximately 4,300 people and covers approximately 15 square miles.

#### ORGANIZATION STRUCTURE

The District has six paid positions within the Fire Department (all full time):

- Captains (3); and
- Engineers (3).

All management and administrative services for the District are provided by the PHFPD through an administrative services agreement.

For the purposes of this fiscal analysis, it was assumed that the District is fully staffed at all times (i.e., there are no vacant positions). All positions were projected to remain at their current full-time status. The detailed staffing model and financial projections are included in **Table B-1** of **Appendix B**.

#### BALANCE SHEET OVERVIEW

The balance sheet of the NFPD for the prior four fiscal years (2021-2024) is summarized in **Table 12**.

**Table 12  
Newcastle Fire Protection District  
Balance Sheet Summary**

Description	FYE 2021 Audit	FYE 2022 Audit	FYE 2023 Audit	FYE 2024 Audit
<b>ASSETS</b>				
Cash and Investments	\$437,442	\$790,779	\$379,371	\$669,917
Receivables	\$65	\$10,940	\$0	\$192
Capital Assets	\$1,323,076	\$2,992,375	\$5,419,677	\$5,359,553
<b>TOTAL ASSETS</b>	<b>\$1,760,583</b>	<b>\$3,794,094</b>	<b>\$5,799,048</b>	<b>\$6,029,662</b>
<b>LIABILITIES</b>				
Accounts Payable & Accrued Expenses	\$46,949	\$984,804	\$21,129	\$21,129
Compensated Absences	\$0	\$18,204	\$16,432	\$18,636
Debt Obligations	\$81,146	\$1,047,343	\$3,804,593	\$3,715,800
<b>TOTAL LIABILITIES</b>	<b>\$128,095</b>	<b>\$2,050,351</b>	<b>\$3,842,154</b>	<b>\$3,755,565</b>
<b>NET POSITION</b>	<b>\$1,632,488</b>	<b>\$1,743,743</b>	<b>\$1,956,894</b>	<b>\$2,274,097</b>

Source: NFPD

The key assets and liabilities of the District are discussed below.

### CASH AND CASH EQUIVALENTS

Over the past four fiscal years, the NFPD’s cash position has been fluctuating, ranging from \$380,000 to \$790,000. Much of the fluctuation had to do with the following events:

- A fire station construction project and the cash flows related to construction and permanent financing sources.
- Sale of old fire station property.

### CAPITAL ASSETS

The NFPD’s capital assets are primarily centered around land, buildings, and fleet of fire apparatus and vehicles.

#### **Apparatus and Vehicle Fleet Replacement Needs**

Due to the constrained financial situation, the District does not anticipate being able to replace any apparatus over the next decade, instead relying on renting necessary apparatus from the PHFPD.

**DEBT OBLIGATIONS**

The only debt obligations of the NFPD, a USDA fire station loan, is shown in **Table 13**.

**Table 13  
Newcastle Fire Protection District  
Outstanding Debt Summary**

Debt Obligation	Creditor	Origination Year	Original Amount	Interest Rate	Annual Debt Service	Pmt Frequency	06/30/2024 Balance	Maturity Date
USDA Fire Station Loan	USDA	2023	\$3,775,800	2.25%	\$144,000	[1]	\$3,653,800	1/25/2063
<b>Total</b>			<b>\$3,775,800</b>		<b>\$144,000</b>		<b>\$3,653,800</b>	

Source: NFPD

[1] Semi-annual interest and annual principal payments.

Should the District elect to consolidate with the PHFPD, it will need to review its financing documents to ensure that a consolidation does not constitute an event of default, notify the USDA of the upcoming consolidation, and amend the financing documents, as necessary.

**PENSION LIABILITY**

The NFPD offers defined contribution pension benefits to eligible employees. Since it does not participate in a defined benefits plan, the District does not have a pension liability.

**DISTRICT OPERATIONS**

The NFPD tracks its budget and reserves through two separate funds:

- General Fund; and
- Mitigation Fees Fund.

For the purposes of this Fiscal Study, the Mitigation Fees Fund is combined with the General Fund into one financial model to present a comprehensive picture of the NFPD’s financial situation.

**GENERAL FUND**

The General Fund is the primary operating fund of the NFPD. It includes all revenues, expenses, debt service, and capital outlay, other than mitigation fees and fee-funded capital projects.

## Revenues

### Property Taxes

The *ad valorem* property taxes are a major funding source for the District's operations and currently total approximately \$350,000 per year.

Going forward, a conservative *ad valorem* tax revenue annual growth rate of 3.5% was assumed. This growth rate is somewhat lower than the historical growth rate, as we assume lower volume of property resales due to higher mortgage interest rates.

The District also collects voter-approved special taxes under two separate measures. The combined special tax revenues generate approximately \$610,000 annually. It was assumed that these revenues will grow at 3.0-3.5% annually, consistent with the increase limitations of each individual measure and the overall projected assessed value increase within the District. None of the measures have a sunset provision..

### Other Revenues

Other General Fund revenues include:

- Mitigation Fees (conservatively projected to increase at \$5,000 per year).
- Interest income (projected at 3% of the beginning cash balance for the year).
- Other various service, rental, reimbursement, and miscellaneous revenues (generally expected to increase at the rate of inflation).

## Expenses

The General Fund expenses include all expenses of the District.

Projections for the General Fund expenses are based on historical trends, 2025 budget, and additional feedback from PHFPD staff, which is responsible for all administrative and management functions for the District. The following assumptions were made:

- Most categories are expected to increase at the annual inflation rate, assumed to be 3%.
- Salary increases are projected at 5% per year. The District staff feels that this higher rate of salary increases is necessary to retain personnel given its less competitive benefits structure.
- Minor adjustments were made to some categories based on input from the PHFPD staff.
- Capital Outlay includes a small allowance for replacement of essential equipment. Since the District recently built a new fire station, it does not anticipate any facility-related capital outlay during the forecast period. The District does not have the financial capacity to replace any apparatus.

**Operating Results**

Over the last three fiscal years (2022-2024), the District generated a combined cash flow surplus of \$480,000, most of which is related to a \$436,000 one-time sale of assets. The District expects to finish FY 2025 with an approximately \$183,000 deficit.

**Table 14** summarizes the historical and projected revenues, expenses, capital outlay, debt service, and net cash flow of the District. Details of the District’s revenues, expenses, and operating results, including capital outlay and debt service, are provided in **Table B-2** of **Appendix B**.

**Table 14  
Newcastle Fire Protection District  
Operating Statement Summary**

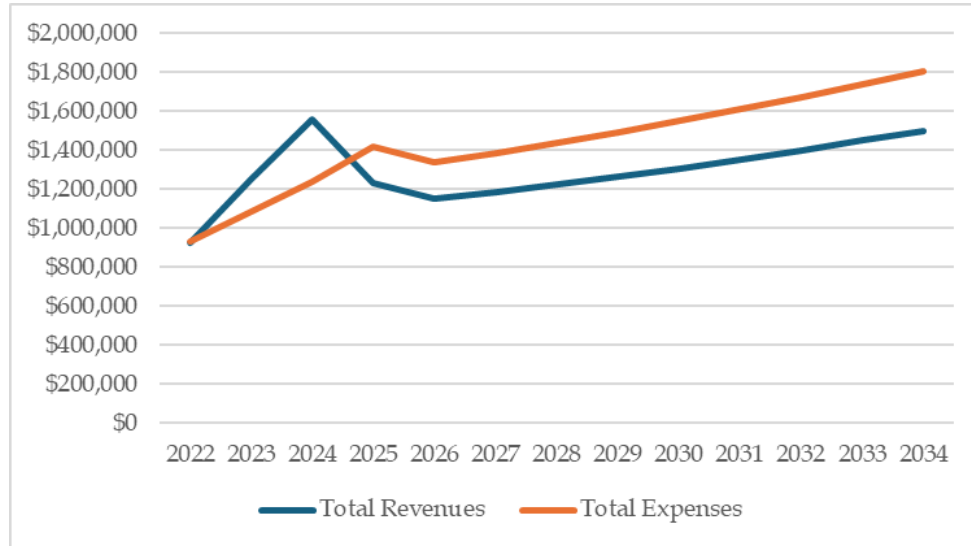
FYE		Total Revenues	Total Expenses [1]	Net Cash Flow
2022	Historical	\$928,883	\$930,389	(\$1,506)
2023		\$1,252,526	\$1,084,817	\$167,709
2024		\$1,558,702	\$1,242,882	\$315,820
2025		\$1,233,240	\$1,416,473	(\$183,233)
2026	Projected	\$1,153,636	\$1,337,813	(\$184,177)
2027		\$1,188,789	\$1,388,450	(\$199,661)
2028		\$1,224,699	\$1,440,264	(\$215,565)
2029		\$1,264,778	\$1,495,652	(\$230,875)
2030		\$1,309,249	\$1,552,319	(\$243,070)
2031		\$1,355,075	\$1,612,936	(\$257,861)
2032		\$1,402,302	\$1,674,950	(\$272,648)
2033		\$1,450,979	\$1,741,323	(\$290,344)
2034	\$1,501,157	\$1,809,230	(\$308,072)	

*Source: NFPD and Ridgeline*

[1] Includes debt service and capital outlay.

**Graph 3** illustrates the historical and projected trend for the District’s revenues and expenses.

**Graph 3**  
**Newcastle Fire Protection District**  
**Revenue and Expenses Trend**



The District’s expenses are projected to increase at a slightly higher rate than its revenues.

Over a 9-year forecast period, the District is projected to operate at a consistently increasing annual deficit, starting with \$185,000 and eventually increasing to over \$300,000 per year.

**Table 15** provides an overview of the FYE 2025 operating results.

**Table 15  
Newcastle Fire Protection District  
FYE 2025 Operating Statement Summary**

Description	Amount
<b>Total Revenues</b>	<b>\$1,233,240</b>
Expenses:	
Total Operating Expenses	\$1,230,367
Capital Outlay	\$40,500
Debt Service	\$145,606
<b>Total Expenses</b>	<b>\$1,416,473</b>
<b>Total Deficit</b>	<b>(\$183,233)</b>
<hr/>	
<b>Labor Expenses:</b>	
Administrative Services Agreement	\$184,270
Payroll Expenses	\$782,133
<b>Total Labor Expenses</b>	<b>\$966,403</b>
<i>As % of Total Revenues</i>	78%
<i>As % of Total Expenses</i>	68%
<hr/>	
<b>Debt Service</b>	<b>\$145,606</b>
<i>As % of Total Revenues</i>	12%
<i>As % of Total Expenses</i>	10%

*Source: NFPD and Ridgeline*

Payroll expenses and administrative services agreement payments to the PHFPD constitute 68% of the District's total expenses (including capital outlay and debt service). The District has a very limited ability to reduce these expenses and still to be able to continue providing its services.

The USDA loan debt service represents 10% of the District's total expenses (including capital outlay and debt service). This portion of expenses cannot be reduced, since the interest rate on the loan is only 2.25%, significantly below the current market interest rates. The loan term extends through 2063 (almost 40 years) and cannot be extended any further.

The rest of the expenses (including capital outlay) represent approximately 22% of the District's total expenses (including capital outlay and debt service).

The projected \$183,000 shortfall for FYE 2025 constitutes 13% of the District's total expenses (including capital outlay and debt service) and 15% of the District's total revenues.

MITIGATION FEES FUND

The Mitigation Fees Fund is used to account for financial sources and uses related to the District’s mitigation fee program. The annual revenues and corresponding expenses in this fund are relatively small and for the purposes of this Fiscal Study have been rolled into the General Fund.

FUND BALANCES

The District’s reserves / fund balances are impacted by its revenues and expenses. **Table 16** summarizes the historical and projected FYE fund balances of the District. Details of the calculations of the District’s fund balances are provided in **Table B-3** of **Appendix B**.

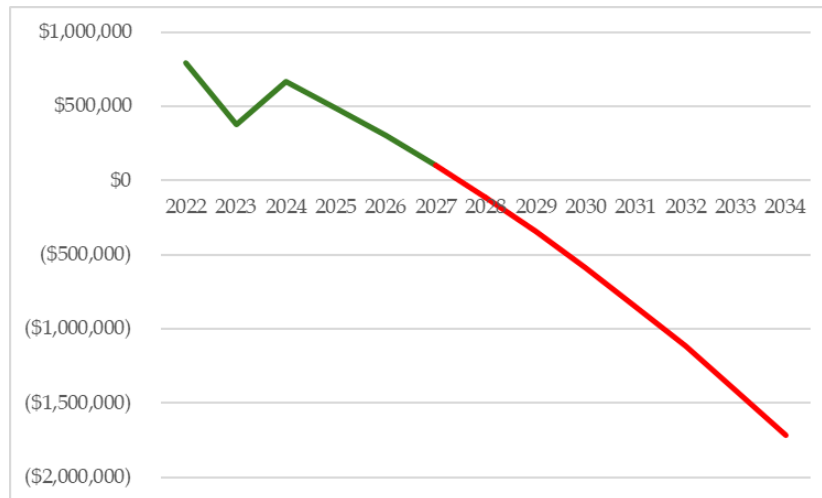
**Table 16  
Newcastle Fire Protection District  
Fund Balances Summary**

FYE		Total Fund Balance
2022	Historical	\$790,779
2023		\$379,371
2024		\$669,917
2025		\$486,684
2026	Projected	\$302,507
2027		\$102,846
2028		(\$112,719)
2029		(\$343,594)
2030		(\$586,663)
2031		(\$844,524)
2032		(\$1,117,172)
2033		(\$1,407,516)
2034		(\$1,715,589)

*Source: NFPD and Ridgeline*

**Graph 4** illustrates the historical and projected year-end fund balances of the District.

**Graph 4**  
**Newcastle Fire Protection District**  
**Fund Balances Trend**



While the NFPD currently has some reserves, they are expected to be quickly depleted due to the annual deficit spending, with the District projected to run out of cash in FYE 2028.

The combined operating deficit over the current fiscal year and the 9-year forecast period is estimated at approximately \$2.4 million.

## **FISCAL ANALYSIS SUMMARY**

The main conclusion of this chapter is that the District is in a dire financial situation. It currently operates at a substantial operating deficit, estimated at approximately \$185,000 per year. Without immediate action by the District management to lower expenses and/or generate additional revenues, the District is expected to run out of cash and become financially insolvent in FYE 2028.

The projections developed as part of this analysis are highly dependent on many assumptions, including the rate of inflation, assessed values within the District, staffing levels, and many operating and financial decisions made daily by the District. The reality is likely to differ from the forecast, and it will depend on the District’s management and Board of Directors to navigate the situations they encounter.

## **FISCAL MANAGEMENT RECOMMENDATIONS**

The District's financial model is unsustainable in its present form. The District should re-evaluate its entire operating structure, revenue sources, and all line items of expenses. Without a major change of course, the District is projected to fail financially in FYE 2028.

With the annual deficit of 13% of the total expenses and 15% of the total revenues, any solution will require drastic measures on the cost and revenue sides.

## IV. FISCAL ANALYSIS FOR CONSOLIDATED DISTRICT

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Based on the results of the fiscal analysis and financial projections developed for the Placer Hills Fire Protection District and the Newcastle Fire Protection District, Ridgeline developed the following fiscal analysis and financial projections for a hypothetical Placer Hills – Newcastle Consolidated District (“Consolidated District”).

### DISTRICT DESCRIPTION

The Consolidated District is expected to combine all areas and services of the PHFPD and NFPD. It is assumed that the Consolidated District will commence its activities on July 1, 2025. The Consolidated District’s name and governance structure will be determined during the consolidation process and are not a subject of this Fiscal Study.

For the purposes of this analysis, it was assumed that the Consolidated District will maintain the same level of services and take on the same capital projects that were outlined in the separate fiscal analysis chapters for each individual District. No additional new services or capital projects are assumed for the Consolidated District.

### ORGANIZATION STRUCTURE

The Consolidated District will maintain the same organization structure as the PHFPD. All six employees of the NFPD will join the Fire Department of the Consolidated District with the same compensation and benefit structure as currently offered to the PHFPD employees, including participation in CalPERS pension plan, medical insurance, and longevity incentive pay.

It was assumed that the consolidation process will not result in addition or elimination of positions. It was also assumed that the Consolidated District is fully staffed at all times. The detailed staffing model and financial projections are included in **Table C-1** of **Appendix C**.

It was determined by the PHFPD staff that certain adjustments to the base hourly rates of some of the NFPD employees will be necessary, based on the FY2025 compensation schedules, as shown in **Table 17**.

**Table 17**  
**Placer Hills - Newcastle Consolidated District**  
**Newcastle Employees Hourly Rates Assumptions**  
**FYE 2025**

Position	Independent	Consolidated	Difference
Captain	\$25.75	\$25.80	\$0.05
Captain	\$27.04	\$27.09	\$0.05
Captain	\$25.75	\$28.21	\$2.46
Engineer	\$25.46	\$25.46	\$0.00
Engineer	\$24.25	\$24.25	\$0.00
Engineer	\$24.25	\$24.25	\$0.00

*Source: NFPD and PHFPD*

**Table 18** on the following page provides a summary and a comparison of the total staffing cost for the Districts staying independent vs. consolidating.

Initially, the consolidation is projected to result in slightly higher costs, as the NFPD employees are transitioned to the PHFPD compensation structure. However, after several years, the consolidated structure is expected to result in savings. The savings come from the fact that the NFPD currently does not offer a competitive benefits package and thus has to offer higher annual salary increases (assumed to be 5%). Under the more competitive PHFPD benefits structure, the annual salary increases of 3% are deemed to be sufficient. All differences between the independent and consolidated scenarios are limited to the impacts associated with the NFPD positions.

The FYE 2025 is included in the table only to illustrate how the consolidation is expected to impact the staffing costs without taking into account inflationary impacts.

**Table 18  
Placer Hills - Newcastle Consolidated District  
Staffing Model Comparison**

Description	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>Independent Districts</b>										
Placer Hills FPD	\$3,072,461	\$3,155,571	\$3,246,005	\$3,341,393	\$3,441,021	\$3,540,292	\$3,643,190	\$3,747,913	\$3,858,336	\$3,970,203
Newcastle FPD	\$761,883	\$797,583	\$835,108	\$874,552	\$916,015	\$959,601	\$1,005,420	\$1,053,589	\$1,104,229	\$1,157,469
<b>Total Cost - Independent</b>	<b>\$3,834,344</b>	<b>\$3,953,154</b>	<b>\$4,081,113</b>	<b>\$4,215,945</b>	<b>\$4,357,035</b>	<b>\$4,499,893</b>	<b>\$4,648,610</b>	<b>\$4,801,502</b>	<b>\$4,962,564</b>	<b>\$5,127,672</b>
<b>Total Cost - Consolidated</b>	<b>\$3,877,362</b>	<b>\$3,983,631</b>	<b>\$4,094,751</b>	<b>\$4,213,490</b>	<b>\$4,336,060</b>	<b>\$4,458,048</b>	<b>\$4,586,355</b>	<b>\$4,715,253</b>	<b>\$4,852,950</b>	<b>\$4,991,622</b>
<b>Difference (\$)</b>	<b>\$43,017</b>	<b>\$30,477</b>	<b>\$13,639</b>	<b>(\$2,455)</b>	<b>(\$20,976)</b>	<b>(\$41,845)</b>	<b>(\$62,256)</b>	<b>(\$86,249)</b>	<b>(\$109,614)</b>	<b>(\$136,050)</b>
<b>Difference (%)</b>	<b>1.12%</b>	<b>0.77%</b>	<b>0.33%</b>	<b>-0.06%</b>	<b>-0.48%</b>	<b>-0.93%</b>	<b>-1.34%</b>	<b>-1.80%</b>	<b>-2.21%</b>	<b>-2.65%</b>

Source: PHFPD, NFPD, and Ridgeline

## **BALANCE SHEET OVERVIEW**

This Fiscal Study assumes that all assets (including cash and cash equivalents, land, buildings and structures, fleets, pension assets, etc.) and liabilities (including debt, pension liability, etc.) of the two Districts will be fully consolidated and that all strategic initiatives discussed for the individual Districts remain applicable to the Consolidated District.

The key assumptions regarding certain assets and liabilities are discussed below.

### DEBT OBLIGATIONS

As a part of the consolidation process, the Districts will need to reach out to all lenders and notify them of the consolidation. Most likely all lenders will require an update to the financing documents, for which the Districts are likely to incur legal costs.

### PENSION PLANS AND LIABILITY

The PHFPD offers pension benefits to eligible employees through CalPERS. The NFPD is not a member of CalPERS. Upon consolidation, it is expected that the NFPD employees will join the PHFPD CalPERS PEPR Safety Plan as new employees. The associated costs are included in the consolidated staffing model.

The Districts will need to work with CalPERS to ensure the transition of the PHFPD pension plans to the Consolidated District.

## **FINANCIAL PROJECTIONS**

The Consolidated District financial projections were done under one fund to evaluate the total financial picture.

It was assumed that the Consolidated District will commence operations on July 1, 2025. As such, all financial projections developed for the Consolidated District start with FYE 2026 and cover a 9-year period through FYE 2034.

The Consolidated District projections represent the sum of the corresponding revenue and expense line items of the two individual Districts, with certain adjustments discussed below. Similarly to the individual Districts' projections, the Mitigation Fees Fund has been rolled into the overall financial model of the Consolidated District.

## Revenues

### Property Taxes

It was assumed that the Consolidated District will receive the same amount of the *ad valorem* property taxes currently collected by the Districts.

The total per parcel amount of the voter-approved tax measures is higher for PHFPD than for the NFPD. It is anticipated that upon the consolidation the properties within the NFPD will be assessed at the same rate as the properties within the PHFPD. The initial revenue increase was estimated by the PHFPD at approximately \$100,000. Ridgeline performed a high-level evaluation of the tax rolls associated with each tax measure for both Districts and found the PHFPD's estimate to be reasonable, even if somewhat conservative.

### Other Revenues

Other revenue projections incorporate the different line items from the two Districts and follow the same growth projection methodology. To the extent that the PHFPD revenues included any payments from the NFPD (Administrative Services Agreement and reimbursements of costs), the revenue and corresponding expenses were adjusted accordingly.

## Expenses

The Consolidated District expense, capital outlay, and debt service projections generally follow the same assumptions as those of the individual Districts and are based on historical trends, 2025 budgets, and additional feedback from the PHFPD staff. Most expense categories are expected to increase with the annual inflation rate, assumed to be 3%.

Given that the PHFPD already provides administrative services for the NFPD, the Districts were able to identify only immaterial cost savings opportunities. The Districts used a conservative approach to estimating savings and additional savings may transpire once their operations are fully integrated.

Additionally, as was discussed above, in the first several years of the projections period, the Consolidated District is likely to see somewhat higher payroll expenses due to transferring the NFPD personnel to the PHFPD compensation and benefits structure.

The individual District FYE 2025 budgets already capture most of the consolidation process costs. It was assumed that minimal additional costs for the revision of loan documents will be necessary prior to the consolidation, in FYE 2025. Therefore, the amount of the beginning cash balance of the Consolidated District was reduced by the amount of these additional costs.

## Operating Results

**Table 19** summarizes the projected revenues, expenses (including capital outlay and debt service), and net cash flow of the Consolidated District. Details of the revenues, expenses, and net cash flow projections are provided in **Table C-2** of **Appendix C**.

**Table 19**  
**Placer Hills - Newcastle Consolidated District**  
**Operating Statement Projections Summary**

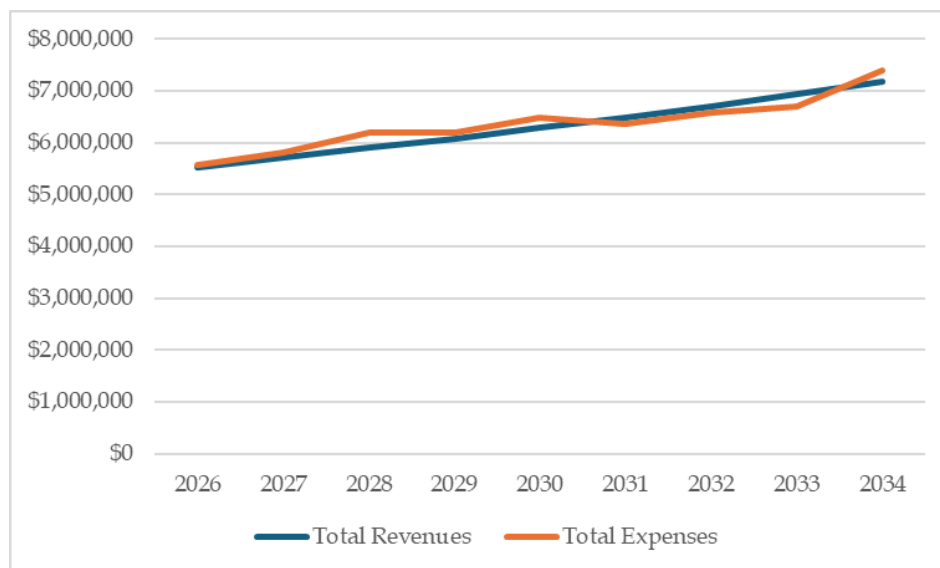
FYE	Total Revenues	Total Expenses [1]	Net Cash Flow
2026	\$5,531,345	\$5,577,424	(\$46,079)
2027	\$5,714,412	\$5,817,375	(\$102,963)
2028	\$5,901,605	\$6,189,888	(\$288,284)
2029	\$6,089,267	\$6,201,701	(\$112,434)
2030	\$6,288,436	\$6,482,579	(\$194,143)
2031	\$6,491,597	\$6,362,495	\$129,102
2032	\$6,711,116	\$6,581,660	\$129,456
2033	\$6,937,529	\$6,701,387	\$236,143
2034	\$7,174,262	\$7,390,404	(\$216,142)

Source: PHFPD, NFPD, and Ridgeline

[1] Includes capital outlay and debt service.

Graph 5 illustrates the projected trend for the Consolidated District’s revenues and expenses.

**Graph 5**  
**Placer Hills - Newcastle Consolidated District**  
**Revenue and Expenses Trend**



The Consolidated District’s revenues and expenses are projected to grow at a similar rate.

The Consolidated District is expected to operate at a small deficit (ranging from \$45,000 to \$290,000) in the first five years, maintaining the same fleet replacement schedule as was set forth for the individual Districts. The trend is expected to reverse when one of the engine leases is paid off, which would allow the Consolidated District to generate a small surplus of approximately \$130,000 to \$230,000 per year. Then, in FYE 2034, the Consolidated District is projected to have a shortfall of approximately \$215,000 due to large capital outlay.

The Consolidated District is expected to generate somewhat better financial results than the combined individual results of the two Districts operating independently, as shown in **Table 20**.

**Table 20**  
**Placer Hills - Newcastle Consolidated District**  
**Operating Results Projections Comparison**

FYE	Independent Districts Projected Annual Net Cash Flow			Consolidated District Projected Annual Net Cash Flow	Difference
	PHFPD	NFPD	Total		
2026	\$132,184	(\$184,177)	(\$51,993)	(\$46,079)	\$5,914
2027	\$69,364	(\$199,661)	(\$130,297)	(\$102,963)	\$27,334
2028	(\$117,292)	(\$215,565)	(\$332,857)	(\$288,284)	\$44,573
2029	\$57,109	(\$230,875)	(\$173,766)	(\$112,434)	\$61,332
2030	(\$28,422)	(\$243,070)	(\$271,492)	(\$194,143)	\$77,349
2031	\$293,992	(\$257,861)	\$36,131	\$129,102	\$92,971
2032	\$289,961	(\$272,648)	\$17,313	\$129,456	\$112,143
2033	\$395,730	(\$290,344)	\$105,385	\$236,143	\$130,757
2034	(\$60,471)	(\$308,072)	(\$368,543)	(\$216,142)	\$152,401

*Source: PHFPD, NFPD, and Ridgeline*

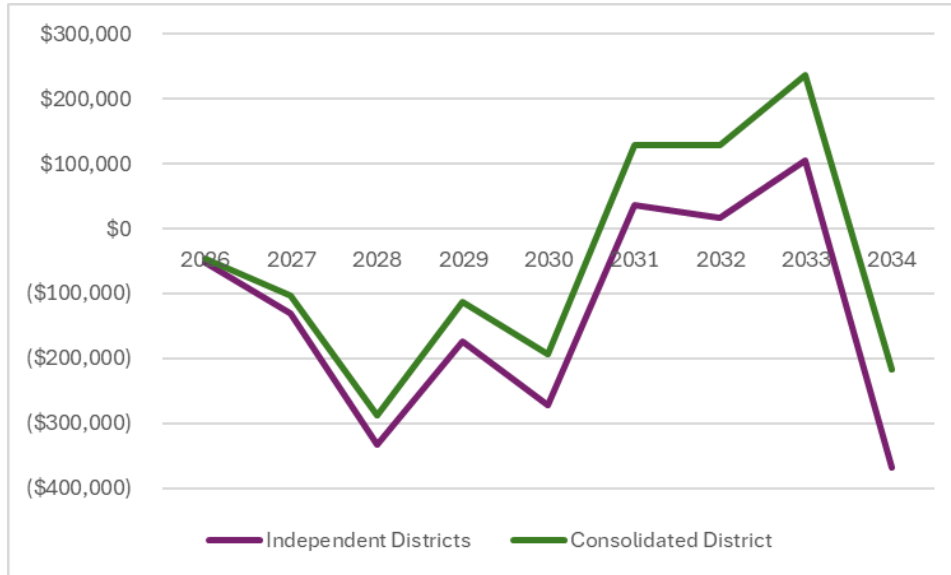
The better projected financial outcome is due to the expected additional parcel tax revenues from applying the PHFPD rates to properties within the NFPD area, as well as the minor economies of scale realized from the consolidation.

The annual financial improvement realized through the consolidation is expected to start at approximately \$6,000 and gradually increase to \$150,000 over nine years.

It should be noted that the projected financial improvement does not eliminate the net financial loss of the two Districts in the first several years but merely makes it less severe.

**Graph 6** illustrates the comparison of the annual operating results of the two combined individual Districts and the Consolidated District.

**Graph 6**  
**Placer Hills – Newcastle Consolidated District**  
**Comparison of Annual Net Operating Results**



Annual operating results will impact the Consolidated District’s reserves / fund balance. **Table 21** summarizes the projected FYE fund balance of the Consolidated District. Details of the calculations of the Consolidated District’s fund balance are provided in **Table C-3** of **Appendix C**.

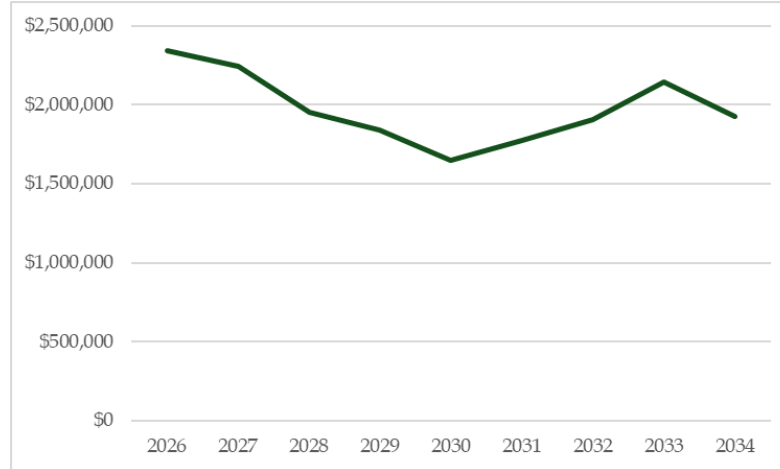
**Table 21**  
**Placer Hills - Newcastle Consolidated District**  
**Fund Balance Projections Summary**

FYE	Total Fund Balance
2026	\$2,345,353
2027	\$2,242,390
2028	\$1,954,107
2029	\$1,841,673
2030	\$1,647,531
2031	\$1,776,633
2032	\$1,906,089
2033	\$2,142,231
2034	\$1,926,089

Source: PHFPD, NFPD, and Ridgeline

**Graph 7** illustrates the projected year-end fund balance of the Consolidated District.

**Graph 7**  
**Placer Hills – Newcastle Consolidated District**  
**Fund Balance Trend Projection**



The Consolidated District is expected to achieve higher reserve balances than the combined individual reserves of the two Districts operating independently due to the additional parcel tax revenues and cost savings expected described above. **Table 22** compares the combined projected reserves of the two Districts with the projected reserves of the Consolidated District.

**Table 22**  
**Placer Hills - Newcastle Consolidated District**  
**Fund Balance Projections Comparison**

FYE	Independent Districts Projected Ending Fund Balances			Consolidated District Projected Ending Fund Balance	Difference
	PHFPD	NFPD	Total		
2026	\$2,046,932	\$302,507	\$2,349,440	\$2,345,353	(\$4,086)
2027	\$2,116,296	\$102,846	\$2,219,143	\$2,242,390	\$23,248
2028	\$1,999,004	(\$112,719)	\$1,886,286	\$1,954,107	\$67,821
2029	\$2,056,114	(\$343,594)	\$1,712,520	\$1,841,673	\$129,153
2030	\$2,027,691	(\$586,663)	\$1,441,028	\$1,647,531	\$206,503
2031	\$2,321,683	(\$844,524)	\$1,477,159	\$1,776,633	\$299,474
2032	\$2,611,644	(\$1,117,172)	\$1,494,472	\$1,906,089	\$411,617
2033	\$3,007,373	(\$1,407,516)	\$1,599,857	\$2,142,231	\$542,374
2034	\$2,946,902	(\$1,715,589)	\$1,231,314	\$1,926,089	\$694,776

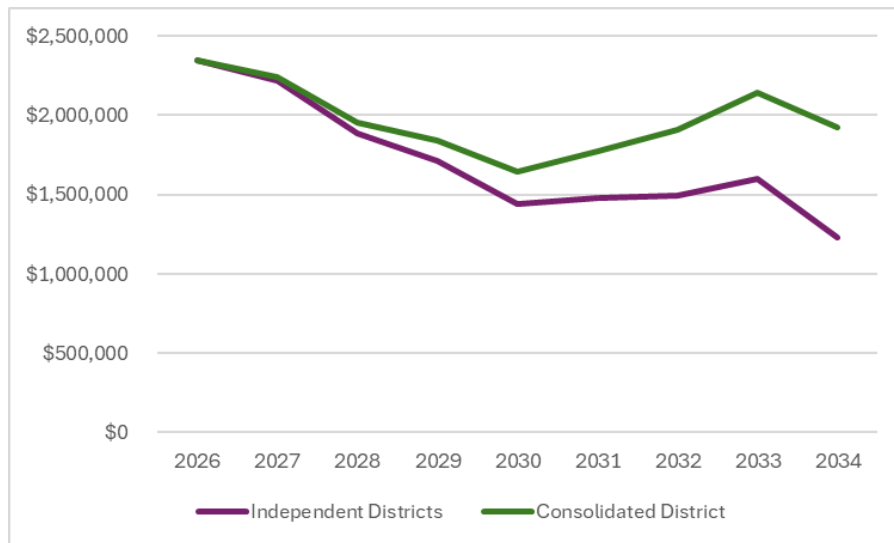
Source: PHFPD, NFPD, and Ridgeline

Over the nine-year term projection period, the difference in the fund balances is expected to reach approximately \$695,000. This analysis disregards the projection that the NFPD is expected to run out of cash in FYE 2028.

The consolidation will improve the net reserve balance comparing to the independent operations of the Districts, but the consolidated District’s reserve balances will be lower than those of the PHFPD operating on a stand-alone basis.

**Graph 8** illustrates the comparison of the FYE fund balances of the two combined individual Districts and the Consolidated District.

**Graph 8**  
**Placer Hills – Newcastle Consolidated District**  
**Comparison of Fund Balances**



The fund balances of the individual Districts were discussed in their corresponding chapters. Refer to Graphs 2 (PHFPD) and 4 (NFPD) for individual District projected fund balances. Note that while the PHFPD’s fund balances are projected to remain at healthy levels, the NFPD is projected to run out of cash in FYE 2028. The fund balances comparison in Graph 8 assumes that in the Independent Districts scenario the NFPD losses are offset by the PHFPD reserves.

## FISCAL ANALYSIS SUMMARY

The main conclusion of this Fiscal Study is that while the NFPD is projected to run out of cash in FYE 2028, the consolidation of the two Districts is expected to result in a relatively stable Consolidated District capable of operating close to break-even over the nine-year projection period. However, the Consolidated District is still expected to operate at a deficit during the first five years following the consolidation.

- *Placer Hills Fire Protection District*, operating on a stand-alone basis, can continue to operate at or near break-even point. However, it is unable to expand services or take on any major capital improvement projects (other than regularly replacing its existing apparatus) without additional funding.

- **Newcastle Fire Protection District**, operating on a stand-alone basis under the same revenue and expense structure, is expected to run out of cash in FYE 2028. Without intervention, it must drastically reduce its services, file for bankruptcy, and/or be forced by LAFCO to consolidate with another agency.
- The PHFPD currently receives a portion of its revenues (close to \$200,000 per year, or 4.5% of annual revenues) from the NFPD. It uses these revenues to fund some of its operating expenses. Since the PHFPD operates at break-even, the financial failure of the NFPD is likely to put pressure on the financial position of the PHFPD.
- **The consolidated District** is expected to operate at a small annual loss for the first several years. However, that loss is projected to be lower than the combined net loss of the two Districts operating independently.
- With careful management, the consolidated District's loss could be reduced to allow for break-even performance, but the analysis of actions required to achieve break-even is outside of the scope of this Fiscal Study.
- While the consolidation of the Districts is expected to result in an overall fiscal improvement comparing to the Districts staying independent, the cash reserves of the PHFPD will be needed to fund some of the initial operating losses associated with the services within the NFPD services area.

The projections developed as part of this analysis are highly dependent on many assumptions, including the rate of inflation, assessed values within the Consolidated District, changes to the City services agreement, staffing levels, CalPERS actions and investment returns, and many operating and financial decisions made by the Consolidated District on a daily basis. The reality is likely to differ from the forecast, and it will depend on the Consolidated District's management and Board of Directors to navigate the situations they encounter to continue to preserve the fiscal health of the Consolidated District while prudently managing taxpayer funds.

## EXPECTED FINANCIAL OUTCOMES OF THE CONSOLIDATION

The consolidation of the PHFPD and the NFPD is expected to result in the following fiscal improvements:

- **Annual Financial Improvement:** The consolidation is projected to result in a financial improvement in each year of the nine-year projection period of approximately \$6,000 to \$150,000, primarily due to additional parcel tax revenues, economies of scale, and the elimination of redundant costs. It should be noted that the projected financial improvement does not eliminate the net financial loss of the two Districts in the first several years but merely makes it less severe.
- **Higher Reserve Balances:** As a result of the financial improvement referenced above, the total reserves of the Consolidated District are projected to grow by an additional \$695,000 over the nine-year projection period. This finding disregards the notion that, operating independently, the NFPD is projected to run out of cash in FYE 2028. The consolidation will improve the net reserve balance compared to the independent operations of the

Districts, but the consolidated District's reserve balances will be lower than those of the PHFDP operating on a stand-alone basis.

- ***One Board of Directors:*** Consolidating two Boards of Directors into one is expected to result in some cost savings (factored into the financial improvement referenced above) and more efficient workflows for the Consolidated District staff.

However, it needs to be emphasized that the Consolidated District is projected to generate weaker financial performance than the PHFDP operating independently. Essentially, a portion of the shortfall from the operations of the NFPD would be funded through the surplus from the operations of the PHFDP.



## Appendix A: PHFPD Fiscal Analysis Detail Schedules

- Table A-1 PHFPD – Staffing Model and Financial Projections
- Table A-2 PHFPD – Operating Statement Detail
- Table A-3 PHFPD – Fund Balance Detail

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<i>Inflation Rate</i>			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<i>Salary Inflation Rate</i>			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>SALARIES</b>	CalPERS										
<b>Administration:</b>											
District Manager	PEPRA	\$104,998	\$108,148	\$111,393	\$114,735	\$118,177	\$121,722	\$125,374	\$129,135	\$133,009	\$136,999
Fire Marshal (PT)	n/a	\$43,680	\$44,990	\$46,340	\$47,730	\$49,162	\$50,637	\$52,156	\$53,721	\$55,333	\$56,992
Admin Assistant (PT)	n/a	\$31,500	\$32,445	\$33,418	\$34,421	\$35,454	\$36,517	\$37,613	\$38,741	\$39,903	\$41,100
<i>Subtotal: Administration</i>		<i>\$180,178</i>	<i>\$185,584</i>	<i>\$191,151</i>	<i>\$196,886</i>	<i>\$202,792</i>	<i>\$208,876</i>	<i>\$215,142</i>	<i>\$221,597</i>	<i>\$228,245</i>	<i>\$235,092</i>
<b>Support:</b>											
Mechanic	PEPRA	\$90,480	\$93,194	\$95,990	\$98,870	\$101,836	\$104,891	\$108,038	\$111,279	\$114,617	\$118,056
<i>Subtotal: Support</i>		<i>\$90,480</i>	<i>\$93,194</i>	<i>\$95,990</i>	<i>\$98,870</i>	<i>\$101,836</i>	<i>\$104,891</i>	<i>\$108,038</i>	<i>\$111,279</i>	<i>\$114,617</i>	<i>\$118,056</i>
<b>Fire:</b>											
Fire Chief	Classic	\$175,074	\$180,326	\$185,736	\$191,308	\$197,047	\$202,958	\$209,047	\$215,318	\$221,778	\$228,431
Battalion Chief 1	Classic	\$105,297	\$108,456	\$111,710	\$115,061	\$118,513	\$122,068	\$125,730	\$129,502	\$133,387	\$137,389
Battalion Chief 2	Classic	\$120,387	\$123,998	\$127,718	\$131,550	\$135,496	\$139,561	\$143,748	\$148,060	\$152,502	\$157,077
Battalion Chief 3	Classic	\$113,185	\$116,581	\$120,078	\$123,681	\$127,391	\$131,213	\$135,149	\$139,204	\$143,380	\$147,681
Captain 1	PEPRA	\$81,303	\$83,743	\$86,255	\$88,843	\$91,508	\$94,253	\$97,081	\$99,993	\$102,993	\$106,083
Captain 2	Classic	\$87,519	\$90,144	\$92,848	\$95,634	\$98,503	\$101,458	\$104,502	\$107,637	\$110,866	\$114,192
Captain 3	PEPRA	\$90,566	\$93,283	\$96,082	\$98,964	\$101,933	\$104,991	\$108,141	\$111,385	\$114,727	\$118,168
Captain 4	PEPRA	\$96,811	\$99,716	\$102,707	\$105,788	\$108,962	\$112,231	\$115,598	\$119,066	\$122,638	\$126,317
Captain 5	PEPRA	\$96,811	\$99,716	\$102,707	\$105,788	\$108,962	\$112,231	\$115,598	\$119,066	\$122,638	\$126,317
Captain 6	PEPRA	\$96,811	\$99,716	\$102,707	\$105,788	\$108,962	\$112,231	\$115,598	\$119,066	\$122,638	\$126,317
Engineer 1	Classic	\$83,246	\$85,743	\$88,315	\$90,965	\$93,694	\$96,505	\$99,400	\$102,382	\$105,453	\$108,617
Engineer 2	PEPRA	\$70,696	\$72,817	\$75,001	\$77,252	\$79,569	\$81,956	\$84,415	\$86,947	\$89,556	\$92,242
Engineer 3	PEPRA	\$79,720	\$82,111	\$84,575	\$87,112	\$89,725	\$92,417	\$95,190	\$98,045	\$100,987	\$104,016
Engineer 4	PEPRA	\$62,868	\$64,754	\$66,696	\$68,697	\$70,758	\$72,881	\$75,067	\$77,319	\$79,639	\$82,028
Engineer 5	PEPRA	\$76,045	\$78,326	\$80,676	\$83,096	\$85,589	\$88,157	\$90,801	\$93,525	\$96,331	\$99,221
Engineer 6 - OPEN	PEPRA	\$70,756	\$72,879	\$75,065	\$77,317	\$79,636	\$82,025	\$84,486	\$87,021	\$89,631	\$92,320
Firefighter 1	PEPRA	\$52,708	\$54,290	\$55,918	\$57,596	\$59,324	\$61,103	\$62,936	\$64,825	\$66,769	\$68,772
Firefighter 2	PEPRA	\$52,708	\$54,290	\$55,918	\$57,596	\$59,324	\$61,103	\$62,936	\$64,825	\$66,769	\$68,772
Firefighter 3	PEPRA	\$52,708	\$54,290	\$55,918	\$57,596	\$59,324	\$61,103	\$62,936	\$64,825	\$66,769	\$68,772
<i>Subtotal: Fire</i>		<i>\$1,665,219</i>	<i>\$1,715,176</i>	<i>\$1,766,631</i>	<i>\$1,819,630</i>	<i>\$1,874,219</i>	<i>\$1,930,445</i>	<i>\$1,988,359</i>	<i>\$2,048,009</i>	<i>\$2,109,450</i>	<i>\$2,172,733</i>
<b>TOTAL: SALARIES</b>		<b>\$1,935,877</b>	<b>\$1,993,954</b>	<b>\$2,053,772</b>	<b>\$2,115,386</b>	<b>\$2,178,847</b>	<b>\$2,244,213</b>	<b>\$2,311,539</b>	<b>\$2,380,885</b>	<b>\$2,452,312</b>	<b>\$2,525,881</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>LONGEVITY PAY</b>											
Completed Years of Service		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
5 years	1%										
10 years	2%										
15 years	3%										
20 years	4%										
25 years	5%										
30 years	6%										
<b>Administration:</b>		<b>Hire Year</b>									
District Manager	2023	\$0	\$0	\$0	\$1,147	\$1,182	\$1,217	\$1,254	\$1,291	\$2,660	\$2,740
Fire Marshal (PT)	n/a	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	n/a	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>		<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$1,147</i>	<i>\$1,182</i>	<i>\$1,217</i>	<i>\$1,254</i>	<i>\$1,291</i>	<i>\$2,660</i>	<i>\$2,740</i>
<b>Support:</b>											
Mechanic	2013	\$1,810	\$1,864	\$1,920	\$2,966	\$3,055	\$3,147	\$3,241	\$3,338	\$4,585	\$4,722
<i>Subtotal: Support</i>		<i>\$1,810</i>	<i>\$1,864</i>	<i>\$1,920</i>	<i>\$2,966</i>	<i>\$3,055</i>	<i>\$3,147</i>	<i>\$3,241</i>	<i>\$3,338</i>	<i>\$4,585</i>	<i>\$4,722</i>
<b>Fire:</b>											
Fire Chief	2002	\$7,003	\$7,213	\$9,287	\$9,565	\$9,852	\$10,148	\$10,452	\$12,919	\$13,307	\$13,706
Battalion Chief 1	1999	\$5,265	\$5,423	\$5,585	\$5,753	\$7,111	\$7,324	\$7,544	\$7,770	\$8,003	\$8,243
Battalion Chief 2	2010	\$3,612	\$3,720	\$3,832	\$3,946	\$4,065	\$5,582	\$5,750	\$5,922	\$6,100	\$6,283
Battalion Chief 3	2020	\$1,132	\$1,166	\$1,201	\$1,237	\$1,274	\$2,624	\$2,703	\$2,784	\$2,868	\$2,954
Captain 1	2013	\$1,626	\$1,675	\$1,725	\$2,665	\$2,745	\$2,828	\$2,912	\$3,000	\$4,120	\$4,243
Captain 2	2013	\$1,750	\$1,803	\$1,857	\$2,869	\$2,955	\$3,044	\$3,135	\$3,229	\$4,435	\$4,568
Captain 3	2016	\$906	\$1,866	\$1,922	\$1,979	\$2,039	\$2,100	\$3,244	\$3,342	\$3,442	\$3,545
Captain 4	2016	\$968	\$1,994	\$2,054	\$2,116	\$2,179	\$2,245	\$3,468	\$3,572	\$3,679	\$3,789
Captain 5	2022	\$0	\$0	\$1,027	\$1,058	\$1,090	\$1,122	\$1,156	\$2,381	\$2,453	\$2,526
Captain 6	2023	\$0	\$0	\$0	\$1,058	\$1,090	\$1,122	\$1,156	\$1,191	\$2,453	\$2,526
Engineer 1	2009	\$2,497	\$2,572	\$2,649	\$2,729	\$3,748	\$3,860	\$3,976	\$4,095	\$4,218	\$5,431
Engineer 2	2023	\$0	\$0	\$0	\$773	\$796	\$820	\$844	\$869	\$1,791	\$1,845
Engineer 3	2019	\$797	\$821	\$846	\$871	\$1,795	\$1,848	\$1,904	\$1,961	\$2,020	\$3,120
Engineer 4	2024	\$0	\$0	\$0	\$0	\$708	\$729	\$751	\$773	\$796	\$1,641
Engineer 5	2019	\$760	\$783	\$807	\$831	\$1,712	\$1,763	\$1,816	\$1,871	\$1,927	\$2,977
Engineer 6 - OPEN	2025	\$0	\$0	\$0	\$0	\$0	\$820	\$845	\$870	\$896	\$923
Firefighter 1	2024	\$0	\$0	\$0	\$0	\$593	\$611	\$629	\$648	\$668	\$1,375
Firefighter 2	2024	\$0	\$0	\$0	\$0	\$593	\$611	\$629	\$648	\$668	\$1,375
Firefighter 3	2025	\$0	\$0	\$0	\$0	\$0	\$611	\$629	\$648	\$668	\$688
<i>Subtotal: Fire</i>		<i>\$26,316</i>	<i>\$29,036</i>	<i>\$32,791</i>	<i>\$37,450</i>	<i>\$44,343</i>	<i>\$49,812</i>	<i>\$53,544</i>	<i>\$58,494</i>	<i>\$64,510</i>	<i>\$71,759</i>
<b>TOTAL: LONGEVITY</b>		<b>\$28,126</b>	<b>\$30,900</b>	<b>\$34,711</b>	<b>\$41,564</b>	<b>\$48,580</b>	<b>\$54,176</b>	<b>\$58,039</b>	<b>\$63,124</b>	<b>\$71,755</b>	<b>\$79,222</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>HOLIDAY PAY - FIRE</b>	<b>Hrs</b>										
Fire Chief	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Battalion Chief 1	120	\$4,229	\$4,356	\$4,486	\$4,621	\$4,760	\$4,902	\$5,049	\$5,201	\$5,357	\$5,518
Battalion Chief 2	120	\$4,835	\$4,980	\$5,129	\$5,283	\$5,442	\$5,605	\$5,773	\$5,946	\$6,125	\$6,308
Battalion Chief 3	120	\$4,546	\$4,682	\$4,822	\$4,967	\$5,116	\$5,270	\$5,428	\$5,591	\$5,758	\$5,931
Captain 1	120	\$3,265	\$3,363	\$3,464	\$3,568	\$3,675	\$3,785	\$3,899	\$4,016	\$4,136	\$4,260
Captain 2	120	\$3,515	\$3,620	\$3,729	\$3,841	\$3,956	\$4,075	\$4,197	\$4,323	\$4,452	\$4,586
Captain 3	120	\$3,637	\$3,746	\$3,859	\$3,974	\$4,094	\$4,217	\$4,343	\$4,473	\$4,607	\$4,746
Captain 4	120	\$3,888	\$4,005	\$4,125	\$4,249	\$4,376	\$4,507	\$4,642	\$4,782	\$4,925	\$5,073
Captain 5	120	\$3,888	\$4,005	\$4,125	\$4,249	\$4,376	\$4,507	\$4,642	\$4,782	\$4,925	\$5,073
Captain 6	120	\$3,888	\$4,005	\$4,125	\$4,249	\$4,376	\$4,507	\$4,642	\$4,782	\$4,925	\$5,073
Engineer 1	120	\$3,343	\$3,443	\$3,547	\$3,653	\$3,763	\$3,876	\$3,992	\$4,112	\$4,235	\$4,362
Engineer 2	120	\$2,839	\$2,924	\$3,012	\$3,102	\$3,196	\$3,291	\$3,390	\$3,492	\$3,597	\$3,705
Engineer 3	120	\$3,202	\$3,298	\$3,397	\$3,498	\$3,603	\$3,712	\$3,823	\$3,938	\$4,056	\$4,177
Engineer 4	120	\$2,525	\$2,601	\$2,679	\$2,759	\$2,842	\$2,927	\$3,015	\$3,105	\$3,198	\$3,294
Engineer 5	120	\$3,054	\$3,146	\$3,240	\$3,337	\$3,437	\$3,540	\$3,647	\$3,756	\$3,869	\$3,985
Engineer 6 - OPEN	120	\$2,842	\$2,927	\$3,015	\$3,105	\$3,198	\$3,294	\$3,393	\$3,495	\$3,600	\$3,708
Firefighter 1	120	\$2,117	\$2,180	\$2,246	\$2,313	\$2,382	\$2,454	\$2,528	\$2,603	\$2,681	\$2,762
Firefighter 2	120	\$2,117	\$2,180	\$2,246	\$2,313	\$2,382	\$2,454	\$2,528	\$2,603	\$2,681	\$2,762
Firefighter 3	120	\$2,117	\$2,180	\$2,246	\$2,313	\$2,382	\$2,454	\$2,528	\$2,603	\$2,681	\$2,762
<b>TOTAL: HOLIDAY PAY - FIRE</b>		<b>\$59,845</b>	<b>\$61,641</b>	<b>\$63,490</b>	<b>\$65,394</b>	<b>\$67,356</b>	<b>\$69,377</b>	<b>\$71,458</b>	<b>\$73,602</b>	<b>\$75,810</b>	<b>\$78,084</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>UNIFORM ALLOWANCE</b>										
<b>Administration:</b>										
District Manager	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$1,150</i>	<i>\$1,300</i>	<i>\$1,326</i>	<i>\$1,353</i>	<i>\$1,380</i>	<i>\$1,407</i>	<i>\$1,435</i>	<i>\$1,464</i>	<i>\$1,493</i>	<i>\$1,523</i>
<b>Support:</b>										
Mechanic	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
<i>Subtotal: Support</i>	<i>\$1,150</i>	<i>\$1,300</i>	<i>\$1,326</i>	<i>\$1,353</i>	<i>\$1,380</i>	<i>\$1,407</i>	<i>\$1,435</i>	<i>\$1,464</i>	<i>\$1,493</i>	<i>\$1,523</i>
<b>Fire:</b>										
Fire Chief	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Battalion Chief 1	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Battalion Chief 2	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Battalion Chief 3	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 1	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 2	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 3	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 4	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 5	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 6	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 1	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 2	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 3	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 4	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 5	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 6 - OPEN	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Firefighter 1	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Firefighter 2	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Firefighter 3	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
<i>Subtotal: Fire</i>	<i>\$21,850</i>	<i>\$24,700</i>	<i>\$25,194</i>	<i>\$25,698</i>	<i>\$26,212</i>	<i>\$26,736</i>	<i>\$27,271</i>	<i>\$27,816</i>	<i>\$28,373</i>	<i>\$28,940</i>
<b>TOTAL: UNIFORM ALLOWANCE</b>	<b>\$24,150</b>	<b>\$27,300</b>	<b>\$27,846</b>	<b>\$28,403</b>	<b>\$28,971</b>	<b>\$29,550</b>	<b>\$30,141</b>	<b>\$30,744</b>	<b>\$31,359</b>	<b>\$31,986</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>OVERTIME</b>	<b>1.5</b>		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Administration:</b>											
District Manager		\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
Fire Marshal (PT)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>		<i>\$3,000</i>	<i>\$3,090</i>	<i>\$3,183</i>	<i>\$3,278</i>	<i>\$3,377</i>	<i>\$3,478</i>	<i>\$3,582</i>	<i>\$3,690</i>	<i>\$3,800</i>	<i>\$3,914</i>
<b>Support:</b>											
Mechanic		\$6,000	\$6,180	\$6,365	\$6,556	\$6,753	\$6,956	\$7,164	\$7,379	\$7,601	\$7,829
<i>Subtotal: Support</i>		<i>\$6,000</i>	<i>\$6,180</i>	<i>\$6,365</i>	<i>\$6,556</i>	<i>\$6,753</i>	<i>\$6,956</i>	<i>\$7,164</i>	<i>\$7,379</i>	<i>\$7,601</i>	<i>\$7,829</i>
<b>Fire:</b>											
Fire Chief	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Battalion Chief 1	360	\$19,030	\$19,600	\$20,189	\$20,794	\$21,418	\$22,061	\$22,722	\$23,404	\$24,106	\$24,829
Battalion Chief 2	360	\$21,757	\$22,409	\$23,082	\$23,774	\$24,487	\$25,222	\$25,979	\$26,758	\$27,561	\$28,387
Battalion Chief 3	360	\$20,455	\$21,069	\$21,701	\$22,352	\$23,023	\$23,713	\$24,425	\$25,157	\$25,912	\$26,689
Captain 1	360	\$14,693	\$15,134	\$15,588	\$16,056	\$16,538	\$17,034	\$17,545	\$18,071	\$18,613	\$19,172
Captain 2	360	\$15,817	\$16,291	\$16,780	\$17,283	\$17,802	\$18,336	\$18,886	\$19,452	\$20,036	\$20,637
Captain 3	360	\$16,367	\$16,858	\$17,364	\$17,885	\$18,422	\$18,974	\$19,544	\$20,130	\$20,734	\$21,356
Captain 4	360	\$17,496	\$18,021	\$18,562	\$19,118	\$19,692	\$20,283	\$20,891	\$21,518	\$22,163	\$22,828
Captain 5	360	\$17,496	\$18,021	\$18,562	\$19,118	\$19,692	\$20,283	\$20,891	\$21,518	\$22,163	\$22,828
Captain 6	360	\$17,496	\$18,021	\$18,562	\$19,118	\$19,692	\$20,283	\$20,891	\$21,518	\$22,163	\$22,828
Engineer 1	360	\$15,044	\$15,496	\$15,961	\$16,439	\$16,933	\$17,441	\$17,964	\$18,503	\$19,058	\$19,630
Engineer 2	360	\$12,776	\$13,160	\$13,554	\$13,961	\$14,380	\$14,811	\$15,256	\$15,713	\$16,185	\$16,670
Engineer 3	360	\$14,407	\$14,839	\$15,285	\$15,743	\$16,215	\$16,702	\$17,203	\$17,719	\$18,251	\$18,798
Engineer 4	360	\$11,362	\$11,702	\$12,054	\$12,415	\$12,788	\$13,171	\$13,566	\$13,973	\$14,393	\$14,824
Engineer 5	360	\$13,743	\$14,155	\$14,580	\$15,017	\$15,468	\$15,932	\$16,410	\$16,902	\$17,409	\$17,931
Engineer 6 - OPEN	360	\$12,787	\$13,171	\$13,566	\$13,973	\$14,392	\$14,824	\$15,269	\$15,727	\$16,198	\$16,684
Firefighter 1	360	\$9,526	\$9,811	\$10,106	\$10,409	\$10,721	\$11,043	\$11,374	\$11,715	\$12,067	\$12,429
Firefighter 2	360	\$9,526	\$9,811	\$10,106	\$10,409	\$10,721	\$11,043	\$11,374	\$11,715	\$12,067	\$12,429
Firefighter 3	360	\$9,526	\$9,811	\$10,106	\$10,409	\$10,721	\$11,043	\$11,374	\$11,715	\$12,067	\$12,429
<i>Subtotal: Fire</i>		<i>\$269,303</i>	<i>\$277,383</i>	<i>\$285,704</i>	<i>\$294,275</i>	<i>\$303,103</i>	<i>\$312,196</i>	<i>\$321,562</i>	<i>\$331,209</i>	<i>\$341,145</i>	<i>\$351,380</i>
<b>TOTAL: OVERTIME</b>		<b>\$278,303</b>	<b>\$286,653</b>	<b>\$295,252</b>	<b>\$304,110</b>	<b>\$313,233</b>	<b>\$322,630</b>	<b>\$332,309</b>	<b>\$342,278</b>	<b>\$352,546</b>	<b>\$363,123</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL BUDGETED SALARIES</b>										
<b>Administration:</b>										
District Manager	\$109,148	\$112,538	\$115,902	\$119,365	\$122,933	\$126,607	\$130,391	\$134,288	\$138,302	\$142,437
Fire Marshal (PT)	\$43,680	\$44,990	\$46,340	\$47,730	\$49,162	\$50,637	\$52,156	\$53,721	\$55,333	\$56,992
Admin Assistant (PT)	\$31,500	\$32,445	\$33,418	\$34,421	\$35,454	\$36,517	\$37,613	\$38,741	\$39,903	\$41,100
<i>Subtotal: Administration</i>	<i>\$184,328</i>	<i>\$189,974</i>	<i>\$195,660</i>	<i>\$201,517</i>	<i>\$207,548</i>	<i>\$213,761</i>	<i>\$220,160</i>	<i>\$226,750</i>	<i>\$233,538</i>	<i>\$240,529</i>
<b>Support:</b>										
Mechanic	\$99,440	\$102,538	\$105,601	\$109,745	\$113,024	\$116,401	\$119,879	\$123,461	\$128,296	\$132,130
<i>Subtotal: Support</i>	<i>\$99,440</i>	<i>\$102,538</i>	<i>\$105,601</i>	<i>\$109,745</i>	<i>\$113,024</i>	<i>\$116,401</i>	<i>\$119,879</i>	<i>\$123,461</i>	<i>\$128,296</i>	<i>\$132,130</i>
<b>Fire:</b>										
Fire Chief	\$183,227	\$188,839	\$196,348	\$202,226	\$208,279	\$214,513	\$220,935	\$229,702	\$236,578	\$243,660
Battalion Chief 1	\$134,970	\$139,135	\$143,296	\$147,582	\$153,181	\$157,762	\$162,481	\$167,341	\$172,347	\$177,502
Battalion Chief 2	\$151,740	\$156,407	\$161,086	\$165,906	\$170,869	\$177,377	\$182,685	\$188,151	\$193,781	\$199,579
Battalion Chief 3	\$140,468	\$144,798	\$149,129	\$153,589	\$158,183	\$164,227	\$169,140	\$174,200	\$179,411	\$184,778
Captain 1	\$102,038	\$105,215	\$108,358	\$112,484	\$115,845	\$119,307	\$122,872	\$126,544	\$131,355	\$135,281
Captain 2	\$109,750	\$113,158	\$116,540	\$120,979	\$124,595	\$128,319	\$132,155	\$136,105	\$141,282	\$145,506
Captain 3	\$112,627	\$117,054	\$120,552	\$124,156	\$127,867	\$131,689	\$136,707	\$140,794	\$145,003	\$149,338
Captain 4	\$120,313	\$125,035	\$128,773	\$132,623	\$136,589	\$140,672	\$146,034	\$150,401	\$154,899	\$159,531
Captain 5	\$119,345	\$123,041	\$127,746	\$131,565	\$135,499	\$139,550	\$143,723	\$149,211	\$153,672	\$158,267
Captain 6	\$119,345	\$123,041	\$126,719	\$131,565	\$135,499	\$139,550	\$143,723	\$148,020	\$153,672	\$158,267
Engineer 1	\$105,281	\$108,555	\$111,798	\$115,139	\$119,516	\$123,088	\$126,767	\$130,555	\$134,457	\$139,562
Engineer 2	\$87,462	\$90,201	\$92,894	\$96,440	\$99,320	\$102,286	\$105,340	\$108,486	\$112,621	\$115,985
Engineer 3	\$99,276	\$102,370	\$105,428	\$108,577	\$112,718	\$116,086	\$119,555	\$123,127	\$126,806	\$131,635
Engineer 4	\$77,904	\$80,357	\$82,754	\$85,224	\$88,474	\$91,115	\$93,834	\$96,635	\$99,519	\$103,310
Engineer 5	\$94,752	\$97,710	\$100,628	\$103,634	\$107,585	\$110,799	\$114,109	\$117,518	\$121,029	\$125,637
Engineer 6 - OPEN	\$87,535	\$90,276	\$92,971	\$95,747	\$98,606	\$102,371	\$105,428	\$108,576	\$111,819	\$115,159
Firefighter 1	\$65,501	\$67,581	\$69,596	\$71,670	\$74,400	\$76,618	\$78,903	\$81,256	\$83,679	\$86,862
Firefighter 2	\$65,501	\$67,581	\$69,596	\$71,670	\$74,400	\$76,618	\$78,903	\$81,256	\$83,679	\$86,862
Firefighter 3	\$65,501	\$67,581	\$69,596	\$71,670	\$73,807	\$76,618	\$78,903	\$81,256	\$83,679	\$86,174
<i>Subtotal: Fire</i>	<i>\$2,042,534</i>	<i>\$2,107,935</i>	<i>\$2,173,810</i>	<i>\$2,242,448</i>	<i>\$2,315,233</i>	<i>\$2,388,567</i>	<i>\$2,462,194</i>	<i>\$2,539,131</i>	<i>\$2,619,288</i>	<i>\$2,702,897</i>
<b>TOTAL: BUDGETED SALARIES</b>	<b>\$2,326,302</b>	<b>\$2,400,447</b>	<b>\$2,475,072</b>	<b>\$2,553,709</b>	<b>\$2,635,806</b>	<b>\$2,718,729</b>	<b>\$2,802,233</b>	<b>\$2,889,342</b>	<b>\$2,981,122</b>	<b>\$3,075,556</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>PERS ELIGIBLE SALARY</b>										
<b>Administration:</b>										
District Manager	\$104,998	\$108,148	\$111,393	\$115,882	\$119,358	\$122,939	\$126,627	\$130,426	\$135,669	\$139,739
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$104,998</i>	<i>\$108,148</i>	<i>\$111,393</i>	<i>\$115,882</i>	<i>\$119,358</i>	<i>\$122,939</i>	<i>\$126,627</i>	<i>\$130,426</i>	<i>\$135,669</i>	<i>\$139,739</i>
<b>Support:</b>										
Mechanic	\$92,290	\$95,058	\$97,910	\$101,836	\$104,891	\$108,038	\$111,279	\$114,617	\$119,202	\$122,778
<i>Subtotal: Support</i>	<i>\$92,290</i>	<i>\$95,058</i>	<i>\$97,910</i>	<i>\$101,836</i>	<i>\$104,891</i>	<i>\$108,038</i>	<i>\$111,279</i>	<i>\$114,617</i>	<i>\$119,202</i>	<i>\$122,778</i>
<b>Fire:</b>										
Fire Chief	\$183,227	\$188,839	\$196,348	\$202,226	\$208,279	\$214,513	\$220,935	\$229,702	\$236,578	\$243,660
Battalion Chief 1	\$115,941	\$119,534	\$123,108	\$126,788	\$131,763	\$135,702	\$139,759	\$143,937	\$148,241	\$152,673
Battalion Chief 2	\$129,983	\$133,998	\$138,005	\$142,132	\$146,382	\$152,155	\$156,706	\$161,393	\$166,220	\$171,192
Battalion Chief 3	\$120,013	\$123,729	\$127,428	\$131,237	\$135,161	\$140,514	\$144,715	\$149,042	\$153,499	\$158,089
Captain 1	\$86,195	\$88,781	\$91,444	\$95,076	\$97,928	\$100,866	\$103,892	\$107,009	\$111,249	\$114,586
Captain 2	\$93,934	\$96,867	\$99,760	\$103,696	\$106,793	\$109,983	\$113,269	\$116,653	\$121,246	\$124,869
Captain 3	\$95,109	\$98,895	\$101,862	\$104,918	\$108,066	\$111,307	\$115,728	\$119,200	\$122,776	\$126,459
Captain 4	\$101,667	\$105,714	\$108,886	\$112,152	\$115,517	\$118,983	\$123,708	\$127,419	\$131,242	\$135,179
Captain 5	\$100,699	\$103,720	\$107,859	\$111,095	\$114,427	\$117,860	\$121,396	\$126,229	\$130,015	\$133,916
Captain 6	\$100,699	\$103,720	\$106,832	\$111,095	\$114,427	\$117,860	\$121,396	\$125,038	\$130,015	\$133,916
Engineer 1	\$90,236	\$93,059	\$95,838	\$98,699	\$102,584	\$105,648	\$108,803	\$112,053	\$115,400	\$119,933
Engineer 2	\$73,535	\$75,741	\$78,014	\$81,127	\$83,560	\$86,067	\$88,649	\$91,309	\$94,943	\$97,792
Engineer 3	\$83,719	\$86,230	\$88,817	\$91,482	\$95,123	\$97,977	\$100,916	\$103,944	\$107,062	\$111,314
Engineer 4	\$65,392	\$67,354	\$69,375	\$71,456	\$74,307	\$76,536	\$78,833	\$81,197	\$83,633	\$86,963
Engineer 5	\$79,859	\$82,255	\$84,722	\$87,264	\$90,738	\$93,460	\$96,264	\$99,152	\$102,126	\$106,182
Engineer 6 - OPEN	\$73,597	\$75,805	\$78,080	\$80,422	\$82,835	\$86,140	\$88,724	\$91,386	\$94,127	\$96,951
Firefighter 1	\$54,825	\$56,470	\$58,164	\$59,909	\$62,299	\$64,168	\$66,093	\$68,076	\$70,119	\$72,910
Firefighter 2	\$54,825	\$56,470	\$58,164	\$59,909	\$62,299	\$64,168	\$66,093	\$68,076	\$70,119	\$72,910
Firefighter 3	\$54,825	\$56,470	\$58,164	\$59,909	\$61,706	\$64,168	\$66,093	\$68,076	\$70,119	\$72,222
<i>Subtotal: Fire</i>	<i>\$1,758,281</i>	<i>\$1,813,652</i>	<i>\$1,870,868</i>	<i>\$1,930,590</i>	<i>\$1,994,196</i>	<i>\$2,058,078</i>	<i>\$2,121,973</i>	<i>\$2,188,890</i>	<i>\$2,258,729</i>	<i>\$2,331,716</i>
<b>TOTAL: PERS ELIGIBLE SALARY</b>	<b>\$1,955,569</b>	<b>\$2,016,859</b>	<b>\$2,080,171</b>	<b>\$2,148,308</b>	<b>\$2,218,445</b>	<b>\$2,289,055</b>	<b>\$2,359,879</b>	<b>\$2,433,933</b>	<b>\$2,513,600</b>	<b>\$2,594,233</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>PERS CONTRIBUTION</b>										
Safety Classic	16.56%	16.59%	16.64%	16.69%	16.74%	16.79%	16.84%	16.89%	16.94%	16.99%
Safety PEPRA	11.05%	11.23%	11.28%	11.33%	11.38%	11.43%	11.48%	11.53%	11.58%	11.63%
Misc PEPRA	7.87%	7.96%	8.01%	8.06%	8.11%	8.16%	8.21%	8.26%	8.31%	8.36%
<b>Administration:</b>										
District Manager	\$8,263	\$8,609	\$8,923	\$9,340	\$9,680	\$10,032	\$10,396	\$10,773	\$11,274	\$11,682
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$8,263</i>	<i>\$8,609</i>	<i>\$8,923</i>	<i>\$9,340</i>	<i>\$9,680</i>	<i>\$10,032</i>	<i>\$10,396</i>	<i>\$10,773</i>	<i>\$11,274</i>	<i>\$11,682</i>
<b>Support:</b>										
Mechanic	\$10,198	\$10,675	\$11,044	\$11,538	\$11,937	\$12,349	\$12,775	\$13,215	\$13,804	\$14,279
<i>Subtotal: Support</i>	<i>\$10,198</i>	<i>\$10,675</i>	<i>\$11,044</i>	<i>\$11,538</i>	<i>\$11,937</i>	<i>\$12,349</i>	<i>\$12,775</i>	<i>\$13,215</i>	<i>\$13,804</i>	<i>\$14,279</i>
<b>Fire:</b>										
Fire Chief	\$30,342	\$31,328	\$32,672	\$33,751	\$34,866	\$36,017	\$37,205	\$38,797	\$40,076	\$41,398
Battalion Chief 1	\$19,200	\$19,831	\$20,485	\$21,161	\$22,057	\$22,784	\$23,535	\$24,311	\$25,112	\$25,939
Battalion Chief 2	\$21,525	\$22,230	\$22,964	\$23,722	\$24,504	\$25,547	\$26,389	\$27,259	\$28,158	\$29,085
Battalion Chief 3	\$19,874	\$20,527	\$21,204	\$21,903	\$22,626	\$23,592	\$24,370	\$25,173	\$26,003	\$26,859
Captain 1	\$9,525	\$9,970	\$10,315	\$10,772	\$11,144	\$11,529	\$11,927	\$12,338	\$12,883	\$13,326
Captain 2	\$15,555	\$16,070	\$16,600	\$17,307	\$17,877	\$18,466	\$19,074	\$19,703	\$20,539	\$21,215
Captain 3	\$10,510	\$11,106	\$11,490	\$11,887	\$12,298	\$12,722	\$13,286	\$13,744	\$14,217	\$14,707
Captain 4	\$11,234	\$11,872	\$12,282	\$12,707	\$13,146	\$13,600	\$14,202	\$14,691	\$15,198	\$15,721
Captain 5	\$11,127	\$11,648	\$12,166	\$12,587	\$13,022	\$13,471	\$13,936	\$14,554	\$15,056	\$15,574
Captain 6	\$11,127	\$11,648	\$12,051	\$12,587	\$13,022	\$13,471	\$13,936	\$14,417	\$15,056	\$15,574
Engineer 1	\$14,943	\$15,438	\$15,947	\$16,473	\$17,173	\$17,738	\$18,322	\$18,926	\$19,549	\$20,377
Engineer 2	\$8,126	\$8,506	\$8,800	\$9,192	\$9,509	\$9,837	\$10,177	\$10,528	\$10,994	\$11,373
Engineer 3	\$9,251	\$9,684	\$10,019	\$10,365	\$10,825	\$11,199	\$11,585	\$11,985	\$12,398	\$12,946
Engineer 4	\$7,226	\$7,564	\$7,825	\$8,096	\$8,456	\$8,748	\$9,050	\$9,362	\$9,685	\$10,114
Engineer 5	\$8,824	\$9,237	\$9,557	\$9,887	\$10,326	\$10,682	\$11,051	\$11,432	\$11,826	\$12,349
Engineer 6 - OPEN	\$8,133	\$8,513	\$8,807	\$9,112	\$9,427	\$9,846	\$10,186	\$10,537	\$10,900	\$11,275
Firefighter 1	\$6,058	\$6,342	\$6,561	\$6,788	\$7,090	\$7,334	\$7,588	\$7,849	\$8,120	\$8,479
Firefighter 2	\$6,058	\$6,342	\$6,561	\$6,788	\$7,090	\$7,334	\$7,588	\$7,849	\$8,120	\$8,479
Firefighter 3	\$6,058	\$6,342	\$6,561	\$6,788	\$7,022	\$7,334	\$7,588	\$7,849	\$8,120	\$8,399
<i>Subtotal: Fire</i>	<i>\$234,697</i>	<i>\$244,196</i>	<i>\$252,868</i>	<i>\$261,872</i>	<i>\$271,479</i>	<i>\$281,255</i>	<i>\$290,995</i>	<i>\$301,304</i>	<i>\$312,008</i>	<i>\$323,193</i>
<b>TOTAL: PERS CONTRIBUTION</b>	<b>\$253,158</b>	<b>\$263,480</b>	<b>\$272,835</b>	<b>\$282,750</b>	<b>\$293,096</b>	<b>\$303,635</b>	<b>\$314,166</b>	<b>\$325,293</b>	<b>\$337,086</b>	<b>\$349,154</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034	
<b>457 CONTRIBUTION</b>											
Completed Years of Service											
0 years	1%	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
11 years	2%										
21 years	3%										
District Manager		\$2,550	\$1,081	\$1,114	\$1,147	\$1,182	\$1,217	\$1,254	\$1,291	\$1,330	\$2,740
Fire Chief		\$6,752	\$5,410	\$5,572	\$5,739	\$5,911	\$6,089	\$6,271	\$6,460	\$6,653	\$6,853
Battalion Chief 1		\$4,659	\$3,254	\$3,351	\$3,452	\$3,555	\$3,662	\$3,772	\$3,885	\$4,002	\$4,122
Battalion Chief 2		\$3,908	\$2,480	\$2,554	\$2,631	\$2,710	\$2,791	\$4,312	\$4,442	\$4,575	\$4,712
Battalion Chief 3		\$2,632	\$1,166	\$1,201	\$1,237	\$1,274	\$1,312	\$2,703	\$2,784	\$2,868	\$2,954
<b>TOTAL: 457 CONTRIBUTION</b>		<b>\$20,501</b>	<b>\$13,391</b>	<b>\$13,792</b>	<b>\$14,206</b>	<b>\$14,632</b>	<b>\$15,071</b>	<b>\$18,312</b>	<b>\$18,862</b>	<b>\$19,428</b>	<b>\$21,381</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL PENSION CONTRIBUTIONS</b>										
<b>Administration:</b>										
District Manager	\$10,813	\$9,690	\$10,036	\$10,487	\$10,862	\$11,249	\$11,650	\$12,065	\$12,604	\$14,422
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$10,813</i>	<i>\$9,690</i>	<i>\$10,036</i>	<i>\$10,487</i>	<i>\$10,862</i>	<i>\$11,249</i>	<i>\$11,650</i>	<i>\$12,065</i>	<i>\$12,604</i>	<i>\$14,422</i>
<b>Support:</b>										
Mechanic	\$10,198	\$10,675	\$11,044	\$11,538	\$11,937	\$12,349	\$12,775	\$13,215	\$13,804	\$14,279
<i>Subtotal: Support</i>	<i>\$10,198</i>	<i>\$10,675</i>	<i>\$11,044</i>	<i>\$11,538</i>	<i>\$11,937</i>	<i>\$12,349</i>	<i>\$12,775</i>	<i>\$13,215</i>	<i>\$13,804</i>	<i>\$14,279</i>
<b>Fire:</b>										
Fire Chief	\$37,095	\$36,738	\$38,244	\$39,491	\$40,777	\$42,106	\$43,477	\$45,256	\$46,730	\$48,251
Battalion Chief 1	\$23,859	\$23,084	\$23,836	\$24,613	\$25,612	\$26,446	\$27,307	\$28,196	\$29,114	\$30,061
Battalion Chief 2	\$25,433	\$24,710	\$25,518	\$26,353	\$27,214	\$28,338	\$30,702	\$31,701	\$32,733	\$33,798
Battalion Chief 3	\$22,506	\$21,692	\$22,405	\$23,140	\$23,900	\$24,904	\$27,073	\$27,957	\$28,870	\$29,813
Captain 1	\$9,525	\$9,970	\$10,315	\$10,772	\$11,144	\$11,529	\$11,927	\$12,338	\$12,883	\$13,326
Captain 2	\$15,555	\$16,070	\$16,600	\$17,307	\$17,877	\$18,466	\$19,074	\$19,703	\$20,539	\$21,215
Captain 3	\$10,510	\$11,106	\$11,490	\$11,887	\$12,298	\$12,722	\$13,286	\$13,744	\$14,217	\$14,707
Captain 4	\$11,234	\$11,872	\$12,282	\$12,707	\$13,146	\$13,600	\$14,202	\$14,691	\$15,198	\$15,721
Captain 5	\$11,127	\$11,648	\$12,166	\$12,587	\$13,022	\$13,471	\$13,936	\$14,554	\$15,056	\$15,574
Captain 6	\$11,127	\$11,648	\$12,051	\$12,587	\$13,022	\$13,471	\$13,936	\$14,417	\$15,056	\$15,574
Engineer 1	\$14,943	\$15,438	\$15,947	\$16,473	\$17,173	\$17,738	\$18,322	\$18,926	\$19,549	\$20,377
Engineer 2	\$8,126	\$8,506	\$8,800	\$9,192	\$9,509	\$9,837	\$10,177	\$10,528	\$10,994	\$11,373
Engineer 3	\$9,251	\$9,684	\$10,019	\$10,365	\$10,825	\$11,199	\$11,585	\$11,985	\$12,398	\$12,946
Engineer 4	\$7,226	\$7,564	\$7,825	\$8,096	\$8,456	\$8,748	\$9,050	\$9,362	\$9,685	\$10,114
Engineer 5	\$8,824	\$9,237	\$9,557	\$9,887	\$10,326	\$10,682	\$11,051	\$11,432	\$11,826	\$12,349
Engineer 6 - OPEN	\$8,133	\$8,513	\$8,807	\$9,112	\$9,427	\$9,846	\$10,186	\$10,537	\$10,900	\$11,275
Firefighter 1	\$6,058	\$6,342	\$6,561	\$6,788	\$7,090	\$7,334	\$7,588	\$7,849	\$8,120	\$8,479
Firefighter 2	\$6,058	\$6,342	\$6,561	\$6,788	\$7,090	\$7,334	\$7,588	\$7,849	\$8,120	\$8,479
Firefighter 3	\$6,058	\$6,342	\$6,561	\$6,788	\$7,022	\$7,334	\$7,588	\$7,849	\$8,120	\$8,399
<i>Subtotal: Fire</i>	<i>\$252,647</i>	<i>\$256,505</i>	<i>\$265,546</i>	<i>\$274,931</i>	<i>\$284,930</i>	<i>\$295,109</i>	<i>\$308,054</i>	<i>\$318,874</i>	<i>\$330,106</i>	<i>\$341,833</i>
<b>TOTAL: PENSION CONTRIBUTIONS</b>	<b>\$273,659</b>	<b>\$276,871</b>	<b>\$286,627</b>	<b>\$296,956</b>	<b>\$307,728</b>	<b>\$318,707</b>	<b>\$332,478</b>	<b>\$344,154</b>	<b>\$356,514</b>	<b>\$370,535</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>FICA - MEDICARE</b>	<b>1.45%</b>									
<b>Administration:</b>										
District Manager	\$1,583	\$1,632	\$1,681	\$1,731	\$1,783	\$1,836	\$1,891	\$1,947	\$2,005	\$2,065
Fire Marshal (PT)	\$633	\$652	\$672	\$692	\$713	\$734	\$756	\$779	\$802	\$826
Admin Assistant (PT)	\$457	\$470	\$485	\$499	\$514	\$529	\$545	\$562	\$579	\$596
<i>Subtotal: Administration</i>	\$2,673	\$2,755	\$2,837	\$2,922	\$3,009	\$3,100	\$3,192	\$3,288	\$3,386	\$3,488
<b>Support:</b>										
Mechanic	\$1,442	\$1,487	\$1,531	\$1,591	\$1,639	\$1,688	\$1,738	\$1,790	\$1,860	\$1,916
<i>Subtotal: Support</i>	\$1,442	\$1,487	\$1,531	\$1,591	\$1,639	\$1,688	\$1,738	\$1,790	\$1,860	\$1,916
<b>Fire:</b>										
Fire Chief	\$2,657	\$2,738	\$2,847	\$2,932	\$3,020	\$3,110	\$3,204	\$3,331	\$3,430	\$3,533
Battalion Chief 1	\$1,957	\$2,017	\$2,078	\$2,140	\$2,221	\$2,288	\$2,356	\$2,426	\$2,499	\$2,574
Battalion Chief 2	\$2,200	\$2,268	\$2,336	\$2,406	\$2,478	\$2,572	\$2,649	\$2,728	\$2,810	\$2,894
Battalion Chief 3	\$2,037	\$2,100	\$2,162	\$2,227	\$2,294	\$2,381	\$2,453	\$2,526	\$2,601	\$2,679
Captain 1	\$1,480	\$1,526	\$1,571	\$1,631	\$1,680	\$1,730	\$1,782	\$1,835	\$1,905	\$1,962
Captain 2	\$1,591	\$1,641	\$1,690	\$1,754	\$1,807	\$1,861	\$1,916	\$1,974	\$2,049	\$2,110
Captain 3	\$1,633	\$1,697	\$1,748	\$1,800	\$1,854	\$1,909	\$1,982	\$2,042	\$2,103	\$2,165
Captain 4	\$1,745	\$1,813	\$1,867	\$1,923	\$1,981	\$2,040	\$2,118	\$2,181	\$2,246	\$2,313
Captain 5	\$1,731	\$1,784	\$1,852	\$1,908	\$1,965	\$2,023	\$2,084	\$2,164	\$2,228	\$2,295
Captain 6	\$1,731	\$1,784	\$1,837	\$1,908	\$1,965	\$2,023	\$2,084	\$2,146	\$2,228	\$2,295
Engineer 1	\$1,527	\$1,574	\$1,621	\$1,670	\$1,733	\$1,785	\$1,838	\$1,893	\$1,950	\$2,024
Engineer 2	\$1,268	\$1,308	\$1,347	\$1,398	\$1,440	\$1,483	\$1,527	\$1,573	\$1,633	\$1,682
Engineer 3	\$1,439	\$1,484	\$1,529	\$1,574	\$1,634	\$1,683	\$1,734	\$1,785	\$1,839	\$1,909
Engineer 4	\$1,130	\$1,165	\$1,200	\$1,236	\$1,283	\$1,321	\$1,361	\$1,401	\$1,443	\$1,498
Engineer 5	\$1,374	\$1,417	\$1,459	\$1,503	\$1,560	\$1,607	\$1,655	\$1,704	\$1,755	\$1,822
Engineer 6 - OPEN	\$1,269	\$1,309	\$1,348	\$1,388	\$1,430	\$1,484	\$1,529	\$1,574	\$1,621	\$1,670
Firefighter 1	\$950	\$980	\$1,009	\$1,039	\$1,079	\$1,111	\$1,144	\$1,178	\$1,213	\$1,259
Firefighter 2	\$950	\$980	\$1,009	\$1,039	\$1,079	\$1,111	\$1,144	\$1,178	\$1,213	\$1,259
Firefighter 3	\$950	\$980	\$1,009	\$1,039	\$1,079	\$1,111	\$1,144	\$1,178	\$1,213	\$1,259
<i>Subtotal: Fire</i>	\$29,617	\$30,565	\$31,520	\$32,515	\$33,571	\$34,634	\$35,702	\$36,817	\$37,980	\$39,192
<b>TOTAL: FICA - MEDICARE</b>	<b>\$33,731</b>	<b>\$34,806</b>	<b>\$35,889</b>	<b>\$37,029</b>	<b>\$38,219</b>	<b>\$39,422</b>	<b>\$40,632</b>	<b>\$41,895</b>	<b>\$43,226</b>	<b>\$44,596</b>
<b>FICA - SOCIAL SECURITY</b>	<b>6.20%</b>									
Fire Marshal (PT)	\$2,708	\$2,789	\$2,873	\$2,959	\$3,048	\$3,139	\$3,234	\$3,331	\$3,431	\$3,534
Admin Assistant (PT)	\$1,953	\$2,012	\$2,072	\$2,134	\$2,198	\$2,264	\$2,332	\$2,402	\$2,474	\$2,548
<b>TOTAL: FICA - SOCIAL SECURITY</b>	<b>\$4,661</b>	<b>\$4,801</b>	<b>\$4,945</b>	<b>\$5,093</b>	<b>\$5,246</b>	<b>\$5,404</b>	<b>\$5,566</b>	<b>\$5,733</b>	<b>\$5,905</b>	<b>\$6,082</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL TAXES</b>										
<b>Administration:</b>										
District Manager	\$1,583	\$1,632	\$1,681	\$1,731	\$1,783	\$1,836	\$1,891	\$1,947	\$2,005	\$2,065
Fire Marshal (PT)	\$3,342	\$3,442	\$3,545	\$3,651	\$3,761	\$3,874	\$3,990	\$4,110	\$4,233	\$4,360
Admin Assistant (PT)	\$2,410	\$2,482	\$2,557	\$2,633	\$2,712	\$2,794	\$2,877	\$2,964	\$3,053	\$3,144
<i>Subtotal: Administration</i>	<i>\$7,334</i>	<i>\$7,556</i>	<i>\$7,782</i>	<i>\$8,015</i>	<i>\$8,256</i>	<i>\$8,503</i>	<i>\$8,758</i>	<i>\$9,021</i>	<i>\$9,291</i>	<i>\$9,569</i>
<b>Support:</b>										
Mechanic	\$1,442	\$1,487	\$1,531	\$1,591	\$1,639	\$1,688	\$1,738	\$1,790	\$1,860	\$1,916
<i>Subtotal: Support</i>	<i>\$1,442</i>	<i>\$1,487</i>	<i>\$1,531</i>	<i>\$1,591</i>	<i>\$1,639</i>	<i>\$1,688</i>	<i>\$1,738</i>	<i>\$1,790</i>	<i>\$1,860</i>	<i>\$1,916</i>
<b>Fire:</b>										
Fire Chief	\$2,657	\$2,738	\$2,847	\$2,932	\$3,020	\$3,110	\$3,204	\$3,331	\$3,430	\$3,533
Battalion Chief 1	\$1,957	\$2,017	\$2,078	\$2,140	\$2,221	\$2,288	\$2,356	\$2,426	\$2,499	\$2,574
Battalion Chief 2	\$2,200	\$2,268	\$2,336	\$2,406	\$2,478	\$2,572	\$2,649	\$2,728	\$2,810	\$2,894
Battalion Chief 3	\$2,037	\$2,100	\$2,162	\$2,227	\$2,294	\$2,381	\$2,453	\$2,526	\$2,601	\$2,679
Captain 1	\$1,480	\$1,526	\$1,571	\$1,631	\$1,680	\$1,730	\$1,782	\$1,835	\$1,905	\$1,962
Captain 2	\$1,591	\$1,641	\$1,690	\$1,754	\$1,807	\$1,861	\$1,916	\$1,974	\$2,049	\$2,110
Captain 3	\$1,633	\$1,697	\$1,748	\$1,800	\$1,854	\$1,909	\$1,982	\$2,042	\$2,103	\$2,165
Captain 4	\$1,745	\$1,813	\$1,867	\$1,923	\$1,981	\$2,040	\$2,118	\$2,181	\$2,246	\$2,313
Captain 5	\$1,731	\$1,784	\$1,852	\$1,908	\$1,965	\$2,023	\$2,084	\$2,164	\$2,228	\$2,295
Captain 6	\$1,731	\$1,784	\$1,837	\$1,908	\$1,965	\$2,023	\$2,084	\$2,146	\$2,228	\$2,295
Engineer 1	\$1,527	\$1,574	\$1,621	\$1,670	\$1,733	\$1,785	\$1,838	\$1,893	\$1,950	\$2,024
Engineer 2	\$1,268	\$1,308	\$1,347	\$1,398	\$1,440	\$1,483	\$1,527	\$1,573	\$1,633	\$1,682
Engineer 3	\$1,439	\$1,484	\$1,529	\$1,574	\$1,634	\$1,683	\$1,734	\$1,785	\$1,839	\$1,909
Engineer 4	\$1,130	\$1,165	\$1,200	\$1,236	\$1,283	\$1,321	\$1,361	\$1,401	\$1,443	\$1,498
Engineer 5	\$1,374	\$1,417	\$1,459	\$1,503	\$1,560	\$1,607	\$1,655	\$1,704	\$1,755	\$1,822
Engineer 6 - OPEN	\$1,269	\$1,309	\$1,348	\$1,388	\$1,430	\$1,484	\$1,529	\$1,574	\$1,621	\$1,670
Firefighter 1	\$950	\$980	\$1,009	\$1,039	\$1,079	\$1,111	\$1,144	\$1,178	\$1,213	\$1,259
Firefighter 2	\$950	\$980	\$1,009	\$1,039	\$1,079	\$1,111	\$1,144	\$1,178	\$1,213	\$1,259
Firefighter 3	\$950	\$980	\$1,009	\$1,039	\$1,070	\$1,111	\$1,144	\$1,178	\$1,213	\$1,250
<i>Subtotal: Fire</i>	<i>\$29,617</i>	<i>\$30,565</i>	<i>\$31,520</i>	<i>\$32,515</i>	<i>\$33,571</i>	<i>\$34,634</i>	<i>\$35,702</i>	<i>\$36,817</i>	<i>\$37,980</i>	<i>\$39,192</i>
<b>TOTAL: TAXES</b>	<b>\$38,393</b>	<b>\$39,607</b>	<b>\$40,834</b>	<b>\$42,122</b>	<b>\$43,465</b>	<b>\$44,825</b>	<b>\$46,198</b>	<b>\$47,628</b>	<b>\$49,131</b>	<b>\$50,677</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>MEDICAL BENEFITS</b>										
457 in-lieu	\$1,300									
Medical Cost Inflation		7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%
<b>Administration:</b>										
District Manager	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>		\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
<b>Support:</b>										
Mechanic	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
<i>Subtotal: Support</i>		\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
<b>Fire:</b>										
Fire Chief	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Battalion Chief 1	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Battalion Chief 2	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Battalion Chief 3	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Captain 1	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Captain 2	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Captain 3	\$1,113	\$13,355	\$14,356	\$15,433	\$16,591	\$17,835	\$19,173	\$20,610	\$22,156	\$23,818
Captain 4	\$1,113	\$13,355	\$14,356	\$15,433	\$16,591	\$17,835	\$19,173	\$20,610	\$22,156	\$23,818
Captain 5	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Captain 6	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Engineer 1	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Engineer 2	\$1,500	\$18,005	\$19,355	\$20,807	\$22,367	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Engineer 3	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Engineer 4	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Engineer 5	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Engineer 6 - OPEN	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Firefighter 1	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Firefighter 2	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Firefighter 3	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
<i>Subtotal: Fire</i>		\$353,114	\$356,468	\$360,073	\$363,949	\$368,070	\$370,745	\$373,621	\$376,713	\$380,036
<b>TOTAL: MEDICAL BENEFITS</b>		<b>\$392,714</b>	<b>\$396,068</b>	<b>\$399,673</b>	<b>\$403,549</b>	<b>\$407,670</b>	<b>\$410,345</b>	<b>\$413,221</b>	<b>\$416,313</b>	<b>\$419,636</b>
Less: In-Lieu		\$171,600	\$171,600	\$171,600	\$171,600	\$171,600	\$171,600	\$171,600	\$171,600	\$171,600

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034	
<b>DENTAL AND VISION BENEFITS</b>											
<b>Administration:</b>											
District Manager	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>		\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
<b>Support:</b>											
Mechanic	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
<i>Subtotal: Support</i>		\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
<b>Fire:</b>											
Fire Chief	\$67	\$808	\$832	\$857	\$883	\$909	\$937	\$965	\$994	\$1,023	\$1,054
Battalion Chief 1	\$151	\$1,812	\$1,866	\$1,922	\$1,979	\$2,039	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364
Battalion Chief 2	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Battalion Chief 3	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Captain 1	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Captain 2	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Captain 3	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Captain 4	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Captain 5	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Captain 6	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Engineer 1	\$151	\$1,812	\$1,866	\$1,922	\$1,979	\$2,039	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364
Engineer 2	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Engineer 3	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Engineer 4	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Engineer 5	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Engineer 6 - OPEN	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Firefighter 1	\$151	\$1,812	\$1,866	\$1,922	\$1,979	\$2,039	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364
Firefighter 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Firefighter 3	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Admin Surcharge	\$15	\$180	\$185	\$191	\$197	\$203	\$209	\$215	\$221	\$228	\$235
<i>Subtotal: Fire</i>		\$33,997	\$35,017	\$36,067	\$37,149	\$38,264	\$39,412	\$40,594	\$41,812	\$43,066	\$44,358
<b>TOTAL: DENTAL AND VISION BENEFITS</b>		<b>\$39,511</b>	<b>\$40,696</b>	<b>\$41,917</b>	<b>\$43,175</b>	<b>\$44,470</b>	<b>\$45,804</b>	<b>\$47,178</b>	<b>\$48,594</b>	<b>\$50,051</b>	<b>\$51,553</b>

**Table A-1**  
**Placer Hills Fire Protection District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>LIFE INSURANCE</b>	<b>\$91.80</b>									
<b>Administration:</b>										
District Manager	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
<b>Support:</b>										
Mechanic	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
<i>Subtotal: Support</i>	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
<b>Fire:</b>										
Fire Chief	\$46	\$46	\$46	\$46	\$46	\$46	\$46	\$46	\$46	\$46
Battalion Chief 1	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Battalion Chief 2	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Battalion Chief 3	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 1	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 2	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 3	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 4	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 5	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 6	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 1	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 2	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 3	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 4	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 5	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 6 - OPEN	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Firefighter 1	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Firefighter 2	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Firefighter 3	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
<i>Subtotal: Fire</i>	\$1,698	\$1,698	\$1,698	\$1,698	\$1,698	\$1,698	\$1,698	\$1,698	\$1,698	\$1,698
<b>TOTAL: LIFE INSURANCE</b>	<b>\$1,882</b>	<b>\$1,882</b>	<b>\$1,882</b>	<b>\$1,882</b>	<b>\$1,882</b>	<b>\$1,882</b>	<b>\$1,882</b>	<b>\$1,882</b>	<b>\$1,882</b>	<b>\$1,882</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL BENEFITS</b>										
<b>Administration:</b>										
District Manager	\$18,449	\$18,532	\$18,617	\$18,705	\$18,795	\$18,888	\$18,984	\$19,083	\$19,184	\$19,289
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$18,449</i>	<i>\$18,532</i>	<i>\$18,617</i>	<i>\$18,705</i>	<i>\$18,795</i>	<i>\$18,888</i>	<i>\$18,984</i>	<i>\$19,083</i>	<i>\$19,184</i>	<i>\$19,289</i>
<b>Support:</b>										
Mechanic	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
<i>Subtotal: Support</i>	<i>\$26,849</i>	<i>\$26,932</i>	<i>\$27,017</i>	<i>\$27,105</i>	<i>\$27,195</i>	<i>\$27,288</i>	<i>\$27,384</i>	<i>\$27,483</i>	<i>\$27,584</i>	<i>\$27,689</i>
<b>Fire:</b>										
Fire Chief	\$16,454	\$16,478	\$16,503	\$16,529	\$16,555	\$16,583	\$16,611	\$16,640	\$16,669	\$16,700
Battalion Chief 1	\$25,903	\$25,958	\$26,014	\$26,071	\$26,131	\$26,192	\$26,255	\$26,320	\$26,387	\$26,455
Battalion Chief 2	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Battalion Chief 3	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Captain 1	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Captain 2	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Captain 3	\$14,366	\$15,395	\$16,501	\$17,687	\$18,962	\$20,330	\$21,800	\$23,379	\$25,075	\$25,292
Captain 4	\$14,366	\$15,395	\$16,501	\$17,687	\$18,962	\$20,330	\$21,800	\$23,379	\$25,075	\$25,292
Captain 5	\$18,449	\$18,532	\$18,617	\$18,705	\$18,795	\$18,888	\$18,984	\$19,083	\$19,184	\$19,289
Captain 6	\$16,611	\$16,639	\$16,667	\$16,697	\$16,727	\$16,758	\$16,790	\$16,823	\$16,857	\$16,892
Engineer 1	\$25,903	\$25,958	\$26,014	\$26,071	\$26,131	\$26,192	\$26,255	\$26,320	\$26,387	\$26,455
Engineer 2	\$19,016	\$20,394	\$21,874	\$23,464	\$25,127	\$25,158	\$25,190	\$25,223	\$25,257	\$25,292
Engineer 3	\$18,449	\$18,532	\$18,617	\$18,705	\$18,795	\$18,888	\$18,984	\$19,083	\$19,184	\$19,289
Engineer 4	\$16,611	\$16,639	\$16,667	\$16,697	\$16,727	\$16,758	\$16,790	\$16,823	\$16,857	\$16,892
Engineer 5	\$16,611	\$16,639	\$16,667	\$16,697	\$16,727	\$16,758	\$16,790	\$16,823	\$16,857	\$16,892
Engineer 6 - OPEN	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Firefighter 1	\$17,503	\$17,558	\$17,614	\$17,671	\$17,731	\$17,792	\$17,855	\$17,920	\$17,987	\$18,055
Firefighter 2	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692
Firefighter 3	\$18,449	\$18,532	\$18,617	\$18,705	\$18,795	\$18,888	\$18,984	\$19,083	\$19,184	\$19,289
Admin Surcharge	\$180	\$185	\$191	\$197	\$203	\$209	\$215	\$221	\$228	\$235
<i>Subtotal: Fire</i>	<i>\$388,810</i>	<i>\$393,183</i>	<i>\$397,839</i>	<i>\$402,796</i>	<i>\$408,032</i>	<i>\$411,855</i>	<i>\$415,913</i>	<i>\$420,223</i>	<i>\$424,801</i>	<i>\$426,457</i>
<b>TOTAL: TOTAL BENEFITS</b>	<b>\$434,107</b>	<b>\$438,646</b>	<b>\$443,472</b>	<b>\$448,605</b>	<b>\$454,022</b>	<b>\$458,031</b>	<b>\$462,281</b>	<b>\$466,788</b>	<b>\$471,569</b>	<b>\$473,435</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL STAFFING COST</b>										
<b>Administration:</b>										
District Manager	\$139,993	\$142,392	\$146,235	\$150,288	\$154,372	\$158,580	\$162,915	\$167,383	\$172,096	\$178,213
Fire Marshal (PT)	\$47,022	\$48,432	\$49,885	\$51,382	\$52,923	\$54,511	\$56,146	\$57,831	\$59,565	\$61,352
Admin Assistant (PT)	\$33,910	\$34,927	\$35,975	\$37,054	\$38,166	\$39,311	\$40,490	\$41,705	\$42,956	\$44,245
<i>Subtotal: Administration</i>	\$220,925	\$225,751	\$232,095	\$238,724	\$245,461	\$252,401	\$259,552	\$266,918	\$274,618	\$283,810
<b>Support:</b>										
Mechanic	\$137,928	\$141,632	\$145,194	\$149,979	\$153,794	\$157,725	\$161,776	\$165,949	\$171,544	\$176,014
<i>Subtotal: Support</i>	\$137,928	\$141,632	\$145,194	\$149,979	\$153,794	\$157,725	\$161,776	\$165,949	\$171,544	\$176,014
<b>Fire:</b>										
Fire Chief	\$239,432	\$244,793	\$253,943	\$261,177	\$268,631	\$276,312	\$284,226	\$294,928	\$303,407	\$312,144
Battalion Chief 1	\$186,689	\$190,195	\$195,224	\$200,406	\$207,145	\$212,688	\$218,399	\$224,283	\$230,346	\$236,592
Battalion Chief 2	\$206,222	\$210,317	\$215,957	\$221,769	\$227,756	\$235,575	\$243,419	\$250,063	\$256,908	\$263,960
Battalion Chief 3	\$191,860	\$195,521	\$200,713	\$206,061	\$211,572	\$218,801	\$226,049	\$232,166	\$238,467	\$244,960
Captain 1	\$139,891	\$143,642	\$147,261	\$151,992	\$155,864	\$159,854	\$163,964	\$168,199	\$173,727	\$178,258
Captain 2	\$153,746	\$157,801	\$161,847	\$167,145	\$171,474	\$175,934	\$180,529	\$185,264	\$191,454	\$196,520
Captain 3	\$139,135	\$145,252	\$150,291	\$155,530	\$160,980	\$166,651	\$173,775	\$179,958	\$186,398	\$191,502
Captain 4	\$147,658	\$154,115	\$159,423	\$164,941	\$170,677	\$176,642	\$184,154	\$190,652	\$197,417	\$202,857
Captain 5	\$150,652	\$155,005	\$160,382	\$164,765	\$169,280	\$173,933	\$178,727	\$185,011	\$190,141	\$195,426
Captain 6	\$148,814	\$153,112	\$157,275	\$162,757	\$167,212	\$171,803	\$176,533	\$181,406	\$187,813	\$193,028
Engineer 1	\$147,654	\$151,525	\$155,380	\$159,353	\$164,553	\$168,803	\$173,182	\$177,694	\$182,342	\$188,418
Engineer 2	\$115,872	\$120,409	\$124,915	\$130,494	\$135,396	\$138,764	\$142,234	\$145,810	\$150,506	\$154,332
Engineer 3	\$128,415	\$132,069	\$135,592	\$139,221	\$143,973	\$147,856	\$151,857	\$155,980	\$160,227	\$165,779
Engineer 4	\$102,871	\$105,725	\$108,447	\$111,252	\$114,940	\$117,942	\$121,035	\$124,221	\$127,504	\$131,814
Engineer 5	\$121,562	\$125,003	\$128,312	\$131,720	\$136,198	\$139,846	\$143,605	\$147,477	\$151,467	\$156,699
Engineer 6 - OPEN	\$123,785	\$127,030	\$130,144	\$133,352	\$136,658	\$140,989	\$144,526	\$148,170	\$151,925	\$155,793
Firefighter 1	\$90,012	\$92,460	\$94,779	\$97,168	\$100,299	\$102,856	\$105,489	\$108,203	\$110,998	\$114,656
Firefighter 2	\$88,200	\$90,595	\$92,858	\$95,189	\$98,260	\$100,756	\$103,326	\$105,975	\$108,703	\$112,292
Firefighter 3	\$90,958	\$93,434	\$95,783	\$98,202	\$100,694	\$103,952	\$106,618	\$109,366	\$112,196	\$115,112
Admin Surcharge	\$180	\$185	\$191	\$197	\$203	\$209	\$215	\$221	\$228	\$235
<i>Subtotal: Fire</i>	\$2,713,608	\$2,788,188	\$2,868,716	\$2,952,690	\$3,041,766	\$3,130,165	\$3,221,863	\$3,315,046	\$3,412,174	\$3,510,379
<b>TOTAL: TOTAL STAFFING COST</b>	<b>\$3,072,461</b>	<b>\$3,155,571</b>	<b>\$3,246,005</b>	<b>\$3,341,393</b>	<b>\$3,441,021</b>	<b>\$3,540,292</b>	<b>\$3,643,190</b>	<b>\$3,747,913</b>	<b>\$3,858,336</b>	<b>\$3,970,203</b>

**Table A-1  
Placer Hills Fire Protection District  
Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>FULL LOAD HOURLY RATE</b>											
<b>Administration:</b>	<b>Hrs / Yr</b>										
District Manager	2,080	\$67.30	\$68.46	\$70.31	\$72.25	\$74.22	\$76.24	\$78.32	\$80.47	\$82.74	\$85.68
Fire Marshal (PT)	832	\$56.52	\$58.21	\$59.96	\$61.76	\$63.61	\$65.52	\$67.48	\$69.51	\$71.59	\$73.74
Admin Assistant (PT)	1,200	\$28.26	\$29.11	\$29.98	\$30.88	\$31.80	\$32.76	\$33.74	\$34.75	\$35.80	\$36.87
<b>Support:</b>											
Mechanic	2,080	\$66.31	\$68.09	\$69.80	\$72.11	\$73.94	\$75.83	\$77.78	\$79.78	\$82.47	\$84.62
<b>Fire:</b>											
Fire Chief	2,080	\$115.11	\$117.69	\$122.09	\$125.57	\$129.15	\$132.84	\$136.65	\$141.79	\$145.87	\$150.07
Battalion Chief 1	2,988	\$62.48	\$63.65	\$65.34	\$67.07	\$69.33	\$71.18	\$73.09	\$75.06	\$77.09	\$79.18
Battalion Chief 2	2,988	\$69.02	\$70.39	\$72.27	\$74.22	\$76.22	\$78.84	\$81.47	\$83.69	\$85.98	\$88.34
Battalion Chief 3	2,988	\$64.21	\$65.44	\$67.17	\$68.96	\$70.81	\$73.23	\$75.65	\$77.70	\$79.81	\$81.98
Captain 1	2,988	\$46.82	\$48.07	\$49.28	\$50.87	\$52.16	\$53.50	\$54.87	\$56.29	\$58.14	\$59.66
Captain 2	2,988	\$51.45	\$52.81	\$54.17	\$55.94	\$57.39	\$58.88	\$60.42	\$62.00	\$64.07	\$65.77
Captain 3	2,988	\$46.56	\$48.61	\$50.30	\$52.05	\$53.88	\$55.77	\$58.16	\$60.23	\$62.38	\$64.09
Captain 4	2,988	\$49.42	\$51.58	\$53.35	\$55.20	\$57.12	\$59.12	\$61.63	\$63.81	\$66.07	\$67.89
Captain 5	2,988	\$50.42	\$51.88	\$53.68	\$55.14	\$56.65	\$58.21	\$59.81	\$61.92	\$63.63	\$65.40
Captain 6	2,988	\$49.80	\$51.24	\$52.64	\$54.47	\$55.96	\$57.50	\$59.08	\$60.71	\$62.86	\$64.60
Engineer 1	2,988	\$49.42	\$50.71	\$52.00	\$53.33	\$55.07	\$56.49	\$57.96	\$59.47	\$61.02	\$63.06
Engineer 2	2,988	\$38.78	\$40.30	\$41.81	\$43.67	\$45.31	\$46.44	\$47.60	\$48.80	\$50.37	\$51.65
Engineer 3	2,988	\$42.98	\$44.20	\$45.38	\$46.59	\$48.18	\$49.48	\$50.82	\$52.20	\$53.62	\$55.48
Engineer 4	2,988	\$34.43	\$35.38	\$36.29	\$37.23	\$38.47	\$39.47	\$40.51	\$41.57	\$42.67	\$44.11
Engineer 5	2,988	\$40.68	\$41.84	\$42.94	\$44.08	\$45.58	\$46.80	\$48.06	\$49.36	\$50.69	\$52.44
Engineer 6 - OPEN	2,988	\$41.43	\$42.51	\$43.56	\$44.63	\$45.74	\$47.19	\$48.37	\$49.59	\$50.84	\$52.14
Firefighter 1	2,988	\$30.12	\$30.94	\$31.72	\$32.52	\$33.57	\$34.42	\$35.30	\$36.21	\$37.15	\$38.37
Firefighter 2	2,988	\$29.52	\$30.32	\$31.08	\$31.86	\$32.89	\$33.72	\$34.58	\$35.47	\$36.38	\$37.58
Firefighter 3	2,988	\$30.44	\$31.27	\$32.06	\$32.87	\$33.70	\$34.79	\$35.68	\$36.60	\$37.55	\$38.52

Source: PHFPD

**Table A-2**  
**Placer Hills Fire Protection District**  
**Operating Statement Detail**

Description	FYE 2022 Actual	FYE 2023 Actual	FYE 2024 Actual	FYE 2025 Budget	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
<i>Inflation Factor</i>					3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Revenue</b>													
Property Taxes													
Ad Valorem	\$1,385,363	\$1,522,568	\$1,568,642	\$1,623,902	\$1,680,739	\$1,739,564	\$1,800,449	\$1,863,465	\$1,928,686	\$1,996,190	\$2,066,057	\$2,138,369	\$2,213,212
<i>Prop Tax Growth Rate</i>		9.90%	3.03%	3.52%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Measure A	\$994,483	\$1,025,249	\$1,054,560	\$1,087,482	\$1,120,106	\$1,153,710	\$1,188,321	\$1,223,971	\$1,260,690	\$1,298,510	\$1,337,466	\$1,377,590	\$1,418,917
Measure F	\$299,760	\$317,073	\$335,493	\$349,875	\$362,121	\$374,795	\$387,913	\$401,490	\$415,542	\$430,086	\$445,139	\$460,719	\$476,844
1992 Assessment	\$365,040	\$385,980	\$408,429	\$425,953	\$440,861	\$456,292	\$472,262	\$488,791	\$505,899	\$523,605	\$541,931	\$560,899	\$580,530
Strike Team Revenue	\$483,240	\$312,346	\$201,575	\$235,000	\$200,000	\$206,000	\$212,180	\$218,545	\$225,102	\$231,855	\$238,810	\$245,975	\$253,354
CalFIRE Requested Resources	\$8,011	\$13,479	\$2,497	\$5,000	\$7,996	\$8,236	\$8,483	\$8,737	\$8,999	\$9,269	\$9,547	\$9,834	\$10,129
JOA Staffing Reimbursement	\$0	\$10,138	\$14,479	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Administrative Services	\$279,619	\$313,310	\$330,682	\$373,500	\$384,705	\$396,246	\$408,134	\$420,378	\$432,989	\$445,979	\$459,358	\$473,139	\$487,333
Prevention Fees	\$20,207	\$33,670	\$21,647	\$25,000	\$25,175	\$25,930	\$26,708	\$27,509	\$28,334	\$29,184	\$30,060	\$30,962	\$31,891
Response Recovery Fees	\$1,888	\$365	\$1,793	\$2,500	\$1,349	\$1,389	\$1,431	\$1,474	\$1,518	\$1,563	\$1,610	\$1,659	\$1,708
Interest	\$3,917	\$27,116	\$47,900	\$35,000	\$57,442	\$61,408	\$63,489	\$59,970	\$61,683	\$60,831	\$69,650	\$78,349	\$90,221
Donations	\$6,996	\$200	\$251	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Rental Income	\$19,830	\$18,290	\$19,080	\$20,600	\$22,920	\$23,149	\$23,381	\$23,614	\$23,851	\$24,089	\$24,330	\$24,573	\$24,819
Fleet Services	\$9,145	\$1,797	\$18,353	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$29,851	\$30,747	\$31,669	\$32,619
Other Revenues	\$11,903	\$21,466	\$18,590	\$50,000	\$17,320	\$17,839	\$18,374	\$18,925	\$19,493	\$20,078	\$20,680	\$21,301	\$21,940
Grants	\$0	\$7,356	\$9,299	\$58,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Assets	\$100,661	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Equipment	\$21,155	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mitigation Fees	\$116,773	\$147,376	\$104,336	\$113,090	\$110,000	\$115,000	\$120,000	\$125,000	\$130,000	\$135,000	\$140,000	\$145,000	\$150,000
<b>Total Revenue</b>	<b>\$4,127,993</b>	<b>\$4,157,778</b>	<b>\$4,157,605</b>	<b>\$4,445,102</b>	<b>\$4,472,133</b>	<b>\$4,622,193</b>	<b>\$4,775,032</b>	<b>\$4,927,089</b>	<b>\$5,089,356</b>	<b>\$5,254,201</b>	<b>\$5,434,034</b>	<b>\$5,619,237</b>	<b>\$5,813,288</b>

**Table A-2**  
**Placer Hills Fire Protection District**  
**Operating Statement Detail**

Description	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
<b>Expenses</b>													
<i>Fire Services</i>													
Safety Equipment	\$1,152	\$16,391	\$2,450	\$12,000	\$9,000	\$9,270	\$9,548	\$9,835	\$10,130	\$10,433	\$10,746	\$11,069	\$11,401
PPE Repairs and Maintenance	\$1,812	\$673	\$81	\$2,500	\$1,500	\$1,545	\$1,591	\$1,639	\$1,688	\$1,739	\$1,791	\$1,845	\$1,900
Equipment Repairs	\$14,730	\$11,328	\$15,184	\$90,000	\$13,747	\$14,160	\$14,585	\$15,022	\$15,473	\$15,937	\$16,415	\$16,907	\$17,415
Apparatus Maintenance	\$60,964	\$90,602	\$79,177	\$0	\$83,000	\$85,490	\$88,055	\$90,696	\$93,417	\$96,220	\$99,106	\$102,080	\$105,142
Station Supplies & Tools	\$7,427	\$4,023	\$5,318	\$6,000	\$5,589	\$5,757	\$5,930	\$6,108	\$6,291	\$6,480	\$6,674	\$6,874	\$7,080
Gas, Diesel & Oil	\$53,337	\$53,479	\$51,477	\$61,800	\$52,764	\$54,347	\$55,978	\$57,657	\$59,387	\$61,168	\$63,003	\$64,893	\$66,840
Medical	\$19,316	\$17,873	\$18,843	\$17,500	\$18,677	\$19,238	\$19,815	\$20,409	\$21,021	\$21,652	\$22,302	\$22,971	\$23,660
Incident Deployment Allowance	\$37,584	\$2,970	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Strike Team Expenses	\$3,761	\$15,302	\$341	\$2,500	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800
Training and Fitness				\$25,000	\$22,600	\$23,278	\$23,976	\$24,696	\$25,436	\$26,200	\$26,986	\$27,795	\$28,629
Training Supplies	\$125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Incident Refreshments	\$2,156	\$1,990	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conferences & Education	\$9,086	\$21,682	\$8,995	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Wellness/Fitness Program	\$498	\$0	\$6,969	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Uniform Costs	\$20,504	\$10,119	\$19,272	\$4,500	\$4,635	\$4,774	\$4,917	\$5,065	\$5,217	\$5,373	\$5,534	\$5,700	\$5,871
Volunteer/Staff Awards	\$0	\$0	\$787	\$3,500	\$3,605	\$3,713	\$3,825	\$3,939	\$4,057	\$4,179	\$4,305	\$4,434	\$4,567
Public Education Supplies	\$2,505	\$374	\$1,914	\$4,500	\$4,635	\$4,774	\$4,917	\$5,065	\$5,217	\$5,373	\$5,534	\$5,700	\$5,871
Address Signs	\$2,759	\$2,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Facility Repairs &amp; Maintenance</i>													
Admin Offices	\$3,911	\$6,496	\$7,612	\$15,000	\$6,007	\$6,187	\$6,372	\$6,564	\$6,761	\$6,963	\$7,172	\$7,387	\$7,609
Elevator Maintenance	\$2,343	\$585	\$810	\$0	\$1,246	\$1,283	\$1,322	\$1,362	\$1,402	\$1,444	\$1,488	\$1,532	\$1,578
St 84	\$6,002	\$18,422	\$3,814	\$5,000	\$9,413	\$9,695	\$9,986	\$10,286	\$10,594	\$10,912	\$11,239	\$11,577	\$11,924
St 85	\$3,440	\$5,035	\$983	\$5,500	\$3,153	\$3,247	\$3,345	\$3,445	\$3,549	\$3,655	\$3,765	\$3,878	\$3,994
St 86	\$16,395	\$25,509	\$3,612	\$6,000	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004	\$9,274	\$9,552	\$9,839	\$10,134
Misc Expense	\$1,108	\$992	\$2,224	\$0	\$1,441	\$1,484	\$1,529	\$1,575	\$1,622	\$1,671	\$1,721	\$1,772	\$1,826

**Table A-2**  
**Placer Hills Fire Protection District**  
**Operating Statement Detail**

Description	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
Utilities				\$60,000									
Propane	\$5,650	\$7,540	\$5,508	\$0	\$6,233	\$6,420	\$6,612	\$6,811	\$7,015	\$7,225	\$7,442	\$7,665	\$7,895
Communication	\$24,231	\$26,043	\$27,982	\$0	\$29,686	\$30,577	\$31,494	\$32,439	\$33,412	\$34,414	\$35,447	\$36,510	\$37,605
Starlink	\$0	\$0	\$0	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Pest Control	\$2,166	\$2,125	\$2,037	\$0	\$2,109	\$2,173	\$2,238	\$2,305	\$2,374	\$2,445	\$2,519	\$2,594	\$2,672
ACC Sewer	\$656	\$656	\$698	\$0	\$719	\$741	\$763	\$786	\$810	\$834	\$859	\$885	\$911
Garbage Collection	\$4,243	\$4,338	\$4,662	\$0	\$4,801	\$4,945	\$5,094	\$5,247	\$5,404	\$5,566	\$5,733	\$5,905	\$6,082
Water	\$5,393	\$6,280	\$5,955	\$0	\$5,876	\$6,053	\$6,234	\$6,421	\$6,614	\$6,812	\$7,017	\$7,227	\$7,444
Electricity	\$18,158	\$21,000	\$23,939	\$0	\$25,397	\$26,159	\$26,943	\$27,752	\$28,584	\$29,442	\$30,325	\$31,235	\$32,172
General and Administrative Expenses													
Office Technology & Supplies	\$4,747	\$6,083	\$7,509	\$6,000	\$6,500	\$6,695	\$6,896	\$7,103	\$7,316	\$7,535	\$7,761	\$7,994	\$8,234
Tax Collections													
Parcel Tax Collections	\$16,593	\$17,283	\$17,985	\$18,633	\$19,231	\$19,848	\$20,485	\$21,143	\$21,821	\$22,522	\$23,245	\$23,992	\$24,763
SB2557 Prop Tax Admin Cost	\$24,259	\$24,852	\$25,656	\$26,585	\$27,732	\$28,703	\$29,707	\$30,747	\$31,823	\$32,937	\$34,090	\$35,283	\$36,518
Dues and Subscriptions	\$1,348	\$3,035	\$2,935	\$10,000	\$2,439	\$2,513	\$2,588	\$2,666	\$2,746	\$2,828	\$2,913	\$3,000	\$3,090
Licenses	\$10,823	\$9,763	\$11,834	\$0	\$10,807	\$11,131	\$11,465	\$11,809	\$12,163	\$12,528	\$12,904	\$13,291	\$13,690
Personnel Services	\$3,271	\$4,820	\$7,723	\$0	\$5,271	\$5,430	\$5,592	\$5,760	\$5,933	\$6,111	\$6,294	\$6,483	\$6,678
Contracted Services	\$18,031	\$29,223	\$26,139	\$0	\$24,464	\$25,198	\$25,954	\$26,733	\$27,535	\$28,361	\$29,212	\$30,088	\$30,991
LAFCO / County Fees	\$3,925	\$3,812	\$4,591	\$0	\$4,109	\$4,232	\$4,359	\$4,490	\$4,625	\$4,764	\$4,907	\$5,054	\$5,205
Election Costs	\$0	\$750	\$0	\$11,500	\$0	\$796	\$0	\$844	\$0	\$896	\$0	\$950	\$0
Professional Fees	\$0	\$420	\$0	\$64,900	\$3,900	\$4,017	\$4,138	\$4,262	\$4,389	\$4,521	\$4,657	\$4,797	\$4,940
Legal Fees	\$9,123	\$1,611	\$13,815	\$15,000	\$12,500	\$12,875	\$13,261	\$13,659	\$14,069	\$14,491	\$14,926	\$15,373	\$15,835
Lease Payments													
Station 86 Lease	\$786	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,797	\$5,971	\$6,150	\$6,334	\$6,524	\$6,720	\$6,922
Copier	\$4,464	\$4,298	\$4,928	\$4,500	\$4,563	\$4,700	\$4,841	\$4,986	\$5,136	\$5,290	\$5,449	\$5,612	\$5,781
Insurance													
Disability Insurance	\$117,217	\$100,328	\$125,410	\$148,665	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826	\$173,891	\$179,108	\$184,481	\$190,016
Liability Insurance	\$21,582	\$34,074	\$40,771	\$52,270	\$53,838	\$55,453	\$57,117	\$58,830	\$60,595	\$62,413	\$64,286	\$66,214	\$68,200
Other Expenses													
Bank Charges	\$368	\$335	\$200	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Misc Expense	\$1,303	\$9,460	\$3,726	\$32,000	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800
Grant Expenditures		\$27,557	(\$3,761)	\$58,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Table A-2  
Placer Hills Fire Protection District  
Operating Statement Detail**

Description	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
<i>Payroll Expenses</i>													
Strike Teams	\$214,755	\$139,629	\$49,284	\$175,000	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826	\$173,891	\$179,108	\$184,481	\$190,016
Salaries and Wages - Administration	\$296,051	\$352,668	\$352,387	\$364,555	\$375,723	\$388,826	\$400,464	\$412,451	\$424,797	\$437,512	\$452,762	\$466,316	\$480,275
Salaries and Wages - FT Permanent	\$1,146,288	\$1,241,646	\$1,117,062	\$1,590,004	\$1,641,713	\$1,691,758	\$1,745,947	\$1,803,851	\$1,861,857	\$1,919,697	\$1,978,221	\$2,041,564	\$2,107,857
Salaries and Wages - LT FF	\$101,628	\$222,081	\$356,903	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778	\$35,822	\$36,896	\$38,003	\$39,143
Salaries and Wages - PT	\$1,672	\$3,383	\$3,760	\$3,500	\$3,605	\$3,713	\$3,825	\$3,939	\$4,057	\$4,179	\$4,305	\$4,434	\$4,567
Salaries and Wages - Apprentices & Misc	\$0	\$52	\$62,934	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overtime	\$352,046	\$396,575	\$311,139	\$278,303	\$286,653	\$295,252	\$304,110	\$313,233	\$322,630	\$332,309	\$342,278	\$352,546	\$363,123
Out of Class	\$689	\$1,742	\$1,540	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Salaries and Wages - Mechanic	\$24,620	\$33,196	\$69,846	\$93,440	\$96,358	\$99,236	\$103,189	\$106,271	\$109,445	\$112,714	\$116,081	\$120,695	\$124,301
Paid Sick Leave	\$233	\$1,567	\$2,957	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
JOA Staffing	\$1,586	\$22,381	\$47,871	\$15,000	\$23,946	\$24,664	\$25,404	\$26,166	\$26,951	\$27,760	\$28,593	\$29,450	\$30,334
Intern Stipends	\$31,625	\$2,422	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payroll Taxes	\$37,860	\$46,726	\$43,963	\$43,522	\$44,452	\$45,823	\$47,262	\$48,759	\$50,278	\$51,814	\$53,413	\$55,089	\$56,814
Unemployment Insurance	\$1,796	\$3,411	\$166	\$4,000	\$1,791	\$1,845	\$1,900	\$1,957	\$2,016	\$2,076	\$2,139	\$2,203	\$2,269
Disability Payments	\$26,033	\$26,037	\$23,532	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PERS - District Portion													
Normal Cost	\$175,544	\$190,837	\$224,180	\$253,158	\$263,480	\$272,835	\$282,750	\$293,096	\$303,635	\$314,166	\$325,293	\$337,086	\$349,154
UAL Payment	\$21,928	\$30,996	\$1,300	\$31,052	\$62,964	\$80,972	\$98,982	\$116,990	\$114,182	\$110,381	\$110,380	\$110,378	\$110,379
Health/Dental/Life Benefits	\$239,401	\$269,487	\$255,751	\$262,507	\$267,046	\$271,872	\$277,005	\$282,422	\$286,431	\$290,681	\$295,188	\$299,969	\$301,835
457 Deferred Compensation	\$88,455	\$68,580	\$120,251	\$192,101	\$184,991	\$185,392	\$185,806	\$186,232	\$186,671	\$189,912	\$190,462	\$191,028	\$192,981
Other Payroll Expenses	\$0	(\$57,304)	\$247	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$3,331,464</b>	<b>\$3,653,279</b>	<b>\$3,640,328</b>	<b>\$4,117,300</b>	<b>\$4,098,395</b>	<b>\$4,234,208</b>	<b>\$4,374,188</b>	<b>\$4,520,875</b>	<b>\$4,645,552</b>	<b>\$4,775,483</b>	<b>\$4,910,152</b>	<b>\$5,053,298</b>	<b>\$5,196,953</b>
<b>Cash Flow Before Capital Outlay &amp; DS</b>	<b>\$796,529</b>	<b>\$504,499</b>	<b>\$517,277</b>	<b>\$327,802</b>	<b>\$373,737</b>	<b>\$387,985</b>	<b>\$400,844</b>	<b>\$406,215</b>	<b>\$443,804</b>	<b>\$478,719</b>	<b>\$523,882</b>	<b>\$565,939</b>	<b>\$616,335</b>

**Table A-2  
Placer Hills Fire Protection District  
Operating Statement Detail**

Description	FYE 2022 Actual	FYE 2023 Actual	FYE 2024 Actual	FYE 2025 Budget	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
<b>Capital Outlay</b>													
Office and Station Improvements	\$100,584	\$38,680	\$8,211	\$12,500	\$5,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Training Facility	\$0	\$0	\$519	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parking Lot Improvements	\$41,750	\$5,738	\$10,695	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$23,435	\$46,332	\$32,152	\$0	\$0	\$0	\$120,637	\$0	\$26,663	\$0	\$0	\$0	\$288,355
Apparatus & Vehicles	\$164,595	\$59,659	\$934,078	\$0	\$0	\$79,568	\$158,445	\$478,341	\$260,837	\$0	\$49,195	\$0	\$1,520,061
Apparatus Financing	\$0	\$0	(\$735,000)	\$0	\$0	\$0	\$0	(\$478,341)	\$0	\$0	\$0	\$0	(\$1,304,773)
<b>Total Capital Outlay</b>	<b>\$330,364</b>	<b>\$150,409</b>	<b>\$250,654</b>	<b>\$17,500</b>	<b>\$5,000</b>	<b>\$82,068</b>	<b>\$281,582</b>	<b>\$2,500</b>	<b>\$290,000</b>	<b>\$2,500</b>	<b>\$51,695</b>	<b>\$2,500</b>	<b>\$506,142</b>
<b>Cash Flow Before Debt Service</b>	<b>\$466,165</b>	<b>\$354,090</b>	<b>\$266,623</b>	<b>\$310,302</b>	<b>\$368,737</b>	<b>\$305,918</b>	<b>\$119,262</b>	<b>\$403,715</b>	<b>\$153,804</b>	<b>\$476,219</b>	<b>\$472,187</b>	<b>\$563,439</b>	<b>\$110,193</b>
<b>Debt Service</b>													
Pension Obligation Bonds	\$21,758	\$72,175	\$72,175	\$72,175	\$72,175	\$72,175	\$72,175	\$72,175	\$72,175	\$72,175	\$72,175	\$72,175	\$57,658
Old Smeal Engine Lease	\$104,673	\$104,673	\$104,673	\$52,337	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Building Loan	\$132,979	\$132,981	\$132,975	\$66,028	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2024 Smeal Engine Lease	\$0	\$0	\$0	\$164,379	\$164,379	\$164,379	\$164,379	\$164,379	\$0	\$0	\$0	\$0	\$0
2029 Water Tender Lease	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$110,052	\$110,052	\$110,052	\$110,052	\$110,052	\$0
2034 Type I Lease	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170,664
<b>Total Debt Service</b>	<b>\$259,410</b>	<b>\$309,829</b>	<b>\$309,823</b>	<b>\$354,918</b>	<b>\$236,554</b>	<b>\$236,554</b>	<b>\$236,554</b>	<b>\$346,605</b>	<b>\$182,227</b>	<b>\$182,227</b>	<b>\$182,227</b>	<b>\$167,710</b>	<b>\$170,664</b>
<b>Net Cash Flow</b>	<b>\$206,754</b>	<b>\$44,261</b>	<b>(\$43,200)</b>	<b>(\$44,616)</b>	<b>\$132,184</b>	<b>\$69,364</b>	<b>(\$117,292)</b>	<b>\$57,109</b>	<b>(\$28,422)</b>	<b>\$293,992</b>	<b>\$289,961</b>	<b>\$395,730</b>	<b>(\$60,471)</b>

Source: PHFPD and Ridgeline

**Table A-3  
Placer Hills Fire Protection District  
Fund Balance Detail**

Description	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Projected	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
<b>Beginning Cash Balance</b>	\$1,902,284	\$2,019,073	\$1,997,779	\$1,959,365	\$1,914,749	\$2,046,932	\$2,116,296	\$1,999,004	\$2,056,114	\$2,027,691	\$2,321,683	\$2,611,644	\$3,007,373
Revenues	\$4,127,993	\$4,157,778	\$4,157,605	\$4,445,102	\$4,472,133	\$4,622,193	\$4,775,032	\$4,927,089	\$5,089,356	\$5,254,201	\$5,434,034	\$5,619,237	\$5,813,288
Expenditures	(\$3,331,464)	(\$3,653,279)	(\$3,640,328)	(\$4,117,300)	(\$4,098,395)	(\$4,234,208)	(\$4,374,188)	(\$4,520,875)	(\$4,645,552)	(\$4,775,483)	(\$4,910,152)	(\$5,053,298)	(\$5,196,953)
Capital Outlay	(\$330,364)	(\$150,409)	(\$250,654)	(\$17,500)	(\$5,000)	(\$82,068)	(\$281,582)	(\$2,500)	(\$290,000)	(\$2,500)	(\$51,695)	(\$2,500)	(\$506,142)
Debt Services	(\$259,410)	(\$309,829)	(\$309,823)	(\$354,918)	(\$236,554)	(\$236,554)	(\$236,554)	(\$346,605)	(\$182,227)	(\$182,227)	(\$182,227)	(\$167,710)	(\$170,664)
Misc. Adjustments	(\$89,965)	(\$65,555)	\$4,786	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Ending Cash Balance</b>	<b>\$2,019,073</b>	<b>\$1,997,779</b>	<b>\$1,959,365</b>	<b>\$1,914,749</b>	<b>\$2,046,932</b>	<b>\$2,116,296</b>	<b>\$1,999,004</b>	<b>\$2,056,114</b>	<b>\$2,027,691</b>	<b>\$2,321,683</b>	<b>\$2,611,644</b>	<b>\$3,007,373</b>	<b>\$2,946,902</b>

Source: PHFPD and Ridgeline



## Appendix B: NFPD Fiscal Analysis Detail Schedules

Table B-1	NFPD – Staffing Model and Financial Projections
Table B-2	NFPD – Operating Statement Detail
Table B-3	NFPD – Fund Balance Detail

**Table B-1  
Newcastle Fire Protection District  
Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<i>Inflation Rate</i>			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<i>Salary Inflation Rate</i>			5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
<b>SALARIES [1]</b>	<b>Hourly</b>										
Captain	\$25.75	\$74,984	\$78,733	\$82,670	\$86,803	\$91,144	\$95,701	\$100,486	\$105,510	\$110,786	\$116,325
Captain	\$27.04	\$78,740	\$82,678	\$86,811	\$91,152	\$95,710	\$100,495	\$105,520	\$110,796	\$116,336	\$122,152
Captain	\$25.75	\$74,984	\$78,733	\$82,670	\$86,803	\$91,144	\$95,701	\$100,486	\$105,510	\$110,786	\$116,325
Engineer	\$25.46	\$74,140	\$77,846	\$81,739	\$85,826	\$90,117	\$94,623	\$99,354	\$104,322	\$109,538	\$115,015
Engineer	\$24.25	\$70,616	\$74,147	\$77,854	\$81,747	\$85,834	\$90,126	\$94,632	\$99,364	\$104,332	\$109,549
Engineer	\$24.25	\$70,616	\$74,147	\$77,854	\$81,747	\$85,834	\$90,126	\$94,632	\$99,364	\$104,332	\$109,549
<b>TOTAL: SALARIES</b>		<b>\$444,080</b>	<b>\$466,284</b>	<b>\$489,598</b>	<b>\$514,078</b>	<b>\$539,782</b>	<b>\$566,771</b>	<b>\$595,110</b>	<b>\$624,865</b>	<b>\$656,108</b>	<b>\$688,914</b>
<b>HOLIDAY PAY</b>	<b>Hours</b>										
Captain	192	\$4,944	\$5,191	\$5,451	\$5,723	\$6,009	\$6,310	\$6,625	\$6,957	\$7,305	\$7,670
Captain	192	\$5,192	\$5,451	\$5,724	\$6,010	\$6,311	\$6,626	\$6,957	\$7,305	\$7,670	\$8,054
Captain	192	\$4,944	\$5,191	\$5,451	\$5,723	\$6,009	\$6,310	\$6,625	\$6,957	\$7,305	\$7,670
Engineer	192	\$4,888	\$5,133	\$5,389	\$5,659	\$5,942	\$6,239	\$6,551	\$6,878	\$7,222	\$7,583
Engineer	192	\$4,656	\$4,889	\$5,133	\$5,390	\$5,659	\$5,942	\$6,239	\$6,551	\$6,879	\$7,223
Engineer	192	\$4,656	\$4,889	\$5,133	\$5,390	\$5,659	\$5,942	\$6,239	\$6,551	\$6,879	\$7,223
<b>TOTAL: HOLIDAY PAY</b>		<b>\$29,280</b>	<b>\$30,744</b>	<b>\$32,281</b>	<b>\$33,895</b>	<b>\$35,590</b>	<b>\$37,370</b>	<b>\$39,238</b>	<b>\$41,200</b>	<b>\$43,260</b>	<b>\$45,423</b>
<b>FLSA OVERTIME</b>	<b>Hours</b>		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Captain	156	\$2,009	\$2,109	\$2,214	\$2,325	\$2,441	\$2,563	\$2,692	\$2,826	\$2,967	\$3,116
Captain	156	\$2,109	\$2,215	\$2,325	\$2,442	\$2,564	\$2,692	\$2,826	\$2,968	\$3,116	\$3,272
Captain	156	\$2,009	\$2,109	\$2,214	\$2,325	\$2,441	\$2,563	\$2,692	\$2,826	\$2,967	\$3,116
Engineer	156	\$1,986	\$2,085	\$2,189	\$2,299	\$2,414	\$2,535	\$2,661	\$2,794	\$2,934	\$3,081
Engineer	156	\$1,892	\$1,986	\$2,085	\$2,190	\$2,299	\$2,414	\$2,535	\$2,662	\$2,795	\$2,934
Engineer	156	\$1,892	\$1,986	\$2,085	\$2,190	\$2,299	\$2,414	\$2,535	\$2,662	\$2,795	\$2,934
<b>TOTAL: FLSA OVERTIME</b>		<b>\$11,895</b>	<b>\$12,490</b>	<b>\$13,114</b>	<b>\$13,770</b>	<b>\$14,458</b>	<b>\$15,181</b>	<b>\$15,940</b>	<b>\$16,737</b>	<b>\$17,574</b>	<b>\$18,453</b>
<b>OVERTIME</b>	<b>1.5</b>										
Captain	360	\$13,905	\$14,600	\$15,330	\$16,097	\$16,902	\$17,747	\$18,634	\$19,566	\$20,544	\$21,571
Captain	360	\$14,602	\$15,332	\$16,098	\$16,903	\$17,748	\$18,636	\$19,568	\$20,546	\$21,573	\$22,652
Captain	360	\$13,905	\$14,600	\$15,330	\$16,097	\$16,902	\$17,747	\$18,634	\$19,566	\$20,544	\$21,571
Engineer	360	\$13,748	\$14,436	\$15,158	\$15,915	\$16,711	\$17,547	\$18,424	\$19,345	\$20,313	\$21,328
Engineer	360	\$13,095	\$13,750	\$14,437	\$15,159	\$15,917	\$16,713	\$17,549	\$18,426	\$19,347	\$20,315
Engineer	360	\$13,095	\$13,750	\$14,437	\$15,159	\$15,917	\$16,713	\$17,549	\$18,426	\$19,347	\$20,315
<b>TOTAL: OVERTIME</b>		<b>\$82,350</b>	<b>\$86,468</b>	<b>\$90,791</b>	<b>\$95,330</b>	<b>\$100,097</b>	<b>\$105,102</b>	<b>\$110,357</b>	<b>\$115,875</b>	<b>\$121,668</b>	<b>\$127,752</b>

**Table B-1  
Newcastle Fire Protection District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL BUDGETED SALARIES</b>										
Captain	\$95,842	\$100,634	\$105,665	\$110,949	\$116,496	\$122,321	\$128,437	\$134,859	\$141,602	\$148,682
Captain	\$100,643	\$105,675	\$110,959	\$116,507	\$122,332	\$128,449	\$134,871	\$141,615	\$148,695	\$156,130
Captain	\$95,842	\$100,634	\$105,665	\$110,949	\$116,496	\$122,321	\$128,437	\$134,859	\$141,602	\$148,682
Engineer	\$94,762	\$99,500	\$104,475	\$109,699	\$115,184	\$120,943	\$126,990	\$133,340	\$140,007	\$147,007
Engineer	\$90,259	\$94,771	\$99,510	\$104,485	\$109,710	\$115,195	\$120,955	\$127,003	\$133,353	\$140,021
Engineer	\$90,259	\$94,771	\$99,510	\$104,485	\$109,710	\$115,195	\$120,955	\$127,003	\$133,353	\$140,021
<b>TOTAL: BUDGETED SALARIES</b>	<b>\$567,605</b>	<b>\$595,985</b>	<b>\$625,785</b>	<b>\$657,074</b>	<b>\$689,927</b>	<b>\$724,424</b>	<b>\$760,645</b>	<b>\$798,677</b>	<b>\$838,611</b>	<b>\$880,542</b>

**Table B-1**  
**Newcastle Fire Protection District**  
**Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>FICA - SOCIAL SECURITY</b>	<b>6.20%</b>	<b>\$160,200</b>	<b>\$165,006</b>	<b>\$169,956</b>	<b>\$175,055</b>	<b>\$180,307</b>	<b>\$185,716</b>	<b>\$191,287</b>	<b>\$197,026</b>	<b>\$202,937</b>	<b>\$209,025</b>
Captain		\$5,942	\$6,239	\$6,551	\$6,879	\$7,223	\$7,584	\$7,963	\$8,361	\$8,779	\$9,218
Captain		\$6,240	\$6,552	\$6,879	\$7,223	\$7,585	\$7,964	\$8,362	\$8,780	\$9,219	\$9,680
Captain		\$5,942	\$6,239	\$6,551	\$6,879	\$7,223	\$7,584	\$7,963	\$8,361	\$8,779	\$9,218
Engineer		\$5,875	\$6,169	\$6,477	\$6,801	\$7,141	\$7,498	\$7,873	\$8,267	\$8,680	\$9,114
Engineer		\$5,596	\$5,876	\$6,170	\$6,478	\$6,802	\$7,142	\$7,499	\$7,874	\$8,268	\$8,681
Engineer		\$5,596	\$5,876	\$6,170	\$6,478	\$6,802	\$7,142	\$7,499	\$7,874	\$8,268	\$8,681
<b>TOTAL: FICA - SOCIAL SECURITY</b>		<b>\$35,192</b>	<b>\$36,951</b>	<b>\$38,799</b>	<b>\$40,739</b>	<b>\$42,776</b>	<b>\$44,914</b>	<b>\$47,160</b>	<b>\$49,518</b>	<b>\$51,994</b>	<b>\$54,594</b>
<b>FICA - MEDICARE</b>	<b>1.45%</b>										
Captain		\$1,390	\$1,459	\$1,532	\$1,609	\$1,689	\$1,774	\$1,862	\$1,955	\$2,053	\$2,156
Captain		\$1,459	\$1,532	\$1,609	\$1,689	\$1,774	\$1,863	\$1,956	\$2,053	\$2,156	\$2,264
Captain		\$1,390	\$1,459	\$1,532	\$1,609	\$1,689	\$1,774	\$1,862	\$1,955	\$2,053	\$2,156
Engineer		\$1,374	\$1,443	\$1,515	\$1,591	\$1,670	\$1,754	\$1,841	\$1,933	\$2,030	\$2,132
Engineer		\$1,309	\$1,374	\$1,443	\$1,515	\$1,591	\$1,670	\$1,754	\$1,842	\$1,934	\$2,030
Engineer		\$1,309	\$1,374	\$1,443	\$1,515	\$1,591	\$1,670	\$1,754	\$1,842	\$1,934	\$2,030
<b>TOTAL: FICA - MEDICARE</b>		<b>\$8,230</b>	<b>\$8,642</b>	<b>\$9,074</b>	<b>\$9,528</b>	<b>\$10,004</b>	<b>\$10,504</b>	<b>\$11,029</b>	<b>\$11,581</b>	<b>\$12,160</b>	<b>\$12,768</b>
<b>SUI ETT</b>	<b>1.60%</b>	<b>\$7,000</b>	<b>\$7,210</b>	<b>\$7,426</b>	<b>\$7,649</b>	<b>\$7,879</b>	<b>\$8,115</b>	<b>\$8,358</b>	<b>\$8,609</b>	<b>\$8,867</b>	<b>\$9,133</b>
Captain		\$112	\$115	\$119	\$122	\$126	\$130	\$134	\$138	\$142	\$146
Captain		\$112	\$115	\$119	\$122	\$126	\$130	\$134	\$138	\$142	\$146
Captain		\$112	\$115	\$119	\$122	\$126	\$130	\$134	\$138	\$142	\$146
Engineer		\$112	\$115	\$119	\$122	\$126	\$130	\$134	\$138	\$142	\$146
Engineer		\$112	\$115	\$119	\$122	\$126	\$130	\$134	\$138	\$142	\$146
Engineer		\$112	\$115	\$119	\$122	\$126	\$130	\$134	\$138	\$142	\$146
<b>TOTAL: FICA - SUI ETT</b>		<b>\$672</b>	<b>\$692</b>	<b>\$713</b>	<b>\$734</b>	<b>\$756</b>	<b>\$779</b>	<b>\$802</b>	<b>\$826</b>	<b>\$851</b>	<b>\$877</b>
<b>TOTAL TAXES</b>											
Captain		\$7,444	\$7,814	\$8,202	\$8,610	\$9,038	\$9,487	\$9,959	\$10,454	\$10,974	\$11,520
Captain		\$7,811	\$8,199	\$8,607	\$9,035	\$9,484	\$9,956	\$10,451	\$10,971	\$11,517	\$12,090
Captain		\$7,444	\$7,814	\$8,202	\$8,610	\$9,038	\$9,487	\$9,959	\$10,454	\$10,974	\$11,520
Engineer		\$7,361	\$7,727	\$8,111	\$8,514	\$8,938	\$9,382	\$9,848	\$10,338	\$10,852	\$11,392
Engineer		\$7,017	\$7,365	\$7,731	\$8,116	\$8,519	\$8,942	\$9,387	\$9,853	\$10,343	\$10,858
Engineer		\$7,017	\$7,365	\$7,731	\$8,116	\$8,519	\$8,942	\$9,387	\$9,853	\$10,343	\$10,858
<b>TOTAL: TAXES</b>		<b>\$44,094</b>	<b>\$46,285</b>	<b>\$48,585</b>	<b>\$51,000</b>	<b>\$53,536</b>	<b>\$56,197</b>	<b>\$58,992</b>	<b>\$61,925</b>	<b>\$65,005</b>	<b>\$68,238</b>

**Table B-1**  
**Newcastle Fire Protection District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>EDUCATION</b>										
Captain	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Captain	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Captain	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Engineer	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Engineer	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Engineer	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
<b>TOTAL: EDUCATION</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>
<b>UNIFORM ALLOWANCE</b>										
Captain	\$525	\$541	\$557	\$574	\$591	\$609	\$627	\$646	\$665	\$685
Captain	\$525	\$541	\$557	\$574	\$591	\$609	\$627	\$646	\$665	\$685
Captain	\$525	\$541	\$557	\$574	\$591	\$609	\$627	\$646	\$665	\$685
Engineer	\$525	\$541	\$557	\$574	\$591	\$609	\$627	\$646	\$665	\$685
Engineer	\$525	\$541	\$557	\$574	\$591	\$609	\$627	\$646	\$665	\$685
Engineer	\$525	\$541	\$557	\$574	\$591	\$609	\$627	\$646	\$665	\$685
<b>TOTAL: UNIFORM ALLOWANCE</b>	<b>\$3,150</b>	<b>\$3,245</b>	<b>\$3,342</b>	<b>\$3,442</b>	<b>\$3,545</b>	<b>\$3,652</b>	<b>\$3,761</b>	<b>\$3,874</b>	<b>\$3,990</b>	<b>\$4,110</b>
<b>457 CONTRIBUTION</b>										
Captain	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Captain	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Captain	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Engineer	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Engineer	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Engineer	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
<b>TOTAL: 457 CONTRIBUTION</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>\$42,000</b>

**Table B-1  
Newcastle Fire Protection District  
Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>MEDICAL BENEFITS</b>											
457 in-lieu	\$3,600.00										
Medical Cost Inflation			7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%
Captain		\$4,988	\$5,363	\$5,765	\$6,197	\$6,662	\$7,161	\$7,699	\$8,276	\$8,897	\$9,564
Captain		\$6,215	\$6,681	\$7,182	\$7,721	\$8,300	\$8,923	\$9,592	\$10,311	\$11,085	\$11,916
Captain		\$12,094	\$13,002	\$13,977	\$15,025	\$16,152	\$17,363	\$18,665	\$20,065	\$21,570	\$23,188
Engineer	457 in-lieu	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Engineer	457 in-lieu	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Engineer	457 in-lieu	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
<b>TOTAL: MEDICAL BENEFITS</b>		<b>\$34,098</b>	<b>\$35,845</b>	<b>\$37,724</b>	<b>\$39,743</b>	<b>\$41,914</b>	<b>\$44,247</b>	<b>\$46,756</b>	<b>\$49,453</b>	<b>\$52,351</b>	<b>\$55,468</b>
<b>VISION BENEFITS</b>											
	<b>\$134.40</b>										
Captain	yes	\$134	\$138	\$143	\$147	\$151	\$156	\$160	\$165	\$170	\$175
Captain	no	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Captain	no	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineer	yes	\$134	\$138	\$143	\$147	\$151	\$156	\$160	\$165	\$170	\$175
Engineer	no	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineer	no	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL: VISION BENEFITS</b>		<b>\$269</b>	<b>\$277</b>	<b>\$285</b>	<b>\$294</b>	<b>\$303</b>	<b>\$312</b>	<b>\$321</b>	<b>\$331</b>	<b>\$341</b>	<b>\$351</b>
<b>DENTAL BENEFITS</b>											
	<b>\$730.32</b>										
Captain	yes	\$730	\$752	\$775	\$798	\$822	\$847	\$872	\$898	\$925	\$953
Captain	no	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Captain	no	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineer	yes	\$730	\$752	\$775	\$798	\$822	\$847	\$872	\$898	\$925	\$953
Engineer	yes	\$730	\$752	\$775	\$798	\$822	\$847	\$872	\$898	\$925	\$953
Engineer	no	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL: DENTAL BENEFITS</b>		<b>\$2,191</b>	<b>\$2,257</b>	<b>\$2,324</b>	<b>\$2,394</b>	<b>\$2,466</b>	<b>\$2,540</b>	<b>\$2,616</b>	<b>\$2,695</b>	<b>\$2,775</b>	<b>\$2,859</b>
<b>LIFE INSURANCE</b>											
	<b>\$204.00</b>										
Captain		\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204
Captain		\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204
Captain		\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204
Engineer		\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204
Engineer		\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204
Engineer		\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204	\$204
<b>TOTAL: LIFE INSURANCE</b>		<b>\$1,224</b>	<b>\$1,224</b>	<b>\$1,224</b>	<b>\$1,224</b>	<b>\$1,224</b>	<b>\$1,224</b>	<b>\$1,224</b>	<b>\$1,224</b>	<b>\$1,224</b>	<b>\$1,224</b>

**Table B-1**  
**Newcastle Fire Protection District**  
**Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>WORKERS COMPENSATION</b>		<b>0.1132</b>									
Captain		\$10,849	\$11,392	\$11,961	\$12,559	\$13,187	\$13,847	\$14,539	\$15,266	\$16,029	\$16,831
Captain		\$11,393	\$11,962	\$12,561	\$13,189	\$13,848	\$14,540	\$15,267	\$16,031	\$16,832	\$17,674
Captain		\$10,849	\$11,392	\$11,961	\$12,559	\$13,187	\$13,847	\$14,539	\$15,266	\$16,029	\$16,831
Engineer		\$10,727	\$11,263	\$11,827	\$12,418	\$13,039	\$13,691	\$14,375	\$15,094	\$15,849	\$16,641
Engineer		\$10,217	\$10,728	\$11,265	\$11,828	\$12,419	\$13,040	\$13,692	\$14,377	\$15,096	\$15,850
Engineer		\$10,217	\$10,728	\$11,265	\$11,828	\$12,419	\$13,040	\$13,692	\$14,377	\$15,096	\$15,850
<b>TOTAL: WORKERS COMP</b>		<b>\$64,253</b>	<b>\$67,466</b>	<b>\$70,839</b>	<b>\$74,381</b>	<b>\$78,100</b>	<b>\$82,005</b>	<b>\$86,105</b>	<b>\$90,410</b>	<b>\$94,931</b>	<b>\$99,677</b>
<b>TOTAL BENEFITS</b>											
Captain		\$24,931	\$25,890	\$26,904	\$27,979	\$29,117	\$30,323	\$31,601	\$32,955	\$34,390	\$35,912
Captain		\$25,837	\$26,888	\$28,004	\$29,187	\$30,443	\$31,776	\$33,190	\$34,692	\$36,286	\$37,979
Captain		\$31,173	\$32,638	\$34,199	\$35,862	\$37,634	\$39,522	\$41,535	\$43,681	\$45,969	\$48,408
Engineer		\$23,421	\$23,999	\$24,605	\$25,241	\$25,907	\$26,606	\$27,339	\$28,107	\$28,913	\$29,758
Engineer		\$22,777	\$23,325	\$23,900	\$24,503	\$25,136	\$25,799	\$26,495	\$27,225	\$27,990	\$28,792
Engineer		\$22,046	\$22,573	\$23,126	\$23,705	\$24,314	\$24,953	\$25,623	\$26,326	\$27,065	\$27,839
<b>TOTAL: TOTAL BENEFITS</b>		<b>\$150,185</b>	<b>\$155,313</b>	<b>\$160,738</b>	<b>\$166,478</b>	<b>\$172,551</b>	<b>\$178,979</b>	<b>\$185,783</b>	<b>\$192,986</b>	<b>\$200,613</b>	<b>\$208,689</b>
<b>TOTAL STAFFING COST</b>											
Captain		\$128,217	\$134,337	\$140,772	\$147,537	\$154,651	\$162,131	\$169,997	\$178,268	\$186,966	\$196,114
Captain		\$134,291	\$140,763	\$147,570	\$154,729	\$162,260	\$170,180	\$178,513	\$187,278	\$196,498	\$206,199
Captain		\$134,458	\$141,085	\$148,066	\$155,420	\$163,168	\$171,331	\$179,931	\$188,994	\$198,544	\$208,610
Engineer		\$125,544	\$131,226	\$137,191	\$143,454	\$150,029	\$156,931	\$164,177	\$171,785	\$179,772	\$188,158
Engineer		\$120,052	\$125,462	\$131,142	\$137,105	\$143,365	\$149,937	\$156,837	\$164,081	\$171,686	\$179,671
Engineer		\$119,322	\$124,710	\$130,367	\$136,306	\$142,543	\$149,090	\$155,965	\$163,183	\$170,761	\$178,718
<b>TOTAL: TOTAL STAFFING COST</b>		<b>\$761,883</b>	<b>\$797,583</b>	<b>\$835,108</b>	<b>\$874,552</b>	<b>\$916,015</b>	<b>\$959,601</b>	<b>\$1,005,420</b>	<b>\$1,053,589</b>	<b>\$1,104,229</b>	<b>\$1,157,469</b>
<b>FULL LOAD HOURLY RATE</b>											
<b>Fire:</b>	<b>Hrs / Yr</b>										
Captain	2,990	\$42.88	\$44.93	\$47.08	\$49.34	\$51.72	\$54.22	\$56.86	\$59.62	\$62.53	\$65.59
Captain	2,990	\$44.91	\$47.08	\$49.35	\$51.75	\$54.27	\$56.92	\$59.70	\$62.63	\$65.72	\$68.96
Captain	2,990	\$44.97	\$47.19	\$49.52	\$51.98	\$54.57	\$57.30	\$60.18	\$63.21	\$66.40	\$69.77
Engineer	2,990	\$41.99	\$43.89	\$45.88	\$47.98	\$50.18	\$52.49	\$54.91	\$57.45	\$60.12	\$62.93
Engineer	2,990	\$40.15	\$41.96	\$43.86	\$45.85	\$47.95	\$50.15	\$52.45	\$54.88	\$57.42	\$60.09
Engineer	2,990	\$39.91	\$41.71	\$43.60	\$45.59	\$47.67	\$49.86	\$52.16	\$54.58	\$57.11	\$59.77

Source: NFPD

[1] Hourly wages include applicable educational incentives.

**Table B-2**  
**Newcastle Fire Protection District**  
**Operating Statement Detail**

Description	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
<i>Inflation Factor</i>					3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Revenue</b>													
Property Taxes													
Ad Valorem	\$299,456	\$325,510	\$335,441	\$352,134	\$364,459	\$377,215	\$390,417	\$404,082	\$418,225	\$432,863	\$448,013	\$463,693	\$479,922
<i>Prop Tax Growth Rate</i>		8.70%	3.05%	4.98%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Measure B	\$354,162	\$367,129	\$379,807	\$391,079	\$402,811	\$414,896	\$427,343	\$440,163	\$453,368	\$466,969	\$480,978	\$495,407	\$510,269
Measure F	\$174,926	\$183,184	\$213,331	\$220,527	\$228,245	\$236,234	\$244,502	\$253,060	\$261,917	\$271,084	\$280,572	\$290,392	\$300,556
Strike Team Revenue	\$15,834	\$82,856	\$42,914	\$50,000	\$47,201	\$49,561	\$52,039	\$54,641	\$57,374	\$60,242	\$63,254	\$66,417	\$69,738
JOA Staffing Reimbursement	\$0	\$0	\$17,129	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Inspection Fees	\$12,789	\$13,819	\$9,329	\$10,000	\$11,979	\$12,338	\$12,708	\$13,090	\$13,482	\$13,887	\$14,303	\$14,733	\$15,175
Response Recovery Fees	\$1,965	\$1,460	\$2,094	\$2,500	\$1,840	\$1,895	\$1,952	\$2,010	\$2,070	\$2,132	\$2,196	\$2,262	\$2,330
Interest	\$656	\$4,472	\$17,439	\$10,000	\$14,601	\$9,075	\$3,085	\$0	\$0	\$0	\$0	\$0	\$0
Donations	\$0	\$3,101	\$10,000	\$0	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633
Other Revenues	\$127	\$2,757	\$9,435	\$138,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534
Grants	\$0	\$130,200	\$4,418	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets	\$0	\$0	\$436,299	\$9,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mitigation Fees	\$68,968	\$138,038	\$81,066	\$50,000	\$80,000	\$85,000	\$90,000	\$95,000	\$100,000	\$105,000	\$110,000	\$115,000	\$120,000
<b>Total Revenue</b>	<b>\$928,883</b>	<b>\$1,252,526</b>	<b>\$1,558,702</b>	<b>\$1,233,240</b>	<b>\$1,153,636</b>	<b>\$1,188,789</b>	<b>\$1,224,699</b>	<b>\$1,264,778</b>	<b>\$1,309,249</b>	<b>\$1,355,075</b>	<b>\$1,402,302</b>	<b>\$1,450,979</b>	<b>\$1,501,157</b>
<b>Expenses</b>													
<i>Fire Services</i>													
Fire Protective Clothing	\$4,713	\$1,541	\$2,050	\$4,000	\$2,768	\$2,851	\$2,937	\$3,025	\$3,116	\$3,209	\$3,305	\$3,404	\$3,507
Communication Services	\$755	\$1,217	\$547	\$1,500	\$840	\$865	\$891	\$917	\$945	\$973	\$1,002	\$1,032	\$1,063
Station Supplies & Tools	\$2,069	\$4,183	\$8,317	\$4,000	\$4,856	\$5,002	\$5,152	\$5,307	\$5,466	\$5,630	\$5,799	\$5,973	\$6,152
Equipment Repairs & Maintenance	\$14,840	\$26,297	\$23,309	\$18,500	\$21,482	\$22,127	\$22,790	\$23,474	\$24,178	\$24,904	\$25,651	\$26,420	\$27,213
Engine Rental	\$0	\$0	\$0	\$1,500	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800
Fuels & Lubricants	\$11,801	\$11,351	\$8,905	\$12,500	\$10,686	\$11,006	\$11,336	\$11,676	\$12,027	\$12,388	\$12,759	\$13,142	\$13,536
Medical (Gases)	\$852	\$676	\$2,533	\$3,500	\$3,605	\$3,713	\$3,825	\$3,939	\$4,057	\$4,179	\$4,305	\$4,434	\$4,567
Strike Team Expenses	\$0	\$14,362	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Small Tools & Accessories	\$1,884	\$3,304	\$0	\$2,000	\$1,729	\$1,781	\$1,835	\$1,890	\$1,946	\$2,005	\$2,065	\$2,127	\$2,191
Facility Repairs & Maintenance	\$1,065	\$4,931	\$6,109	\$3,000	\$4,035	\$4,156	\$4,281	\$4,409	\$4,542	\$4,678	\$4,818	\$4,963	\$5,112

**Table B-2**  
**Newcastle Fire Protection District**  
**Operating Statement Detail**

Description	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
<i>Utilities</i>													
Propane	\$2,320	\$3,843	\$3,690	\$3,500	\$3,284	\$3,383	\$3,484	\$3,589	\$3,697	\$3,808	\$3,922	\$4,039	\$4,161
Phone/Cable/Internet	\$2,764	\$6,421	\$8,492	\$9,360	\$9,009	\$9,279	\$9,558	\$9,844	\$10,140	\$10,444	\$10,757	\$11,080	\$11,412
Pest Control	\$388	\$825	\$627	\$700	\$613	\$632	\$651	\$670	\$690	\$711	\$732	\$754	\$777
Sewer	\$1,080	\$3,156	\$2,652	\$2,500	\$2,296	\$2,365	\$2,436	\$2,509	\$2,584	\$2,662	\$2,742	\$2,824	\$2,908
Garbage Collection	\$821	\$1,069	\$905	\$900	\$932	\$960	\$988	\$1,018	\$1,049	\$1,080	\$1,113	\$1,146	\$1,180
Water	\$612	\$2,228	\$2,821	\$3,500	\$2,993	\$3,083	\$3,175	\$3,270	\$3,369	\$3,470	\$3,574	\$3,681	\$3,791
Electricity/Gas	\$10,447	\$12,316	\$9,347	\$13,000	\$11,277	\$11,616	\$11,964	\$12,323	\$12,693	\$13,074	\$13,466	\$13,870	\$14,286
<i>General and Administrative Expenses</i>													
Recording Secretary	\$675	\$975	\$810	\$0	\$820	\$845	\$870	\$896	\$923	\$951	\$979	\$1,008	\$1,039
Office Supplies and Expenses	\$1,016	\$451	\$2,759	\$2,500	\$1,409	\$1,451	\$1,495	\$1,539	\$1,586	\$1,633	\$1,682	\$1,733	\$1,785
Website Maintenance	\$615	\$110	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lexipol Fees	\$2,519	\$3,636	\$3,854	\$4,200	\$4,326	\$4,456	\$4,589	\$4,727	\$4,869	\$5,015	\$5,165	\$5,320	\$5,480
<i>Tax Collections</i>													
Parcel Tax Collections	\$5,286	\$5,503	\$5,920	\$6,116	\$6,311	\$6,511	\$6,718	\$6,932	\$7,153	\$7,381	\$7,615	\$7,858	\$8,108
SB2557 Prop Tax Admin Cost	\$5,190	\$5,313	\$5,487	\$5,766	\$6,014	\$6,224	\$6,442	\$6,667	\$6,901	\$7,142	\$7,392	\$7,651	\$7,919
Administrative Services	\$132,611	\$156,655	\$165,341	\$184,270	\$189,798	\$195,492	\$201,357	\$207,398	\$213,619	\$220,028	\$226,629	\$233,428	\$240,431
Fire Code Inspection Fees	\$0	\$625	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Audit	\$5,750	\$0	\$15,825	\$6,750	\$6,953	\$7,161	\$7,376	\$7,597	\$7,825	\$8,060	\$8,302	\$8,551	\$8,807
LAFCO Fees	\$400	\$669	\$958	\$17,570	\$987	\$1,016	\$1,047	\$1,078	\$1,111	\$1,144	\$1,178	\$1,214	\$1,250
Professional Services	\$5,864	\$16,582	\$8,521	\$8,500	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334
County Services	\$2,007	\$3,038	\$2,327	\$7,500	\$7,725	\$7,957	\$8,195	\$8,441	\$8,695	\$8,955	\$9,224	\$9,501	\$9,786
<i>Special District Expense</i>													
Publications Legal Notices	\$0	\$0	\$130	\$150	\$155	\$159	\$164	\$169	\$174	\$179	\$184	\$190	\$196
Election Expenses	\$0	\$500	\$0	\$1,000	\$0	\$1,061	\$0	\$1,126	\$0	\$1,194	\$0	\$1,267	\$0
Education & Training	\$1,255	\$1,539	\$1,645	\$3,000	\$1,480	\$1,524	\$1,570	\$1,617	\$1,665	\$1,715	\$1,767	\$1,820	\$1,874
Commission Reimbursements	\$850	\$750	\$550	\$900	\$717	\$738	\$760	\$783	\$807	\$831	\$856	\$881	\$908
Taxes and Assessments	\$5	\$4	\$8	\$8	\$8	\$8	\$9	\$9	\$9	\$9	\$10	\$10	\$10
Liability Insurance	\$13,023	\$25,547	\$43,745	\$39,544	\$44,000	\$45,320	\$46,680	\$48,080	\$49,522	\$51,008	\$52,538	\$54,114	\$55,738
<i>Other Expenses</i>													
Bank Charges	\$35	\$65	\$54	\$0	\$51	\$53	\$54	\$56	\$58	\$60	\$61	\$63	\$65
Misc Expense	\$492	\$783	\$560	\$76,500	\$612	\$630	\$649	\$668	\$688	\$709	\$730	\$752	\$775
Grant Expenses	\$0	\$12,305	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Table B-2**  
**Newcastle Fire Protection District**  
**Operating Statement Detail**

Description	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
<i>Payroll Expenses</i>													
Strike Team Salaries	\$1,382	\$0	\$0	\$15,000	\$26,250	\$27,563	\$28,941	\$30,388	\$31,907	\$33,502	\$35,178	\$36,936	\$38,783
Salaries & Wages	\$371,657	\$405,624	\$440,241	\$485,255	\$509,518	\$534,994	\$561,743	\$589,830	\$619,322	\$650,288	\$682,803	\$716,943	\$752,790
JOA Staffing	\$301	\$8,208	\$90	\$5,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overtime	\$85,257	\$104,568	\$83,200	\$82,350	\$86,468	\$90,791	\$95,330	\$100,097	\$105,102	\$110,357	\$115,875	\$121,668	\$127,752
Payroll Taxes	\$35,496	\$38,513	\$40,329	\$44,094	\$46,285	\$48,585	\$51,000	\$53,536	\$56,197	\$58,992	\$61,925	\$65,005	\$68,238
Benefits	\$46,707	\$53,223	\$60,568	\$85,932	\$87,847	\$89,899	\$92,097	\$94,452	\$96,975	\$99,678	\$102,576	\$105,682	\$109,011
Workers Comp	\$41,247	\$37,625	\$51,577	\$64,253	\$67,466	\$70,839	\$74,381	\$78,100	\$82,005	\$86,105	\$90,410	\$94,931	\$99,677
<b>Total Expenses</b>	<b>\$816,052</b>	<b>\$980,534</b>	<b>\$1,014,801</b>	<b>\$1,230,367</b>	<b>\$1,183,602</b>	<b>\$1,234,335</b>	<b>\$1,285,257</b>	<b>\$1,340,790</b>	<b>\$1,396,613</b>	<b>\$1,457,423</b>	<b>\$1,518,641</b>	<b>\$1,585,254</b>	<b>\$1,652,411</b>
<b>Cash Flow Before Capital Outlay &amp; DS</b>	<b>\$112,830</b>	<b>\$271,992</b>	<b>\$543,901</b>	<b>\$2,873</b>	<b>(\$29,966)</b>	<b>(\$45,546)</b>	<b>(\$60,558)</b>	<b>(\$76,012)</b>	<b>(\$87,364)</b>	<b>(\$102,348)</b>	<b>(\$116,339)</b>	<b>(\$134,275)</b>	<b>(\$151,254)</b>
<b>Capital Outlay</b>													
Station Improvements	\$114,337	\$75,968	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$28,316	\$83,125	\$40,500	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668
Apparatus	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Outlay</b>	<b>\$114,337</b>	<b>\$104,284</b>	<b>\$83,125</b>	<b>\$40,500</b>	<b>\$10,000</b>	<b>\$10,300</b>	<b>\$10,609</b>	<b>\$10,927</b>	<b>\$11,255</b>	<b>\$11,593</b>	<b>\$11,941</b>	<b>\$12,299</b>	<b>\$12,668</b>
<b>Cash Flow Before Debt Service</b>	<b>(\$1,506)</b>	<b>\$167,709</b>	<b>\$460,776</b>	<b>(\$37,627)</b>	<b>(\$39,966)</b>	<b>(\$55,846)</b>	<b>(\$71,167)</b>	<b>(\$86,939)</b>	<b>(\$98,619)</b>	<b>(\$113,941)</b>	<b>(\$128,280)</b>	<b>(\$146,574)</b>	<b>(\$163,922)</b>
<b>Debt Service</b>													
USDA Loan	\$0	\$0	\$144,956	\$145,606	\$144,211	\$143,816	\$144,398	\$143,936	\$144,451	\$143,921	\$144,368	\$143,771	\$144,151
<b>Total Debt Service</b>	<b>\$0</b>	<b>\$0</b>	<b>\$144,956</b>	<b>\$145,606</b>	<b>\$144,211</b>	<b>\$143,816</b>	<b>\$144,398</b>	<b>\$143,936</b>	<b>\$144,451</b>	<b>\$143,921</b>	<b>\$144,368</b>	<b>\$143,771</b>	<b>\$144,151</b>
<b>Net Cash Flow</b>	<b>(\$1,506)</b>	<b>\$167,709</b>	<b>\$315,820</b>	<b>(\$183,233)</b>	<b>(\$184,177)</b>	<b>(\$199,661)</b>	<b>(\$215,565)</b>	<b>(\$230,875)</b>	<b>(\$243,070)</b>	<b>(\$257,861)</b>	<b>(\$272,648)</b>	<b>(\$290,344)</b>	<b>(\$308,072)</b>

Source: NFPD and Ridgeline

**Table B-3**  
**Newcastle Fire Protection District**  
**Fund Balance Detail**

Description	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
<b>Beginning Cash Balance</b>	<b>\$437,442</b>	<b>\$790,779</b>	<b>\$379,371</b>	<b>\$669,917</b>	<b>\$486,684</b>	<b>\$302,507</b>	<b>\$102,846</b>	<b>(\$112,719)</b>	<b>(\$343,594)</b>	<b>(\$586,663)</b>	<b>(\$844,524)</b>	<b>(\$1,117,172)</b>	<b>(\$1,407,516)</b>
Revenues	\$928,883	\$1,252,526	\$1,558,702	\$1,233,240	\$1,153,636	\$1,188,789	\$1,224,699	\$1,264,778	\$1,309,249	\$1,355,075	\$1,402,302	\$1,450,979	\$1,501,157
Expenditures	(\$816,052)	(\$980,534)	(\$1,014,801)	(\$1,230,367)	(\$1,183,602)	(\$1,234,335)	(\$1,285,257)	(\$1,340,790)	(\$1,396,613)	(\$1,457,423)	(\$1,518,641)	(\$1,585,254)	(\$1,652,411)
Capital Outlay	(\$114,337)	(\$104,284)	(\$83,125)	(\$40,500)	(\$10,000)	(\$10,300)	(\$10,609)	(\$10,927)	(\$11,255)	(\$11,593)	(\$11,941)	(\$12,299)	(\$12,668)
Debt Service	\$0	\$0	(\$144,956)	(\$145,606)	(\$144,211)	(\$143,816)	(\$144,398)	(\$143,936)	(\$144,451)	(\$143,921)	(\$144,368)	(\$143,771)	(\$144,151)
Adjustment	\$354,843	(\$579,117)	(\$25,274)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Ending Cash Balance</b>	<b>\$790,779</b>	<b>\$379,371</b>	<b>\$669,917</b>	<b>\$486,684</b>	<b>\$302,507</b>	<b>\$102,846</b>	<b>(\$112,719)</b>	<b>(\$343,594)</b>	<b>(\$586,663)</b>	<b>(\$844,524)</b>	<b>(\$1,117,172)</b>	<b>(\$1,407,516)</b>	<b>(\$1,715,589)</b>

Source: NFPD and Ridgeline



## Appendix C: Consolidated District Fiscal Analysis Detail Schedules

Table C-1	Consolidated District Staffing Model and Financial Projections
Table C-2	Consolidated District Operating Statement Projections Detail
Table C-3	Consolidated District Fund Balance Projections Detail

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<i>Inflation Rate</i>			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<i>Salary Inflation Rate</i>			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>SALARIES</b>	CalPERS										
<b>Administration:</b>											
District Manager	PEPRA	\$104,998	\$108,148	\$111,393	\$114,735	\$118,177	\$121,722	\$125,374	\$129,135	\$133,009	\$136,999
Fire Marshal (PT)	n/a	\$43,680	\$44,990	\$46,340	\$47,730	\$49,162	\$50,637	\$52,156	\$53,721	\$55,333	\$56,992
Admin Assistant (PT)	n/a	\$31,500	\$32,445	\$33,418	\$34,421	\$35,454	\$36,517	\$37,613	\$38,741	\$39,903	\$41,100
<i>Subtotal: Administration</i>		\$180,178	\$185,584	\$191,151	\$196,886	\$202,792	\$208,876	\$215,142	\$221,597	\$228,245	\$235,092
<b>Support:</b>											
Mechanic	PEPRA	\$90,480	\$93,194	\$95,990	\$98,870	\$101,836	\$104,891	\$108,038	\$111,279	\$114,617	\$118,056
<i>Subtotal: Support</i>		\$90,480	\$93,194	\$95,990	\$98,870	\$101,836	\$104,891	\$108,038	\$111,279	\$114,617	\$118,056
<b>Fire:</b>											
Fire Chief	Classic	\$175,074	\$180,326	\$185,736	\$191,308	\$197,047	\$202,958	\$209,047	\$215,318	\$221,778	\$228,431
Battalion Chief 1	Classic	\$105,297	\$108,456	\$111,710	\$115,061	\$118,513	\$122,068	\$125,730	\$129,502	\$133,387	\$137,389
Battalion Chief 2	Classic	\$120,387	\$123,998	\$127,718	\$131,550	\$135,496	\$139,561	\$143,748	\$148,060	\$152,502	\$157,077
Battalion Chief 3	Classic	\$113,185	\$116,581	\$120,078	\$123,681	\$127,391	\$131,213	\$135,149	\$139,204	\$143,380	\$147,681
Captain 1	PEPRA	\$81,303	\$83,743	\$86,255	\$88,843	\$91,508	\$94,253	\$97,081	\$99,993	\$102,993	\$106,083
Captain 2	Classic	\$87,519	\$90,144	\$92,848	\$95,634	\$98,503	\$101,458	\$104,502	\$107,637	\$110,866	\$114,192
Captain 3	PEPRA	\$90,566	\$93,283	\$96,082	\$98,964	\$101,933	\$104,991	\$108,141	\$111,385	\$114,727	\$118,168
Captain 4	PEPRA	\$96,811	\$99,716	\$102,707	\$105,788	\$108,962	\$112,231	\$115,598	\$119,066	\$122,638	\$126,317
Captain 5	PEPRA	\$96,811	\$99,716	\$102,707	\$105,788	\$108,962	\$112,231	\$115,598	\$119,066	\$122,638	\$126,317
Captain 6	PEPRA	\$96,811	\$99,716	\$102,707	\$105,788	\$108,962	\$112,231	\$115,598	\$119,066	\$122,638	\$126,317
Captain 7 (Newcastle Xfer)	PEPRA	\$77,090	\$79,403	\$81,785	\$84,239	\$86,766	\$89,369	\$92,050	\$94,811	\$97,656	\$100,585
Captain 8 (Newcastle Xfer)	PEPRA	\$80,945	\$83,373	\$85,874	\$88,451	\$91,104	\$93,837	\$96,652	\$99,552	\$102,539	\$105,615
Captain 9 (Newcastle Xfer)	PEPRA	\$84,291	\$86,820	\$89,425	\$92,108	\$94,871	\$97,717	\$100,648	\$103,668	\$106,778	\$109,981
Engineer 1	Classic	\$83,246	\$85,743	\$88,315	\$90,965	\$93,694	\$96,505	\$99,400	\$102,382	\$105,453	\$108,617
Engineer 2	PEPRA	\$70,696	\$72,817	\$75,001	\$77,252	\$79,569	\$81,956	\$84,415	\$86,947	\$89,556	\$92,242
Engineer 3	PEPRA	\$79,720	\$82,111	\$84,575	\$87,112	\$89,725	\$92,417	\$95,190	\$98,045	\$100,987	\$104,016
Engineer 4	PEPRA	\$62,868	\$64,754	\$66,696	\$68,697	\$70,758	\$72,881	\$75,067	\$77,319	\$79,639	\$82,028
Engineer 5	PEPRA	\$76,045	\$78,326	\$80,676	\$83,096	\$85,589	\$88,157	\$90,801	\$93,525	\$96,331	\$99,221
Engineer 6 - OPEN	PEPRA	\$70,756	\$72,879	\$75,065	\$77,317	\$79,636	\$82,025	\$84,486	\$87,021	\$89,631	\$92,320
Engineer 7 (Newcastle Xfer)	PEPRA	\$76,074	\$78,357	\$80,707	\$83,129	\$85,622	\$88,191	\$90,837	\$93,562	\$96,369	\$99,260
Engineer 8 (Newcastle Xfer)	PEPRA	\$72,459	\$74,633	\$76,872	\$79,178	\$81,553	\$84,000	\$86,520	\$89,115	\$91,789	\$94,543
Engineer 9 (Newcastle Xfer)	PEPRA	\$72,459	\$74,633	\$76,872	\$79,178	\$81,553	\$84,000	\$86,520	\$89,115	\$91,789	\$94,543
Firefighter 1	PEPRA	\$52,708	\$54,290	\$55,918	\$57,596	\$59,324	\$61,103	\$62,936	\$64,825	\$66,769	\$68,772
Firefighter 2	PEPRA	\$52,708	\$54,290	\$55,918	\$57,596	\$59,324	\$61,103	\$62,936	\$64,825	\$66,769	\$68,772
Firefighter 3	PEPRA	\$52,708	\$54,290	\$55,918	\$57,596	\$59,324	\$61,103	\$62,936	\$64,825	\$66,769	\$68,772
<i>Subtotal: Fire</i>		\$2,128,538	\$2,192,395	\$2,258,166	\$2,325,911	\$2,395,689	\$2,467,559	\$2,541,586	\$2,617,834	\$2,696,369	\$2,777,260
<b>TOTAL: SALARIES</b>		<b>\$2,399,197</b>	<b>\$2,471,173</b>	<b>\$2,545,308</b>	<b>\$2,621,667</b>	<b>\$2,700,317</b>	<b>\$2,781,327</b>	<b>\$2,864,766</b>	<b>\$2,950,709</b>	<b>\$3,039,231</b>	<b>\$3,130,408</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>LONGEVITY PAY</b>											
Completed Years of Service											
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
5 years	1%										
10 years	2%										
15 years	3%										
20 years	4%										
25 years	5%										
30 years	6%										
<b>Administration:</b>											
	<b>Hire Year</b>										
District Manager	2023	\$0	\$0	\$0	\$1,147	\$1,182	\$1,217	\$1,254	\$1,291	\$2,660	\$2,740
Fire Marshal (PT)	n/a	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	n/a	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>		\$0	\$0	\$0	\$1,147	\$1,182	\$1,217	\$1,254	\$1,291	\$2,660	\$2,740
<b>Support:</b>											
Mechanic	2013	\$1,810	\$1,864	\$1,920	\$2,966	\$3,055	\$3,147	\$3,241	\$3,338	\$4,585	\$4,722
<i>Subtotal: Support</i>		\$1,810	\$1,864	\$1,920	\$2,966	\$3,055	\$3,147	\$3,241	\$3,338	\$4,585	\$4,722
<b>Fire:</b>											
Fire Chief	2002	\$7,003	\$7,213	\$9,287	\$9,565	\$9,852	\$10,148	\$10,452	\$12,919	\$13,307	\$13,706
Battalion Chief 1	1999	\$5,265	\$5,423	\$5,585	\$5,753	\$7,111	\$7,324	\$7,544	\$7,770	\$8,003	\$8,243
Battalion Chief 2	2010	\$3,612	\$3,720	\$3,832	\$3,946	\$4,065	\$5,582	\$5,750	\$5,922	\$6,100	\$6,283
Battalion Chief 3	2020	\$1,132	\$1,166	\$1,201	\$1,237	\$1,274	\$2,624	\$2,703	\$2,784	\$2,868	\$2,954
Captain 1	2013	\$1,626	\$1,675	\$1,725	\$2,665	\$2,745	\$2,828	\$2,912	\$3,000	\$4,120	\$4,243
Captain 2	2013	\$1,750	\$1,803	\$1,857	\$2,869	\$2,955	\$3,044	\$3,135	\$3,229	\$4,435	\$4,568
Captain 3	2016	\$906	\$1,866	\$1,922	\$1,979	\$2,039	\$2,100	\$3,244	\$3,342	\$3,442	\$3,545
Captain 4	2016	\$968	\$1,994	\$2,054	\$2,116	\$2,179	\$2,245	\$3,468	\$3,572	\$3,679	\$3,789
Captain 5	2022	\$0	\$0	\$1,027	\$1,058	\$1,090	\$1,122	\$1,156	\$2,381	\$2,453	\$2,526
Captain 6	2023	\$0	\$0	\$0	\$1,058	\$1,090	\$1,122	\$1,156	\$1,191	\$2,453	\$2,526
Captain 7 (Newcastle Xfer)	1985	\$4,625	\$4,764	\$4,907	\$5,054	\$5,206	\$5,362	\$5,523	\$5,689	\$5,859	\$6,035
Captain 8 (Newcastle Xfer)	2013	\$1,619	\$1,667	\$1,717	\$2,654	\$2,733	\$2,815	\$2,900	\$2,987	\$4,102	\$4,225
Captain 9 (Newcastle Xfer)	2018	\$843	\$868	\$894	\$1,842	\$1,897	\$1,954	\$2,013	\$2,073	\$3,203	\$3,299
Engineer 1	2009	\$2,497	\$2,572	\$2,649	\$2,729	\$3,748	\$3,860	\$3,976	\$4,095	\$4,218	\$5,431
Engineer 2	2023	\$0	\$0	\$0	\$773	\$796	\$820	\$844	\$869	\$1,791	\$1,845
Engineer 3	2019	\$797	\$821	\$846	\$871	\$1,795	\$1,848	\$1,904	\$1,961	\$2,020	\$3,120
Engineer 4	2024	\$0	\$0	\$0	\$0	\$708	\$729	\$751	\$773	\$796	\$1,641
Engineer 5	2019	\$760	\$783	\$807	\$831	\$1,712	\$1,763	\$1,816	\$1,871	\$1,927	\$2,977
Engineer 6 - OPEN	2025	\$0	\$0	\$0	\$0	\$0	\$820	\$845	\$870	\$896	\$923
Engineer 7 (Newcastle Xfer)	2021	\$0	\$784	\$807	\$831	\$856	\$882	\$1,817	\$1,871	\$1,927	\$1,985
Engineer 8 (Newcastle Xfer)	2019	\$725	\$746	\$769	\$792	\$1,631	\$1,680	\$1,730	\$1,782	\$1,836	\$2,836
Engineer 9 (Newcastle Xfer)	2016	\$725	\$1,493	\$1,537	\$1,584	\$1,631	\$1,680	\$2,596	\$2,673	\$2,754	\$2,836
Firefighter 1	2024	\$0	\$0	\$0	\$0	\$593	\$611	\$629	\$648	\$668	\$1,375
Firefighter 2	2024	\$0	\$0	\$0	\$0	\$593	\$611	\$629	\$648	\$668	\$1,375
Firefighter 3	2025	\$0	\$0	\$0	\$0	\$0	\$611	\$629	\$648	\$668	\$688
<i>Subtotal: Fire</i>		\$34,853	\$39,358	\$43,424	\$50,207	\$58,298	\$64,186	\$70,122	\$75,570	\$84,191	\$92,976
<b>TOTAL: LONGEVITY</b>		<b>\$36,662</b>	<b>\$41,222</b>	<b>\$45,343</b>	<b>\$54,320</b>	<b>\$62,535</b>	<b>\$68,550</b>	<b>\$74,617</b>	<b>\$80,200</b>	<b>\$91,436</b>	<b>\$100,438</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>HOLIDAY PAY - FIRE</b>	<b>Hrs</b>										
Fire Chief	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Battalion Chief 1	120	\$4,229	\$4,356	\$4,486	\$4,621	\$4,760	\$4,902	\$5,049	\$5,201	\$5,357	\$5,518
Battalion Chief 2	120	\$4,835	\$4,980	\$5,129	\$5,283	\$5,442	\$5,605	\$5,773	\$5,946	\$6,125	\$6,308
Battalion Chief 3	120	\$4,546	\$4,682	\$4,822	\$4,967	\$5,116	\$5,270	\$5,428	\$5,591	\$5,758	\$5,931
Captain 1	120	\$3,265	\$3,363	\$3,464	\$3,568	\$3,675	\$3,785	\$3,899	\$4,016	\$4,136	\$4,260
Captain 2	120	\$3,515	\$3,620	\$3,729	\$3,841	\$3,956	\$4,075	\$4,197	\$4,323	\$4,452	\$4,586
Captain 3	120	\$3,637	\$3,746	\$3,859	\$3,974	\$4,094	\$4,217	\$4,343	\$4,473	\$4,607	\$4,746
Captain 4	120	\$3,888	\$4,005	\$4,125	\$4,249	\$4,376	\$4,507	\$4,642	\$4,782	\$4,925	\$5,073
Captain 5	120	\$3,888	\$4,005	\$4,125	\$4,249	\$4,376	\$4,507	\$4,642	\$4,782	\$4,925	\$5,073
Captain 6	120	\$3,888	\$4,005	\$4,125	\$4,249	\$4,376	\$4,507	\$4,642	\$4,782	\$4,925	\$5,073
Captain 7 (Newcastle Xfer)	120	\$3,096	\$3,189	\$3,285	\$3,383	\$3,485	\$3,589	\$3,697	\$3,808	\$3,922	\$4,040
Captain 8 (Newcastle Xfer)	120	\$3,251	\$3,348	\$3,449	\$3,552	\$3,659	\$3,769	\$3,882	\$3,998	\$4,118	\$4,242
Captain 9 (Newcastle Xfer)	120	\$3,385	\$3,487	\$3,591	\$3,699	\$3,810	\$3,924	\$4,042	\$4,163	\$4,288	\$4,417
Engineer 1	120	\$3,343	\$3,443	\$3,547	\$3,653	\$3,763	\$3,876	\$3,992	\$4,112	\$4,235	\$4,362
Engineer 2	120	\$2,839	\$2,924	\$3,012	\$3,102	\$3,196	\$3,291	\$3,390	\$3,492	\$3,597	\$3,705
Engineer 3	120	\$3,202	\$3,298	\$3,397	\$3,498	\$3,603	\$3,712	\$3,823	\$3,938	\$4,056	\$4,177
Engineer 4	120	\$2,525	\$2,601	\$2,679	\$2,759	\$2,842	\$2,927	\$3,015	\$3,105	\$3,198	\$3,294
Engineer 5	120	\$3,054	\$3,146	\$3,240	\$3,337	\$3,437	\$3,540	\$3,647	\$3,756	\$3,869	\$3,985
Engineer 6 - OPEN	120	\$2,842	\$2,927	\$3,015	\$3,105	\$3,198	\$3,294	\$3,393	\$3,495	\$3,600	\$3,708
Engineer 7 (Newcastle Xfer)	120	\$3,055	\$3,147	\$3,241	\$3,338	\$3,439	\$3,542	\$3,648	\$3,758	\$3,870	\$3,986
Engineer 8 (Newcastle Xfer)	120	\$2,910	\$2,997	\$3,087	\$3,180	\$3,275	\$3,373	\$3,475	\$3,579	\$3,686	\$3,797
Engineer 9 (Newcastle Xfer)	120	\$2,910	\$2,997	\$3,087	\$3,180	\$3,275	\$3,373	\$3,475	\$3,579	\$3,686	\$3,797
Firefighter 1	120	\$2,117	\$2,180	\$2,246	\$2,313	\$2,382	\$2,454	\$2,528	\$2,603	\$2,681	\$2,762
Firefighter 2	120	\$2,117	\$2,180	\$2,246	\$2,313	\$2,382	\$2,454	\$2,528	\$2,603	\$2,681	\$2,762
Firefighter 3	120	\$2,117	\$2,180	\$2,246	\$2,313	\$2,382	\$2,454	\$2,528	\$2,603	\$2,681	\$2,762
<b>TOTAL: HOLIDAY PAY - FIRE</b>		<b>\$78,452</b>	<b>\$80,806</b>	<b>\$83,230</b>	<b>\$85,727</b>	<b>\$88,299</b>	<b>\$90,948</b>	<b>\$93,676</b>	<b>\$96,487</b>	<b>\$99,381</b>	<b>\$102,363</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>UNIFORM ALLOWANCE</b>										
<b>Administration:</b>										
District Manager	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$1,150</i>	<i>\$1,300</i>	<i>\$1,326</i>	<i>\$1,353</i>	<i>\$1,380</i>	<i>\$1,407</i>	<i>\$1,435</i>	<i>\$1,464</i>	<i>\$1,493</i>	<i>\$1,523</i>
<b>Support:</b>										
Mechanic	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
<i>Subtotal: Support</i>	<i>\$1,150</i>	<i>\$1,300</i>	<i>\$1,326</i>	<i>\$1,353</i>	<i>\$1,380</i>	<i>\$1,407</i>	<i>\$1,435</i>	<i>\$1,464</i>	<i>\$1,493</i>	<i>\$1,523</i>
<b>Fire:</b>										
Fire Chief	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Battalion Chief 1	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Battalion Chief 2	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Battalion Chief 3	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 1	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 2	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 3	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 4	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 5	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 6	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Captain 7 (Newcastle Xfer)	\$1,150	\$1,301	\$1,327	\$1,354	\$1,381	\$1,408	\$1,436	\$1,465	\$1,494	\$1,524
Captain 8 (Newcastle Xfer)	\$1,150	\$1,302	\$1,328	\$1,355	\$1,382	\$1,409	\$1,438	\$1,466	\$1,496	\$1,526
Captain 9 (Newcastle Xfer)	\$1,150	\$1,303	\$1,329	\$1,356	\$1,383	\$1,410	\$1,439	\$1,467	\$1,497	\$1,527
Engineer 1	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 2	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 3	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 4	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 5	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 6 - OPEN	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Engineer 7 (Newcastle Xfer)	\$1,150	\$1,301	\$1,327	\$1,354	\$1,381	\$1,408	\$1,436	\$1,465	\$1,494	\$1,524
Engineer 8 (Newcastle Xfer)	\$1,150	\$1,302	\$1,328	\$1,355	\$1,382	\$1,409	\$1,438	\$1,466	\$1,496	\$1,526
Engineer 9 (Newcastle Xfer)	\$1,150	\$1,303	\$1,329	\$1,356	\$1,383	\$1,410	\$1,439	\$1,467	\$1,497	\$1,527
Firefighter 1	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Firefighter 2	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
Firefighter 3	\$1,150	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407	\$1,435	\$1,464	\$1,493	\$1,523
<i>Subtotal: Fire</i>	<i>\$28,750</i>	<i>\$32,512</i>	<i>\$33,162</i>	<i>\$33,825</i>	<i>\$34,502</i>	<i>\$35,192</i>	<i>\$35,896</i>	<i>\$36,614</i>	<i>\$37,346</i>	<i>\$38,093</i>
<b>TOTAL: UNIFORM ALLOWANCE</b>	<b>\$31,050</b>	<b>\$35,112</b>	<b>\$35,814</b>	<b>\$36,531</b>	<b>\$37,261</b>	<b>\$38,006</b>	<b>\$38,766</b>	<b>\$39,542</b>	<b>\$40,333</b>	<b>\$41,139</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>OVERTIME</b>	<b>1.5</b>		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Administration:</b>											
District Manager		\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
Fire Marshal (PT)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>		<i>\$3,000</i>	<i>\$3,090</i>	<i>\$3,183</i>	<i>\$3,278</i>	<i>\$3,377</i>	<i>\$3,478</i>	<i>\$3,582</i>	<i>\$3,690</i>	<i>\$3,800</i>	<i>\$3,914</i>
<b>Support:</b>											
Mechanic		\$6,000	\$6,180	\$6,365	\$6,556	\$6,753	\$6,956	\$7,164	\$7,379	\$7,601	\$7,829
<i>Subtotal: Support</i>		<i>\$6,000</i>	<i>\$6,180</i>	<i>\$6,365</i>	<i>\$6,556</i>	<i>\$6,753</i>	<i>\$6,956</i>	<i>\$7,164</i>	<i>\$7,379</i>	<i>\$7,601</i>	<i>\$7,829</i>
<b>Fire:</b>											
Fire Chief	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Battalion Chief 1	360	\$19,030	\$19,600	\$20,189	\$20,794	\$21,418	\$22,061	\$22,722	\$23,404	\$24,106	\$24,829
Battalion Chief 2	360	\$21,757	\$22,409	\$23,082	\$23,774	\$24,487	\$25,222	\$25,979	\$26,758	\$27,561	\$28,387
Battalion Chief 3	360	\$20,455	\$21,069	\$21,701	\$22,352	\$23,023	\$23,713	\$24,425	\$25,157	\$25,912	\$26,689
Captain 1	360	\$14,693	\$15,134	\$15,588	\$16,056	\$16,538	\$17,034	\$17,545	\$18,071	\$18,613	\$19,172
Captain 2	360	\$15,817	\$16,291	\$16,780	\$17,283	\$17,802	\$18,336	\$18,886	\$19,452	\$20,036	\$20,637
Captain 3	360	\$16,367	\$16,858	\$17,364	\$17,885	\$18,422	\$18,974	\$19,544	\$20,130	\$20,734	\$21,356
Captain 4	360	\$17,496	\$18,021	\$18,562	\$19,118	\$19,692	\$20,283	\$20,891	\$21,518	\$22,163	\$22,828
Captain 5	360	\$17,496	\$18,021	\$18,562	\$19,118	\$19,692	\$20,283	\$20,891	\$21,518	\$22,163	\$22,828
Captain 6	360	\$17,496	\$18,021	\$18,562	\$19,118	\$19,692	\$20,283	\$20,891	\$21,518	\$22,163	\$22,828
Captain 7 (Newcastle Xfer)	360	\$13,932	\$14,350	\$14,780	\$15,224	\$15,681	\$16,151	\$16,636	\$17,135	\$17,649	\$18,178
Captain 8 (Newcastle Xfer)	360	\$14,629	\$15,067	\$15,519	\$15,985	\$16,465	\$16,959	\$17,467	\$17,991	\$18,531	\$19,087
Captain 9 (Newcastle Xfer)	360	\$15,233	\$15,690	\$16,161	\$16,646	\$17,145	\$17,660	\$18,189	\$18,735	\$19,297	\$19,876
Engineer 1	360	\$15,044	\$15,496	\$15,961	\$16,439	\$16,933	\$17,441	\$17,964	\$18,503	\$19,058	\$19,630
Engineer 2	360	\$12,776	\$13,160	\$13,554	\$13,961	\$14,380	\$14,811	\$15,256	\$15,713	\$16,185	\$16,670
Engineer 3	360	\$14,407	\$14,839	\$15,285	\$15,743	\$16,215	\$16,702	\$17,203	\$17,719	\$18,251	\$18,798
Engineer 4	360	\$11,362	\$11,702	\$12,054	\$12,415	\$12,788	\$13,171	\$13,566	\$13,973	\$14,393	\$14,824
Engineer 5	360	\$13,743	\$14,155	\$14,580	\$15,017	\$15,468	\$15,932	\$16,410	\$16,902	\$17,409	\$17,931
Engineer 6 - OPEN	360	\$12,787	\$13,171	\$13,566	\$13,973	\$14,392	\$14,824	\$15,269	\$15,727	\$16,198	\$16,684
Engineer 7 (Newcastle Xfer)	360	\$13,748	\$14,161	\$14,586	\$15,023	\$15,474	\$15,938	\$16,416	\$16,909	\$17,416	\$17,939
Engineer 8 (Newcastle Xfer)	360	\$13,095	\$13,488	\$13,892	\$14,309	\$14,739	\$15,181	\$15,636	\$16,105	\$16,588	\$17,086
Engineer 9 (Newcastle Xfer)	360	\$13,095	\$13,488	\$13,892	\$14,309	\$14,739	\$15,181	\$15,636	\$16,105	\$16,588	\$17,086
Firefighter 1	360	\$9,526	\$9,811	\$10,106	\$10,409	\$10,721	\$11,043	\$11,374	\$11,715	\$12,067	\$12,429
Firefighter 2	360	\$9,526	\$9,811	\$10,106	\$10,409	\$10,721	\$11,043	\$11,374	\$11,715	\$12,067	\$12,429
Firefighter 3	360	\$9,526	\$9,811	\$10,106	\$10,409	\$10,721	\$11,043	\$11,374	\$11,715	\$12,067	\$12,429
<i>Subtotal: Fire</i>		<i>\$353,036</i>	<i>\$363,627</i>	<i>\$374,536</i>	<i>\$385,772</i>	<i>\$397,345</i>	<i>\$409,265</i>	<i>\$421,543</i>	<i>\$434,190</i>	<i>\$447,215</i>	<i>\$460,632</i>
<b>TOTAL: OVERTIME</b>		<b>\$362,036</b>	<b>\$372,897</b>	<b>\$384,084</b>	<b>\$395,606</b>	<b>\$407,474</b>	<b>\$419,699</b>	<b>\$432,290</b>	<b>\$445,258</b>	<b>\$458,616</b>	<b>\$472,375</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL BUDGETED SALARIES</b>										
<b>Administration:</b>										
District Manager	\$109,148	\$112,538	\$115,902	\$119,365	\$122,933	\$126,607	\$130,391	\$134,288	\$138,302	\$142,437
Fire Marshal (PT)	\$43,680	\$44,990	\$46,340	\$47,730	\$49,162	\$50,637	\$52,156	\$53,721	\$55,333	\$56,992
Admin Assistant (PT)	\$31,500	\$32,445	\$33,418	\$34,421	\$35,454	\$36,517	\$37,613	\$38,741	\$39,903	\$41,100
<i>Subtotal: Administration</i>	<i>\$184,328</i>	<i>\$189,974</i>	<i>\$195,660</i>	<i>\$201,517</i>	<i>\$207,548</i>	<i>\$213,761</i>	<i>\$220,160</i>	<i>\$226,750</i>	<i>\$233,538</i>	<i>\$240,529</i>
<b>Support:</b>										
Mechanic	\$99,440	\$102,538	\$105,601	\$109,745	\$113,024	\$116,401	\$119,879	\$123,461	\$128,296	\$132,130
<i>Subtotal: Support</i>	<i>\$99,440</i>	<i>\$102,538</i>	<i>\$105,601</i>	<i>\$109,745</i>	<i>\$113,024</i>	<i>\$116,401</i>	<i>\$119,879</i>	<i>\$123,461</i>	<i>\$128,296</i>	<i>\$132,130</i>
<b>Fire:</b>										
Fire Chief	\$183,227	\$188,839	\$196,348	\$202,226	\$208,279	\$214,513	\$220,935	\$229,702	\$236,578	\$243,660
Battalion Chief 1	\$134,970	\$139,135	\$143,296	\$147,582	\$153,181	\$157,762	\$162,481	\$167,341	\$172,347	\$177,502
Battalion Chief 2	\$151,740	\$156,407	\$161,086	\$165,906	\$170,869	\$177,377	\$182,685	\$188,151	\$193,781	\$199,579
Battalion Chief 3	\$140,468	\$144,798	\$149,129	\$153,589	\$158,183	\$164,227	\$169,140	\$174,200	\$179,411	\$184,778
Captain 1	\$102,038	\$105,215	\$108,358	\$112,484	\$115,845	\$119,307	\$122,872	\$126,544	\$131,355	\$135,281
Captain 2	\$109,750	\$113,158	\$116,540	\$120,979	\$124,595	\$128,319	\$132,155	\$136,105	\$141,282	\$145,506
Captain 3	\$112,627	\$117,054	\$120,552	\$124,156	\$127,867	\$131,689	\$136,707	\$140,794	\$145,003	\$149,338
Captain 4	\$120,313	\$125,035	\$128,773	\$132,623	\$136,589	\$140,672	\$146,034	\$150,401	\$154,899	\$159,531
Captain 5	\$119,345	\$123,041	\$127,746	\$131,565	\$135,499	\$139,550	\$143,723	\$149,211	\$153,672	\$158,267
Captain 6	\$119,345	\$123,041	\$126,719	\$131,565	\$135,499	\$139,550	\$143,723	\$148,020	\$153,672	\$158,267
Captain 7 (Newcastle Xfer)	\$99,894	\$103,007	\$106,084	\$109,254	\$112,518	\$115,879	\$119,342	\$122,908	\$126,580	\$130,363
Captain 8 (Newcastle Xfer)	\$101,593	\$104,759	\$107,888	\$111,996	\$115,342	\$118,789	\$122,338	\$125,994	\$130,785	\$134,693
Captain 9 (Newcastle Xfer)	\$104,903	\$108,169	\$111,401	\$115,650	\$119,106	\$122,666	\$126,332	\$130,107	\$135,063	\$139,100
Engineer 1	\$105,281	\$108,555	\$111,798	\$115,139	\$119,516	\$123,088	\$126,767	\$130,555	\$134,457	\$139,562
Engineer 2	\$87,462	\$90,201	\$92,894	\$96,440	\$99,320	\$102,286	\$105,340	\$108,486	\$112,621	\$115,985
Engineer 3	\$99,276	\$102,370	\$105,428	\$108,577	\$112,718	\$116,086	\$119,555	\$123,127	\$126,806	\$131,635
Engineer 4	\$77,904	\$80,357	\$82,754	\$85,224	\$88,474	\$91,115	\$93,834	\$96,635	\$99,519	\$103,310
Engineer 5	\$94,752	\$97,710	\$100,628	\$103,634	\$107,585	\$110,799	\$114,109	\$117,518	\$121,029	\$125,637
Engineer 6 - OPEN	\$87,535	\$90,276	\$92,971	\$95,747	\$98,606	\$102,371	\$105,428	\$108,576	\$111,819	\$115,159
Engineer 7 (Newcastle Xfer)	\$94,028	\$97,749	\$100,668	\$103,675	\$106,772	\$109,961	\$114,154	\$117,565	\$121,077	\$124,694
Engineer 8 (Newcastle Xfer)	\$90,339	\$93,166	\$95,948	\$98,813	\$102,580	\$105,643	\$108,799	\$112,048	\$115,395	\$119,787
Engineer 9 (Newcastle Xfer)	\$90,339	\$93,914	\$96,718	\$99,606	\$102,581	\$105,644	\$109,665	\$112,940	\$116,314	\$119,788
Firefighter 1	\$65,501	\$67,581	\$69,596	\$71,670	\$74,400	\$76,618	\$78,903	\$81,256	\$83,679	\$86,862
Firefighter 2	\$65,501	\$67,581	\$69,596	\$71,670	\$74,400	\$76,618	\$78,903	\$81,256	\$83,679	\$86,862
Firefighter 3	\$65,501	\$67,581	\$69,596	\$71,670	\$73,807	\$76,618	\$78,903	\$81,256	\$83,679	\$86,174
<i>Subtotal: Fire</i>	<i>\$2,623,629</i>	<i>\$2,708,698</i>	<i>\$2,792,518</i>	<i>\$2,881,443</i>	<i>\$2,974,132</i>	<i>\$3,067,150</i>	<i>\$3,162,824</i>	<i>\$3,260,694</i>	<i>\$3,364,502</i>	<i>\$3,471,323</i>
<b>TOTAL: BUDGETED SALARIES</b>	<b>\$2,907,397</b>	<b>\$3,001,210</b>	<b>\$3,093,779</b>	<b>\$3,192,704</b>	<b>\$3,294,705</b>	<b>\$3,397,312</b>	<b>\$3,502,862</b>	<b>\$3,610,905</b>	<b>\$3,726,336</b>	<b>\$3,843,983</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>PERS ELIGIBLE SALARY</b>										
<b>Administration:</b>										
District Manager	\$104,998	\$108,148	\$111,393	\$115,882	\$119,358	\$122,939	\$126,627	\$130,426	\$135,669	\$139,739
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$104,998</i>	<i>\$108,148</i>	<i>\$111,393</i>	<i>\$115,882</i>	<i>\$119,358</i>	<i>\$122,939</i>	<i>\$126,627</i>	<i>\$130,426</i>	<i>\$135,669</i>	<i>\$139,739</i>
<b>Support:</b>										
Mechanic	\$92,290	\$95,058	\$97,910	\$101,836	\$104,891	\$108,038	\$111,279	\$114,617	\$119,202	\$122,778
<i>Subtotal: Support</i>	<i>\$92,290</i>	<i>\$95,058</i>	<i>\$97,910</i>	<i>\$101,836</i>	<i>\$104,891</i>	<i>\$108,038</i>	<i>\$111,279</i>	<i>\$114,617</i>	<i>\$119,202</i>	<i>\$122,778</i>
<b>Fire:</b>										
Fire Chief	\$183,227	\$188,839	\$196,348	\$202,226	\$208,279	\$214,513	\$220,935	\$229,702	\$236,578	\$243,660
Battalion Chief 1	\$115,941	\$119,534	\$123,108	\$126,788	\$131,763	\$135,702	\$139,759	\$143,937	\$148,241	\$152,673
Battalion Chief 2	\$129,983	\$133,998	\$138,005	\$142,132	\$146,382	\$152,155	\$156,706	\$161,393	\$166,220	\$171,192
Battalion Chief 3	\$120,013	\$123,729	\$127,428	\$131,237	\$135,161	\$140,514	\$144,715	\$149,042	\$153,499	\$158,089
Captain 1	\$86,195	\$88,781	\$91,444	\$95,076	\$97,928	\$100,866	\$103,892	\$107,009	\$111,249	\$114,586
Captain 2	\$93,934	\$96,867	\$99,760	\$103,696	\$106,793	\$109,983	\$113,269	\$116,653	\$121,246	\$124,869
Captain 3	\$95,109	\$98,895	\$101,862	\$104,918	\$108,066	\$111,307	\$115,728	\$119,200	\$122,776	\$126,459
Captain 4	\$101,667	\$105,714	\$108,886	\$112,152	\$115,517	\$118,983	\$123,708	\$127,419	\$131,242	\$135,179
Captain 5	\$100,699	\$103,720	\$107,859	\$111,095	\$114,427	\$117,860	\$121,396	\$126,229	\$130,015	\$133,916
Captain 6	\$100,699	\$103,720	\$106,832	\$111,095	\$114,427	\$117,860	\$121,396	\$125,038	\$130,015	\$133,916
Captain 7 (Newcastle Xfer)	\$84,812	\$87,356	\$89,977	\$92,676	\$95,456	\$98,320	\$101,270	\$104,308	\$107,437	\$110,660
Captain 8 (Newcastle Xfer)	\$85,815	\$88,389	\$91,041	\$94,656	\$97,496	\$100,421	\$103,434	\$106,537	\$110,758	\$114,081
Captain 9 (Newcastle Xfer)	\$88,520	\$91,175	\$93,910	\$97,649	\$100,578	\$103,596	\$106,704	\$109,905	\$114,270	\$117,698
Engineer 1	\$90,236	\$93,059	\$95,838	\$98,699	\$102,584	\$105,648	\$108,803	\$112,053	\$115,400	\$119,933
Engineer 2	\$73,535	\$75,741	\$78,014	\$81,127	\$83,560	\$86,067	\$88,649	\$91,309	\$94,943	\$97,792
Engineer 3	\$83,719	\$86,230	\$88,817	\$91,482	\$95,123	\$97,977	\$100,916	\$103,944	\$107,062	\$111,314
Engineer 4	\$65,392	\$67,354	\$69,375	\$71,456	\$74,307	\$76,536	\$78,833	\$81,197	\$83,633	\$86,963
Engineer 5	\$79,859	\$82,255	\$84,722	\$87,264	\$90,738	\$93,460	\$96,264	\$99,152	\$102,126	\$106,182
Engineer 6 - OPEN	\$73,597	\$75,805	\$78,080	\$80,422	\$82,835	\$86,140	\$88,724	\$91,386	\$94,127	\$96,951
Engineer 7 (Newcastle Xfer)	\$79,130	\$82,287	\$84,756	\$87,298	\$89,917	\$92,615	\$96,302	\$99,191	\$102,166	\$105,231
Engineer 8 (Newcastle Xfer)	\$76,094	\$78,376	\$80,728	\$83,150	\$86,460	\$89,053	\$91,725	\$94,477	\$97,311	\$101,176
Engineer 9 (Newcastle Xfer)	\$76,094	\$79,123	\$81,496	\$83,941	\$86,460	\$89,053	\$92,590	\$95,368	\$98,229	\$101,176
Firefighter 1	\$54,825	\$56,470	\$58,164	\$59,909	\$62,299	\$64,168	\$66,093	\$68,076	\$70,119	\$72,910
Firefighter 2	\$54,825	\$56,470	\$58,164	\$59,909	\$62,299	\$64,168	\$66,093	\$68,076	\$70,119	\$72,910
Firefighter 3	\$54,825	\$56,470	\$58,164	\$59,909	\$61,706	\$64,168	\$66,093	\$68,076	\$70,119	\$72,222
<i>Subtotal: Fire</i>	<i>\$2,248,744</i>	<i>\$2,320,359</i>	<i>\$2,392,776</i>	<i>\$2,469,961</i>	<i>\$2,550,563</i>	<i>\$2,631,136</i>	<i>\$2,713,997</i>	<i>\$2,798,674</i>	<i>\$2,888,900</i>	<i>\$2,981,738</i>
<b>TOTAL: PERS ELIGIBLE SALARY</b>	<b>\$2,446,032</b>	<b>\$2,523,565</b>	<b>\$2,602,079</b>	<b>\$2,687,678</b>	<b>\$2,774,812</b>	<b>\$2,862,113</b>	<b>\$2,951,903</b>	<b>\$3,043,718</b>	<b>\$3,143,771</b>	<b>\$3,244,255</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>PERS CONTRIBUTION</b>										
Safety Classic	16.56%	16.59%	16.64%	16.69%	16.74%	16.79%	16.84%	16.89%	16.94%	16.99%
Safety PEPRA	11.05%	11.23%	11.28%	11.33%	11.38%	11.43%	11.48%	11.53%	11.58%	11.63%
Misc PEPRA	7.87%	7.96%	8.01%	8.06%	8.11%	8.16%	8.21%	8.26%	8.31%	8.36%
<b>Administration:</b>										
District Manager	\$8,263	\$8,609	\$8,923	\$9,340	\$9,680	\$10,032	\$10,396	\$10,773	\$11,274	\$11,682
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$8,263</i>	<i>\$8,609</i>	<i>\$8,923</i>	<i>\$9,340</i>	<i>\$9,680</i>	<i>\$10,032</i>	<i>\$10,396</i>	<i>\$10,773</i>	<i>\$11,274</i>	<i>\$11,682</i>
<b>Support:</b>										
Mechanic	\$10,198	\$10,675	\$11,044	\$11,538	\$11,937	\$12,349	\$12,775	\$13,215	\$13,804	\$14,279
<i>Subtotal: Support</i>	<i>\$10,198</i>	<i>\$10,675</i>	<i>\$11,044</i>	<i>\$11,538</i>	<i>\$11,937</i>	<i>\$12,349</i>	<i>\$12,775</i>	<i>\$13,215</i>	<i>\$13,804</i>	<i>\$14,279</i>
<b>Fire:</b>										
Fire Chief	\$30,342	\$31,328	\$32,672	\$33,751	\$34,866	\$36,017	\$37,205	\$38,797	\$40,076	\$41,398
Battalion Chief 1	\$19,200	\$19,831	\$20,485	\$21,161	\$22,057	\$22,784	\$23,535	\$24,311	\$25,112	\$25,939
Battalion Chief 2	\$21,525	\$22,230	\$22,964	\$23,722	\$24,504	\$25,547	\$26,389	\$27,259	\$28,158	\$29,085
Battalion Chief 3	\$19,874	\$20,527	\$21,204	\$21,903	\$22,626	\$23,592	\$24,370	\$25,173	\$26,003	\$26,859
Captain 1	\$9,525	\$9,970	\$10,315	\$10,772	\$11,144	\$11,529	\$11,927	\$12,338	\$12,883	\$13,326
Captain 2	\$15,555	\$16,070	\$16,600	\$17,307	\$17,877	\$18,466	\$19,074	\$19,703	\$20,539	\$21,215
Captain 3	\$10,510	\$11,106	\$11,490	\$11,887	\$12,298	\$12,722	\$13,286	\$13,744	\$14,217	\$14,707
Captain 4	\$11,234	\$11,872	\$12,282	\$12,707	\$13,146	\$13,600	\$14,202	\$14,691	\$15,198	\$15,721
Captain 5	\$11,127	\$11,648	\$12,166	\$12,587	\$13,022	\$13,471	\$13,936	\$14,554	\$15,056	\$15,574
Captain 6	\$11,127	\$11,648	\$12,051	\$12,587	\$13,022	\$13,471	\$13,936	\$14,417	\$15,056	\$15,574
Captain 7 (Newcastle Xfer)	\$9,372	\$9,810	\$10,149	\$10,500	\$10,863	\$11,238	\$11,626	\$12,027	\$12,441	\$12,870
Captain 8 (Newcastle Xfer)	\$9,483	\$9,926	\$10,269	\$10,725	\$11,095	\$11,478	\$11,874	\$12,284	\$12,826	\$13,268
Captain 9 (Newcastle Xfer)	\$9,781	\$10,239	\$10,593	\$11,064	\$11,446	\$11,841	\$12,250	\$12,672	\$13,232	\$13,688
Engineer 1	\$14,943	\$15,438	\$15,947	\$16,473	\$17,173	\$17,738	\$18,322	\$18,926	\$19,549	\$20,377
Engineer 2	\$8,126	\$8,506	\$8,800	\$9,192	\$9,509	\$9,837	\$10,177	\$10,528	\$10,994	\$11,373
Engineer 3	\$9,251	\$9,684	\$10,019	\$10,365	\$10,825	\$11,199	\$11,585	\$11,985	\$12,398	\$12,946
Engineer 4	\$7,226	\$7,564	\$7,825	\$8,096	\$8,456	\$8,748	\$9,050	\$9,362	\$9,685	\$10,114
Engineer 5	\$8,824	\$9,237	\$9,557	\$9,887	\$10,326	\$10,682	\$11,051	\$11,432	\$11,826	\$12,349
Engineer 6 - OPEN	\$8,133	\$8,513	\$8,807	\$9,112	\$9,427	\$9,846	\$10,186	\$10,537	\$10,900	\$11,275
Engineer 7 (Newcastle Xfer)	\$8,744	\$9,241	\$9,560	\$9,891	\$10,233	\$10,586	\$11,055	\$11,437	\$11,831	\$12,238
Engineer 8 (Newcastle Xfer)	\$8,408	\$8,802	\$9,106	\$9,421	\$9,839	\$10,179	\$10,530	\$10,893	\$11,269	\$11,767
Engineer 9 (Newcastle Xfer)	\$8,408	\$8,885	\$9,193	\$9,511	\$9,839	\$10,179	\$10,629	\$10,996	\$11,375	\$11,767
Firefighter 1	\$6,058	\$6,342	\$6,561	\$6,788	\$7,090	\$7,334	\$7,588	\$7,849	\$8,120	\$8,479
Firefighter 2	\$6,058	\$6,342	\$6,561	\$6,788	\$7,090	\$7,334	\$7,588	\$7,849	\$8,120	\$8,479
Firefighter 3	\$6,058	\$6,342	\$6,561	\$6,788	\$7,022	\$7,334	\$7,588	\$7,849	\$8,120	\$8,399
<i>Subtotal: Fire</i>	<i>\$288,893</i>	<i>\$301,099</i>	<i>\$311,739</i>	<i>\$322,983</i>	<i>\$334,794</i>	<i>\$346,755</i>	<i>\$358,959</i>	<i>\$371,612</i>	<i>\$384,982</i>	<i>\$398,790</i>
<b>TOTAL: PERS CONTRIBUTION</b>	<b>\$307,354</b>	<b>\$320,383</b>	<b>\$331,706</b>	<b>\$343,861</b>	<b>\$356,410</b>	<b>\$369,136</b>	<b>\$382,130</b>	<b>\$395,601</b>	<b>\$410,060</b>	<b>\$424,752</b>

**Table C-1  
Placer Hills - Newcastle Consolidated District  
Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034	
<b>457 CONTRIBUTION</b>											
Completed Years of Service											
0 years	1%	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
11 years	2%										
21 years	3%										
District Manager		\$2,550	\$1,081	\$1,114	\$1,147	\$1,182	\$1,217	\$1,254	\$1,291	\$1,330	\$2,740
Fire Chief		\$6,752	\$5,410	\$5,572	\$5,739	\$5,911	\$6,089	\$6,271	\$6,460	\$6,653	\$6,853
Battalion Chief 1		\$4,659	\$3,254	\$3,351	\$3,452	\$3,555	\$3,662	\$3,772	\$3,885	\$4,002	\$4,122
Battalion Chief 2		\$3,908	\$2,480	\$2,554	\$2,631	\$2,710	\$2,791	\$4,312	\$4,442	\$4,575	\$4,712
Battalion Chief 3		\$2,632	\$1,166	\$1,201	\$1,237	\$1,274	\$1,312	\$2,703	\$2,784	\$2,868	\$2,954
<b>TOTAL: 457 CONTRIBUTION</b>		<b>\$20,501</b>	<b>\$13,391</b>	<b>\$13,792</b>	<b>\$14,206</b>	<b>\$14,632</b>	<b>\$15,071</b>	<b>\$18,312</b>	<b>\$18,862</b>	<b>\$19,428</b>	<b>\$21,381</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL PENSION CONTRIBUTIONS</b>										
<b>Administration:</b>										
District Manager	\$10,813	\$9,690	\$10,036	\$10,487	\$10,862	\$11,249	\$11,650	\$12,065	\$12,604	\$14,422
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$10,813</i>	<i>\$9,690</i>	<i>\$10,036</i>	<i>\$10,487</i>	<i>\$10,862</i>	<i>\$11,249</i>	<i>\$11,650</i>	<i>\$12,065</i>	<i>\$12,604</i>	<i>\$14,422</i>
<b>Support:</b>										
Mechanic	\$10,198	\$10,675	\$11,044	\$11,538	\$11,937	\$12,349	\$12,775	\$13,215	\$13,804	\$14,279
<i>Subtotal: Support</i>	<i>\$10,198</i>	<i>\$10,675</i>	<i>\$11,044</i>	<i>\$11,538</i>	<i>\$11,937</i>	<i>\$12,349</i>	<i>\$12,775</i>	<i>\$13,215</i>	<i>\$13,804</i>	<i>\$14,279</i>
<b>Fire:</b>										
Fire Chief	\$37,095	\$36,738	\$38,244	\$39,491	\$40,777	\$42,106	\$43,477	\$45,256	\$46,730	\$48,251
Battalion Chief 1	\$23,859	\$23,084	\$23,836	\$24,613	\$25,612	\$26,446	\$27,307	\$28,196	\$29,114	\$30,061
Battalion Chief 2	\$25,433	\$24,710	\$25,518	\$26,353	\$27,214	\$28,338	\$30,702	\$31,701	\$32,733	\$33,798
Battalion Chief 3	\$22,506	\$21,692	\$22,405	\$23,140	\$23,900	\$24,904	\$27,073	\$27,957	\$28,870	\$29,813
Captain 1	\$9,525	\$9,970	\$10,315	\$10,772	\$11,144	\$11,529	\$11,927	\$12,338	\$12,883	\$13,326
Captain 2	\$15,555	\$16,070	\$16,600	\$17,307	\$17,877	\$18,466	\$19,074	\$19,703	\$20,539	\$21,215
Captain 3	\$10,510	\$11,106	\$11,490	\$11,887	\$12,298	\$12,722	\$13,286	\$13,744	\$14,217	\$14,707
Captain 4	\$11,234	\$11,872	\$12,282	\$12,707	\$13,146	\$13,600	\$14,202	\$14,691	\$15,198	\$15,721
Captain 5	\$11,127	\$11,648	\$12,166	\$12,587	\$13,022	\$13,471	\$13,936	\$14,554	\$15,056	\$15,574
Captain 6	\$11,127	\$11,648	\$12,051	\$12,587	\$13,022	\$13,471	\$13,936	\$14,417	\$15,056	\$15,574
Captain 7 (Newcastle Xfer)	\$9,372	\$9,810	\$10,149	\$10,500	\$10,863	\$11,238	\$11,626	\$12,027	\$12,441	\$12,870
Captain 8 (Newcastle Xfer)	\$9,483	\$9,926	\$10,269	\$10,725	\$11,095	\$11,478	\$11,874	\$12,284	\$12,826	\$13,268
Captain 9 (Newcastle Xfer)	\$9,781	\$10,239	\$10,593	\$11,064	\$11,446	\$11,841	\$12,250	\$12,672	\$13,232	\$13,688
Engineer 1	\$14,943	\$15,438	\$15,947	\$16,473	\$17,173	\$17,738	\$18,322	\$18,926	\$19,549	\$20,377
Engineer 2	\$8,126	\$8,506	\$8,800	\$9,192	\$9,509	\$9,837	\$10,177	\$10,528	\$10,994	\$11,373
Engineer 3	\$9,251	\$9,684	\$10,019	\$10,365	\$10,825	\$11,199	\$11,585	\$11,985	\$12,398	\$12,946
Engineer 4	\$7,226	\$7,564	\$7,825	\$8,096	\$8,456	\$8,748	\$9,050	\$9,362	\$9,685	\$10,114
Engineer 5	\$8,824	\$9,237	\$9,557	\$9,887	\$10,326	\$10,682	\$11,051	\$11,432	\$11,826	\$12,349
Engineer 6 - OPEN	\$8,133	\$8,513	\$8,807	\$9,112	\$9,427	\$9,846	\$10,186	\$10,537	\$10,900	\$11,275
Engineer 7 (Newcastle Xfer)	\$8,744	\$9,241	\$9,560	\$9,891	\$10,233	\$10,586	\$11,055	\$11,437	\$11,831	\$12,238
Engineer 8 (Newcastle Xfer)	\$8,408	\$8,802	\$9,106	\$9,421	\$9,839	\$10,179	\$10,530	\$10,893	\$11,269	\$11,767
Engineer 9 (Newcastle Xfer)	\$8,408	\$8,885	\$9,193	\$9,511	\$9,839	\$10,179	\$10,629	\$10,996	\$11,375	\$11,767
Firefighter 1	\$6,058	\$6,342	\$6,561	\$6,788	\$7,090	\$7,334	\$7,588	\$7,849	\$8,120	\$8,479
Firefighter 2	\$6,058	\$6,342	\$6,561	\$6,788	\$7,090	\$7,334	\$7,588	\$7,849	\$8,120	\$8,479
Firefighter 3	\$6,058	\$6,342	\$6,561	\$6,788	\$7,022	\$7,334	\$7,588	\$7,849	\$8,120	\$8,399
<i>Subtotal: Fire</i>	<i>\$306,844</i>	<i>\$313,409</i>	<i>\$324,418</i>	<i>\$336,041</i>	<i>\$348,244</i>	<i>\$360,609</i>	<i>\$376,018</i>	<i>\$389,183</i>	<i>\$403,080</i>	<i>\$417,431</i>
<b>TOTAL: PENSION CONTRIBUTIONS</b>	<b>\$327,855</b>	<b>\$333,774</b>	<b>\$345,498</b>	<b>\$358,067</b>	<b>\$371,043</b>	<b>\$384,207</b>	<b>\$400,443</b>	<b>\$414,463</b>	<b>\$429,488</b>	<b>\$446,132</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>FICA - MEDICARE</b>	<b>1.45%</b>									
<b>Administration:</b>										
District Manager	\$1,583	\$1,632	\$1,681	\$1,731	\$1,783	\$1,836	\$1,891	\$1,947	\$2,005	\$2,065
Fire Marshal (PT)	\$633	\$652	\$672	\$692	\$713	\$734	\$756	\$779	\$802	\$826
Admin Assistant (PT)	\$457	\$470	\$485	\$499	\$514	\$529	\$545	\$562	\$579	\$596
<i>Subtotal: Administration</i>	\$2,673	\$2,755	\$2,837	\$2,922	\$3,009	\$3,100	\$3,192	\$3,288	\$3,386	\$3,488
<b>Support:</b>										
Mechanic	\$1,442	\$1,487	\$1,531	\$1,591	\$1,639	\$1,688	\$1,738	\$1,790	\$1,860	\$1,916
<i>Subtotal: Support</i>	\$1,442	\$1,487	\$1,531	\$1,591	\$1,639	\$1,688	\$1,738	\$1,790	\$1,860	\$1,916
<b>Fire:</b>										
Fire Chief	\$2,657	\$2,738	\$2,847	\$2,932	\$3,020	\$3,110	\$3,204	\$3,331	\$3,430	\$3,533
Battalion Chief 1	\$1,957	\$2,017	\$2,078	\$2,140	\$2,221	\$2,288	\$2,356	\$2,426	\$2,499	\$2,574
Battalion Chief 2	\$2,200	\$2,268	\$2,336	\$2,406	\$2,478	\$2,572	\$2,649	\$2,728	\$2,810	\$2,894
Battalion Chief 3	\$2,037	\$2,100	\$2,162	\$2,227	\$2,294	\$2,381	\$2,453	\$2,526	\$2,601	\$2,679
Captain 1	\$1,480	\$1,526	\$1,571	\$1,631	\$1,680	\$1,730	\$1,782	\$1,835	\$1,905	\$1,962
Captain 2	\$1,591	\$1,641	\$1,690	\$1,754	\$1,807	\$1,861	\$1,916	\$1,974	\$2,049	\$2,110
Captain 3	\$1,633	\$1,697	\$1,748	\$1,800	\$1,854	\$1,909	\$1,982	\$2,042	\$2,103	\$2,165
Captain 4	\$1,745	\$1,813	\$1,867	\$1,923	\$1,981	\$2,040	\$2,118	\$2,181	\$2,246	\$2,313
Captain 5	\$1,731	\$1,784	\$1,852	\$1,908	\$1,965	\$2,023	\$2,084	\$2,146	\$2,228	\$2,295
Captain 6	\$1,731	\$1,784	\$1,837	\$1,908	\$1,965	\$2,023	\$2,084	\$2,146	\$2,228	\$2,295
Captain 7 (Newcastle Xfer)	\$1,448	\$1,494	\$1,538	\$1,584	\$1,632	\$1,680	\$1,730	\$1,782	\$1,835	\$1,890
Captain 8 (Newcastle Xfer)	\$1,473	\$1,519	\$1,564	\$1,624	\$1,672	\$1,722	\$1,774	\$1,827	\$1,896	\$1,953
Captain 9 (Newcastle Xfer)	\$1,521	\$1,568	\$1,615	\$1,677	\$1,727	\$1,779	\$1,832	\$1,887	\$1,958	\$2,017
Engineer 1	\$1,527	\$1,574	\$1,621	\$1,670	\$1,733	\$1,785	\$1,838	\$1,893	\$1,950	\$2,024
Engineer 2	\$1,268	\$1,308	\$1,347	\$1,398	\$1,440	\$1,483	\$1,527	\$1,573	\$1,633	\$1,682
Engineer 3	\$1,439	\$1,484	\$1,529	\$1,574	\$1,634	\$1,683	\$1,734	\$1,785	\$1,839	\$1,909
Engineer 4	\$1,130	\$1,165	\$1,200	\$1,236	\$1,283	\$1,321	\$1,361	\$1,401	\$1,443	\$1,498
Engineer 5	\$1,374	\$1,417	\$1,459	\$1,503	\$1,560	\$1,607	\$1,655	\$1,704	\$1,755	\$1,822
Engineer 6 - OPEN	\$1,269	\$1,309	\$1,348	\$1,388	\$1,430	\$1,484	\$1,529	\$1,574	\$1,621	\$1,670
Engineer 7 (Newcastle Xfer)	\$1,363	\$1,417	\$1,460	\$1,503	\$1,548	\$1,594	\$1,655	\$1,705	\$1,756	\$1,808
Engineer 8 (Newcastle Xfer)	\$1,310	\$1,351	\$1,391	\$1,433	\$1,487	\$1,532	\$1,578	\$1,625	\$1,673	\$1,737
Engineer 9 (Newcastle Xfer)	\$1,310	\$1,362	\$1,402	\$1,444	\$1,487	\$1,532	\$1,590	\$1,638	\$1,687	\$1,737
Firefighter 1	\$950	\$980	\$1,009	\$1,039	\$1,079	\$1,111	\$1,144	\$1,178	\$1,213	\$1,259
Firefighter 2	\$950	\$980	\$1,009	\$1,039	\$1,079	\$1,111	\$1,144	\$1,178	\$1,213	\$1,259
Firefighter 3	\$950	\$980	\$1,009	\$1,039	\$1,070	\$1,111	\$1,144	\$1,178	\$1,213	\$1,250
<i>Subtotal: Fire</i>	\$38,043	\$39,276	\$40,492	\$41,781	\$43,125	\$44,474	\$45,861	\$47,280	\$48,785	\$50,334
<b>TOTAL: FICA - MEDICARE</b>	<b>\$42,157</b>	<b>\$43,518</b>	<b>\$44,860</b>	<b>\$46,294</b>	<b>\$47,773</b>	<b>\$49,261</b>	<b>\$50,792</b>	<b>\$52,358</b>	<b>\$54,032</b>	<b>\$55,738</b>
<b>FICA - SOCIAL SECURITY</b>	<b>6.20%</b>									
Fire Marshal (PT)	\$2,708	\$2,789	\$2,873	\$2,959	\$3,048	\$3,139	\$3,234	\$3,331	\$3,431	\$3,534
Admin Assistant (PT)	\$1,953	\$2,012	\$2,072	\$2,134	\$2,198	\$2,264	\$2,332	\$2,402	\$2,474	\$2,548
<b>TOTAL: FICA - SOCIAL SECURITY</b>	<b>\$4,661</b>	<b>\$4,801</b>	<b>\$4,945</b>	<b>\$5,093</b>	<b>\$5,246</b>	<b>\$5,404</b>	<b>\$5,566</b>	<b>\$5,733</b>	<b>\$5,905</b>	<b>\$6,082</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL TAXES</b>										
<b>Administration:</b>										
District Manager	\$1,583	\$1,632	\$1,681	\$1,731	\$1,783	\$1,836	\$1,891	\$1,947	\$2,005	\$2,065
Fire Marshal (PT)	\$3,342	\$3,442	\$3,545	\$3,651	\$3,761	\$3,874	\$3,990	\$4,110	\$4,233	\$4,360
Admin Assistant (PT)	\$2,410	\$2,482	\$2,557	\$2,633	\$2,712	\$2,794	\$2,877	\$2,964	\$3,053	\$3,144
<i>Subtotal: Administration</i>	<i>\$7,334</i>	<i>\$7,556</i>	<i>\$7,782</i>	<i>\$8,015</i>	<i>\$8,256</i>	<i>\$8,503</i>	<i>\$8,758</i>	<i>\$9,021</i>	<i>\$9,291</i>	<i>\$9,569</i>
<b>Support:</b>										
Mechanic	\$1,442	\$1,487	\$1,531	\$1,591	\$1,639	\$1,688	\$1,738	\$1,790	\$1,860	\$1,916
<i>Subtotal: Support</i>	<i>\$1,442</i>	<i>\$1,487</i>	<i>\$1,531</i>	<i>\$1,591</i>	<i>\$1,639</i>	<i>\$1,688</i>	<i>\$1,738</i>	<i>\$1,790</i>	<i>\$1,860</i>	<i>\$1,916</i>
<b>Fire:</b>										
Fire Chief	\$2,657	\$2,738	\$2,847	\$2,932	\$3,020	\$3,110	\$3,204	\$3,331	\$3,430	\$3,533
Battalion Chief 1	\$1,957	\$2,017	\$2,078	\$2,140	\$2,221	\$2,288	\$2,356	\$2,426	\$2,499	\$2,574
Battalion Chief 2	\$2,200	\$2,268	\$2,336	\$2,406	\$2,478	\$2,572	\$2,649	\$2,728	\$2,810	\$2,894
Battalion Chief 3	\$2,037	\$2,100	\$2,162	\$2,227	\$2,294	\$2,381	\$2,453	\$2,526	\$2,601	\$2,679
Captain 1	\$1,480	\$1,526	\$1,571	\$1,631	\$1,680	\$1,730	\$1,782	\$1,835	\$1,905	\$1,962
Captain 2	\$1,591	\$1,641	\$1,690	\$1,754	\$1,807	\$1,861	\$1,916	\$1,974	\$2,049	\$2,110
Captain 3	\$1,633	\$1,697	\$1,748	\$1,800	\$1,854	\$1,909	\$1,982	\$2,042	\$2,103	\$2,165
Captain 4	\$1,745	\$1,813	\$1,867	\$1,923	\$1,981	\$2,040	\$2,118	\$2,181	\$2,246	\$2,313
Captain 5	\$1,731	\$1,784	\$1,852	\$1,908	\$1,965	\$2,023	\$2,084	\$2,164	\$2,228	\$2,295
Captain 6	\$1,731	\$1,784	\$1,837	\$1,908	\$1,965	\$2,023	\$2,084	\$2,146	\$2,228	\$2,295
Captain 7 (Newcastle Xfer)	\$1,448	\$1,494	\$1,538	\$1,584	\$1,632	\$1,680	\$1,730	\$1,782	\$1,835	\$1,890
Captain 8 (Newcastle Xfer)	\$1,473	\$1,519	\$1,564	\$1,624	\$1,672	\$1,722	\$1,774	\$1,827	\$1,896	\$1,953
Captain 9 (Newcastle Xfer)	\$1,521	\$1,568	\$1,615	\$1,677	\$1,727	\$1,779	\$1,832	\$1,887	\$1,958	\$2,017
Engineer 1	\$1,527	\$1,574	\$1,621	\$1,670	\$1,733	\$1,785	\$1,838	\$1,893	\$1,950	\$2,024
Engineer 2	\$1,268	\$1,308	\$1,347	\$1,398	\$1,440	\$1,483	\$1,527	\$1,573	\$1,633	\$1,682
Engineer 3	\$1,439	\$1,484	\$1,529	\$1,574	\$1,634	\$1,683	\$1,734	\$1,785	\$1,839	\$1,909
Engineer 4	\$1,130	\$1,165	\$1,200	\$1,236	\$1,283	\$1,321	\$1,361	\$1,401	\$1,443	\$1,498
Engineer 5	\$1,374	\$1,417	\$1,459	\$1,503	\$1,560	\$1,607	\$1,655	\$1,704	\$1,755	\$1,822
Engineer 6 - OPEN	\$1,269	\$1,309	\$1,348	\$1,388	\$1,430	\$1,484	\$1,529	\$1,574	\$1,621	\$1,670
Engineer 7 (Newcastle Xfer)	\$1,363	\$1,417	\$1,460	\$1,503	\$1,548	\$1,594	\$1,655	\$1,705	\$1,756	\$1,808
Engineer 8 (Newcastle Xfer)	\$1,310	\$1,351	\$1,391	\$1,433	\$1,487	\$1,532	\$1,578	\$1,625	\$1,673	\$1,737
Engineer 9 (Newcastle Xfer)	\$1,310	\$1,362	\$1,402	\$1,444	\$1,487	\$1,532	\$1,590	\$1,638	\$1,687	\$1,737
Firefighter 1	\$950	\$980	\$1,009	\$1,039	\$1,079	\$1,111	\$1,144	\$1,178	\$1,213	\$1,259
Firefighter 2	\$950	\$980	\$1,009	\$1,039	\$1,079	\$1,111	\$1,144	\$1,178	\$1,213	\$1,259
Firefighter 3	\$950	\$980	\$1,009	\$1,039	\$1,070	\$1,111	\$1,144	\$1,178	\$1,213	\$1,250
<i>Subtotal: Fire</i>	<i>\$38,043</i>	<i>\$39,276</i>	<i>\$40,492</i>	<i>\$41,781</i>	<i>\$43,125</i>	<i>\$44,474</i>	<i>\$45,861</i>	<i>\$47,280</i>	<i>\$48,785</i>	<i>\$50,334</i>
<b>TOTAL: TAXES</b>	<b>\$46,818</b>	<b>\$48,319</b>	<b>\$49,805</b>	<b>\$51,388</b>	<b>\$53,019</b>	<b>\$54,665</b>	<b>\$56,357</b>	<b>\$58,091</b>	<b>\$59,936</b>	<b>\$61,820</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>MEDICAL BENEFITS</b>										
457 in-lieu	\$1,300									
Medical Cost Inflation		7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%
<b>Administration:</b>										
District Manager	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$15,600</i>	<i>\$15,600</i>	<i>\$15,600</i>	<i>\$15,600</i>	<i>\$15,600</i>	<i>\$15,600</i>	<i>\$15,600</i>	<i>\$15,600</i>	<i>\$15,600</i>	<i>\$15,600</i>
<b>Support:</b>										
Mechanic	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
<i>Subtotal: Support</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>
<b>Fire:</b>										
Fire Chief	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Battalion Chief 1	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Battalion Chief 2	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Battalion Chief 3	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Captain 1	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Captain 2	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Captain 3	\$1,113	\$13,355	\$14,356	\$15,433	\$16,591	\$17,835	\$19,173	\$20,610	\$22,156	\$23,818
Captain 4	\$1,113	\$13,355	\$14,356	\$15,433	\$16,591	\$17,835	\$19,173	\$20,610	\$22,156	\$23,818
Captain 5	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Captain 6	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Captain 7 (Newcastle Xfer)	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Captain 8 (Newcastle Xfer)	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Captain 9 (Newcastle Xfer)	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Engineer 1	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Engineer 2	\$1,500	\$18,005	\$19,355	\$20,807	\$22,367	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Engineer 3	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Engineer 4	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Engineer 5	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Engineer 6 - OPEN	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Engineer 7 (Newcastle Xfer)	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Engineer 8 (Newcastle Xfer)	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Engineer 9 (Newcastle Xfer)	\$2,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Firefighter 1	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Firefighter 2	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Firefighter 3	\$0	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
<i>Subtotal: Fire</i>	<i>\$497,114</i>	<i>\$500,468</i>	<i>\$504,073</i>	<i>\$507,949</i>	<i>\$512,070</i>	<i>\$514,745</i>	<i>\$517,621</i>	<i>\$520,713</i>	<i>\$524,036</i>	<i>\$524,400</i>
<b>TOTAL: MEDICAL BENEFITS</b>	<b>\$536,714</b>	<b>\$540,068</b>	<b>\$543,673</b>	<b>\$547,549</b>	<b>\$551,670</b>	<b>\$554,345</b>	<b>\$557,221</b>	<b>\$560,313</b>	<b>\$563,636</b>	<b>\$564,000</b>
Less: In-Lieu	\$171,600	\$171,600	\$171,600	\$171,600	\$171,600	\$171,600	\$171,600	\$171,600	\$171,600	\$171,600

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034	
<b>DENTAL AND VISION BENEFITS</b>											
<b>Administration:</b>											
District Manager	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$2,757</i>	<i>\$2,840</i>	<i>\$2,925</i>	<i>\$3,013</i>	<i>\$3,103</i>	<i>\$3,196</i>	<i>\$3,292</i>	<i>\$3,391</i>	<i>\$3,493</i>	<i>\$3,597</i>	
<b>Support:</b>											
Mechanic	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
<i>Subtotal: Support</i>	<i>\$2,757</i>	<i>\$2,840</i>	<i>\$2,925</i>	<i>\$3,013</i>	<i>\$3,103</i>	<i>\$3,196</i>	<i>\$3,292</i>	<i>\$3,391</i>	<i>\$3,493</i>	<i>\$3,597</i>	
<b>Fire:</b>											
Fire Chief	\$67	\$808	\$832	\$857	\$883	\$909	\$937	\$965	\$994	\$1,023	\$1,054
Battalion Chief 1	\$151	\$1,812	\$1,866	\$1,922	\$1,979	\$2,039	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364
Battalion Chief 2	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Battalion Chief 3	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Captain 1	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Captain 2	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Captain 3	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Captain 4	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Captain 5	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Captain 6	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Captain 7 (Newcastle Xfer)	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Captain 8 (Newcastle Xfer)	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Captain 9 (Newcastle Xfer)	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Engineer 1	\$151	\$1,812	\$1,866	\$1,922	\$1,979	\$2,039	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364
Engineer 2	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Engineer 3	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Engineer 4	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Engineer 5	\$77	\$920	\$947	\$976	\$1,005	\$1,035	\$1,066	\$1,098	\$1,131	\$1,165	\$1,200
Engineer 6 - OPEN	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Engineer 7 (Newcastle Xfer)	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Engineer 8 (Newcastle Xfer)	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Engineer 9 (Newcastle Xfer)	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Firefighter 1	\$151	\$1,812	\$1,866	\$1,922	\$1,979	\$2,039	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364
Firefighter 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Firefighter 3	\$230	\$2,757	\$2,840	\$2,925	\$3,013	\$3,103	\$3,196	\$3,292	\$3,391	\$3,493	\$3,597
Admin Surcharge	\$15	\$270	\$278	\$286	\$295	\$304	\$313	\$322	\$332	\$342	\$352
<i>Subtotal: Fire</i>	<i>\$50,630</i>	<i>\$52,148</i>	<i>\$53,713</i>	<i>\$55,324</i>	<i>\$56,984</i>	<i>\$58,694</i>	<i>\$60,454</i>	<i>\$62,268</i>	<i>\$64,136</i>	<i>\$66,060</i>	
<b>TOTAL: DENTAL AND VISION BENEFITS</b>	<b>\$56,144</b>	<b>\$57,828</b>	<b>\$59,563</b>	<b>\$61,350</b>	<b>\$63,190</b>	<b>\$65,086</b>	<b>\$67,039</b>	<b>\$69,050</b>	<b>\$71,121</b>	<b>\$73,255</b>	

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>LIFE INSURANCE</b>	<b>\$91.80</b>									
<b>Administration:</b>										
District Manager	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
<b>Support:</b>										
Mechanic	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
<i>Subtotal: Support</i>	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
<b>Fire:</b>										
Fire Chief	\$46	\$46	\$46	\$46	\$46	\$46	\$46	\$46	\$46	\$46
Battalion Chief 1	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Battalion Chief 2	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Battalion Chief 3	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 1	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 2	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 3	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 4	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 5	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 6	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 7 (Newcastle Xfer)	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 8 (Newcastle Xfer)	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Captain 9 (Newcastle Xfer)	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 1	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 2	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 3	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 4	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 5	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 6 - OPEN	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 7 (Newcastle Xfer)	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 8 (Newcastle Xfer)	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Engineer 9 (Newcastle Xfer)	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Firefighter 1	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Firefighter 2	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
Firefighter 3	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92	\$92
<i>Subtotal: Fire</i>	\$2,249	\$2,249	\$2,249	\$2,249	\$2,249	\$2,249	\$2,249	\$2,249	\$2,249	\$2,249
<b>TOTAL: LIFE INSURANCE</b>	<b>\$2,433</b>	<b>\$2,433</b>	<b>\$2,433</b>	<b>\$2,433</b>	<b>\$2,433</b>	<b>\$2,433</b>	<b>\$2,433</b>	<b>\$2,433</b>	<b>\$2,433</b>	<b>\$2,433</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL BENEFITS</b>										
<b>Administration:</b>										
District Manager	\$18,449	\$18,532	\$18,617	\$18,705	\$18,795	\$18,888	\$18,984	\$19,083	\$19,184	\$19,289
Fire Marshal (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Assistant (PT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Administration</i>	<i>\$18,449</i>	<i>\$18,532</i>	<i>\$18,617</i>	<i>\$18,705</i>	<i>\$18,795</i>	<i>\$18,888</i>	<i>\$18,984</i>	<i>\$19,083</i>	<i>\$19,184</i>	<i>\$19,289</i>
<b>Support:</b>										
Mechanic	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
<i>Subtotal: Support</i>	<i>\$26,849</i>	<i>\$26,932</i>	<i>\$27,017</i>	<i>\$27,105</i>	<i>\$27,195</i>	<i>\$27,288</i>	<i>\$27,384</i>	<i>\$27,483</i>	<i>\$27,584</i>	<i>\$27,689</i>
<b>Fire:</b>										
Fire Chief	\$16,454	\$16,478	\$16,503	\$16,529	\$16,555	\$16,583	\$16,611	\$16,640	\$16,669	\$16,700
Battalion Chief 1	\$25,903	\$25,958	\$26,014	\$26,071	\$26,131	\$26,192	\$26,255	\$26,320	\$26,387	\$26,455
Battalion Chief 2	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Battalion Chief 3	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Captain 1	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Captain 2	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Captain 3	\$14,366	\$15,395	\$16,501	\$17,687	\$18,962	\$20,330	\$21,800	\$23,379	\$25,075	\$25,292
Captain 4	\$14,366	\$15,395	\$16,501	\$17,687	\$18,962	\$20,330	\$21,800	\$23,379	\$25,075	\$25,292
Captain 5	\$18,449	\$18,532	\$18,617	\$18,705	\$18,795	\$18,888	\$18,984	\$19,083	\$19,184	\$19,289
Captain 6	\$16,611	\$16,639	\$16,667	\$16,697	\$16,727	\$16,758	\$16,790	\$16,823	\$16,857	\$16,892
Captain 7 (Newcastle Xfer)	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Captain 8 (Newcastle Xfer)	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Captain 9 (Newcastle Xfer)	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Engineer 1	\$25,903	\$25,958	\$26,014	\$26,071	\$26,131	\$26,192	\$26,255	\$26,320	\$26,387	\$26,455
Engineer 2	\$19,016	\$20,394	\$21,874	\$23,464	\$25,127	\$25,158	\$25,190	\$25,223	\$25,257	\$25,292
Engineer 3	\$18,449	\$18,532	\$18,617	\$18,705	\$18,795	\$18,888	\$18,984	\$19,083	\$19,184	\$19,289
Engineer 4	\$16,611	\$16,639	\$16,667	\$16,697	\$16,727	\$16,758	\$16,790	\$16,823	\$16,857	\$16,892
Engineer 5	\$16,611	\$16,639	\$16,667	\$16,697	\$16,727	\$16,758	\$16,790	\$16,823	\$16,857	\$16,892
Engineer 6 - OPEN	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Engineer 7 (Newcastle Xfer)	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Engineer 8 (Newcastle Xfer)	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Engineer 9 (Newcastle Xfer)	\$26,849	\$26,932	\$27,017	\$27,105	\$27,195	\$27,288	\$27,384	\$27,483	\$27,584	\$27,689
Firefighter 1	\$17,503	\$17,558	\$17,614	\$17,671	\$17,731	\$17,792	\$17,855	\$17,920	\$17,987	\$18,055
Firefighter 2	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692	\$15,692
Firefighter 3	\$18,449	\$18,532	\$18,617	\$18,705	\$18,795	\$18,888	\$18,984	\$19,083	\$19,184	\$19,289
Admin Surcharge	\$270	\$278	\$286	\$295	\$304	\$313	\$322	\$332	\$342	\$352
<i>Subtotal: Fire</i>	<i>\$549,993</i>	<i>\$554,866</i>	<i>\$560,035</i>	<i>\$565,522</i>	<i>\$571,303</i>	<i>\$575,688</i>	<i>\$580,324</i>	<i>\$585,230</i>	<i>\$590,421</i>	<i>\$592,709</i>
<b>TOTAL: TOTAL BENEFITS</b>	<b>\$595,291</b>	<b>\$600,329</b>	<b>\$605,669</b>	<b>\$611,331</b>	<b>\$617,293</b>	<b>\$621,864</b>	<b>\$626,692</b>	<b>\$631,795</b>	<b>\$637,190</b>	<b>\$639,688</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>TOTAL STAFFING COST</b>										
<b>Administration:</b>										
District Manager	\$139,993	\$142,392	\$146,235	\$150,288	\$154,372	\$158,580	\$162,915	\$167,383	\$172,096	\$178,213
Fire Marshal (PT)	\$47,022	\$48,432	\$49,885	\$51,382	\$52,923	\$54,511	\$56,146	\$57,831	\$59,565	\$61,352
Admin Assistant (PT)	\$33,910	\$34,927	\$35,975	\$37,054	\$38,166	\$39,311	\$40,490	\$41,705	\$42,956	\$44,245
<i>Subtotal: Administration</i>	\$220,925	\$225,751	\$232,095	\$238,724	\$245,461	\$252,401	\$259,552	\$266,918	\$274,618	\$283,810
<b>Support:</b>										
Mechanic	\$137,928	\$141,632	\$145,194	\$149,979	\$153,794	\$157,725	\$161,776	\$165,949	\$171,544	\$176,014
<i>Subtotal: Support</i>	\$137,928	\$141,632	\$145,194	\$149,979	\$153,794	\$157,725	\$161,776	\$165,949	\$171,544	\$176,014
<b>Fire:</b>										
Fire Chief	\$239,432	\$244,793	\$253,943	\$261,177	\$268,631	\$276,312	\$284,226	\$294,928	\$303,407	\$312,144
Battalion Chief 1	\$186,689	\$190,195	\$195,224	\$200,406	\$207,145	\$212,688	\$218,399	\$224,283	\$230,346	\$236,592
Battalion Chief 2	\$206,222	\$210,317	\$215,957	\$221,769	\$227,756	\$235,575	\$243,419	\$250,063	\$256,908	\$263,960
Battalion Chief 3	\$191,860	\$195,521	\$200,713	\$206,061	\$211,572	\$218,801	\$226,049	\$232,166	\$238,467	\$244,960
Captain 1	\$139,891	\$143,642	\$147,261	\$151,992	\$155,864	\$159,854	\$163,964	\$168,199	\$173,727	\$178,258
Captain 2	\$153,746	\$157,801	\$161,847	\$167,145	\$171,474	\$175,934	\$180,529	\$185,264	\$191,454	\$196,520
Captain 3	\$139,135	\$145,252	\$150,291	\$155,530	\$160,980	\$166,651	\$173,775	\$179,958	\$186,398	\$191,502
Captain 4	\$147,658	\$154,115	\$159,423	\$164,941	\$170,677	\$176,642	\$184,154	\$190,652	\$197,417	\$202,857
Captain 5	\$150,652	\$155,005	\$160,382	\$164,765	\$169,280	\$173,933	\$178,727	\$185,011	\$190,141	\$195,426
Captain 6	\$148,814	\$153,112	\$157,275	\$162,757	\$167,212	\$171,803	\$176,533	\$181,406	\$187,813	\$193,028
Captain 7 (Newcastle Xfer)	\$137,563	\$141,242	\$144,789	\$148,443	\$152,207	\$156,086	\$160,082	\$164,199	\$168,441	\$172,812
Captain 8 (Newcastle Xfer)	\$139,398	\$143,135	\$146,739	\$151,449	\$155,305	\$159,278	\$163,371	\$167,588	\$173,091	\$177,603
Captain 9 (Newcastle Xfer)	\$143,054	\$146,908	\$150,626	\$155,496	\$159,474	\$163,573	\$167,797	\$172,148	\$177,839	\$182,495
Engineer 1	\$147,654	\$151,525	\$155,380	\$159,353	\$164,553	\$168,803	\$173,182	\$177,694	\$182,342	\$188,418
Engineer 2	\$115,872	\$120,409	\$124,915	\$130,494	\$135,396	\$138,764	\$142,234	\$145,810	\$150,506	\$154,332
Engineer 3	\$128,415	\$132,069	\$135,592	\$139,221	\$143,973	\$147,856	\$151,857	\$155,980	\$160,227	\$165,779
Engineer 4	\$102,871	\$105,725	\$108,447	\$111,252	\$114,940	\$117,942	\$121,035	\$124,221	\$127,504	\$131,814
Engineer 5	\$121,562	\$125,003	\$128,312	\$131,720	\$136,198	\$139,846	\$143,605	\$147,477	\$151,467	\$156,699
Engineer 6 - OPEN	\$123,785	\$127,030	\$130,144	\$133,352	\$136,658	\$140,989	\$144,526	\$148,170	\$151,925	\$155,793
Engineer 7 (Newcastle Xfer)	\$130,984	\$135,339	\$138,705	\$142,174	\$145,748	\$149,430	\$154,249	\$158,189	\$162,248	\$166,430
Engineer 8 (Newcastle Xfer)	\$126,906	\$130,250	\$133,462	\$136,772	\$141,101	\$144,642	\$148,290	\$152,049	\$155,921	\$160,980
Engineer 9 (Newcastle Xfer)	\$126,906	\$131,092	\$134,330	\$137,666	\$141,102	\$144,643	\$149,268	\$153,057	\$156,960	\$160,981
Firefighter 1	\$90,012	\$92,460	\$94,779	\$97,168	\$100,299	\$102,856	\$105,489	\$108,203	\$110,998	\$114,656
Firefighter 2	\$88,200	\$90,595	\$92,858	\$95,189	\$98,260	\$100,756	\$103,326	\$105,975	\$108,703	\$112,292
Firefighter 3	\$90,958	\$93,434	\$95,783	\$98,202	\$100,694	\$103,952	\$106,618	\$109,366	\$112,196	\$115,112
Admin Surcharge	\$270	\$278	\$286	\$295	\$304	\$313	\$322	\$332	\$342	\$352
<i>Subtotal: Fire</i>	\$3,518,509	\$3,616,248	\$3,717,462	\$3,824,787	\$3,936,805	\$4,047,921	\$4,165,027	\$4,282,386	\$4,406,788	\$4,531,798
<b>TOTAL: TOTAL STAFFING COST</b>	<b>\$3,877,362</b>	<b>\$3,983,631</b>	<b>\$4,094,751</b>	<b>\$4,213,490</b>	<b>\$4,336,060</b>	<b>\$4,458,048</b>	<b>\$4,586,355</b>	<b>\$4,715,253</b>	<b>\$4,852,950</b>	<b>\$4,991,622</b>

**Table C-1**  
**Placer Hills - Newcastle Consolidated District**  
**Staffing Model and Financial Projections**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<b>FULL LOAD HOURLY RATE</b>											
<b>Administration:</b>											
	<b>Hrs / Yr</b>										
District Manager	2,080	\$67.30	\$68.46	\$70.31	\$72.25	\$74.22	\$76.24	\$78.32	\$80.47	\$82.74	\$85.68
Fire Marshal (PT)	832	\$56.52	\$58.21	\$59.96	\$61.76	\$63.61	\$65.52	\$67.48	\$69.51	\$71.59	\$73.74
Admin Assistant (PT)	1,200	\$28.26	\$29.11	\$29.98	\$30.88	\$31.80	\$32.76	\$33.74	\$34.75	\$35.80	\$36.87
<b>Support:</b>											
Mechanic	2,080	\$66.31	\$68.09	\$69.80	\$72.11	\$73.94	\$75.83	\$77.78	\$79.78	\$82.47	\$84.62
<b>Fire:</b>											
Fire Chief	2,080	\$115.11	\$117.69	\$122.09	\$125.57	\$129.15	\$132.84	\$136.65	\$141.79	\$145.87	\$150.07
Battalion Chief 1	2,988	\$62.48	\$63.65	\$65.34	\$67.07	\$69.33	\$71.18	\$73.09	\$75.06	\$77.09	\$79.18
Battalion Chief 2	2,988	\$69.02	\$70.39	\$72.27	\$74.22	\$76.22	\$78.84	\$81.47	\$83.69	\$85.98	\$88.34
Battalion Chief 3	2,988	\$64.21	\$65.44	\$67.17	\$68.96	\$70.81	\$73.23	\$75.65	\$77.70	\$79.81	\$81.98
Captain 1	2,988	\$46.82	\$48.07	\$49.28	\$50.87	\$52.16	\$53.50	\$54.87	\$56.29	\$58.14	\$59.66
Captain 2	2,988	\$51.45	\$52.81	\$54.17	\$55.94	\$57.39	\$58.88	\$60.42	\$62.00	\$64.07	\$65.77
Captain 3	2,988	\$46.56	\$48.61	\$50.30	\$52.05	\$53.88	\$55.77	\$58.16	\$60.23	\$62.38	\$64.09
Captain 4	2,988	\$49.42	\$51.58	\$53.35	\$55.20	\$57.12	\$59.12	\$61.63	\$63.81	\$66.07	\$67.89
Captain 5	2,988	\$50.42	\$51.88	\$53.68	\$55.14	\$56.65	\$58.21	\$59.81	\$61.92	\$63.63	\$65.40
Captain 6	2,988	\$49.80	\$51.24	\$52.64	\$54.47	\$55.96	\$57.50	\$59.08	\$60.71	\$62.86	\$64.60
Captain 7 (Newcastle Xfer)	2,988	\$46.04	\$47.27	\$48.46	\$49.68	\$50.94	\$52.24	\$53.57	\$54.95	\$56.37	\$57.84
Captain 8 (Newcastle Xfer)	2,988	\$46.65	\$47.90	\$49.11	\$50.69	\$51.98	\$53.31	\$54.68	\$56.09	\$57.93	\$59.44
Captain 9 (Newcastle Xfer)	2,988	\$47.88	\$49.17	\$50.41	\$52.04	\$53.37	\$54.74	\$56.16	\$57.61	\$59.52	\$61.08
Engineer 1	2,988	\$49.42	\$50.71	\$52.00	\$53.33	\$55.07	\$56.49	\$57.96	\$59.47	\$61.02	\$63.06
Engineer 2	2,988	\$38.78	\$40.30	\$41.81	\$43.67	\$45.31	\$46.44	\$47.60	\$48.80	\$50.37	\$51.65
Engineer 3	2,988	\$42.98	\$44.20	\$45.38	\$46.59	\$48.18	\$49.48	\$50.82	\$52.20	\$53.62	\$55.48
Engineer 4	2,988	\$34.43	\$35.38	\$36.29	\$37.23	\$38.47	\$39.47	\$40.51	\$41.57	\$42.67	\$44.11
Engineer 5	2,988	\$40.68	\$41.84	\$42.94	\$44.08	\$45.58	\$46.80	\$48.06	\$49.36	\$50.69	\$52.44
Engineer 6 - OPEN	2,988	\$41.43	\$42.51	\$43.56	\$44.63	\$45.74	\$47.19	\$48.37	\$49.59	\$50.84	\$52.14
Engineer 7 (Newcastle Xfer)	2,988	\$43.84	\$45.29	\$46.42	\$47.58	\$48.78	\$50.01	\$51.62	\$52.94	\$54.30	\$55.70
Engineer 8 (Newcastle Xfer)	2,988	\$42.47	\$43.59	\$44.67	\$45.77	\$47.22	\$48.41	\$49.63	\$50.89	\$52.18	\$53.88
Engineer 9 (Newcastle Xfer)	2,988	\$42.47	\$43.87	\$44.96	\$46.07	\$47.22	\$48.41	\$49.96	\$51.22	\$52.53	\$53.88
Firefighter 1	2,988	\$30.12	\$30.94	\$31.72	\$32.52	\$33.57	\$34.42	\$35.30	\$36.21	\$37.15	\$38.37
Firefighter 2	2,988	\$29.52	\$30.32	\$31.08	\$31.86	\$32.89	\$33.72	\$34.58	\$35.47	\$36.38	\$37.58
Firefighter 3	2,988	\$30.44	\$31.27	\$32.06	\$32.87	\$33.70	\$34.79	\$35.68	\$36.60	\$37.55	\$38.52

Source: PHFPD

**Table C-2**  
**Placer Hills - Newcastle Consolidated District**  
**Operating Statement Projections Detail**

Description	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
<i>Inflation Factor</i>	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Revenue</b>									
Property Taxes									
Ad Valorem	\$2,045,197	\$2,116,779	\$2,190,866	\$2,267,547	\$2,346,911	\$2,429,053	\$2,514,070	\$2,602,062	\$2,693,134
Measure A - PHFPD	\$1,120,106	\$1,153,710	\$1,188,321	\$1,223,971	\$1,260,690	\$1,298,510	\$1,337,466	\$1,377,590	\$1,418,917
Measure F - PHFPD	\$362,121	\$374,795	\$387,913	\$401,490	\$415,542	\$430,086	\$445,139	\$460,719	\$476,844
1992 Assessment - PHFPD	\$440,861	\$456,292	\$472,262	\$488,791	\$505,899	\$523,605	\$541,931	\$560,899	\$580,530
Measure B - NFPD	\$402,811	\$414,896	\$427,343	\$440,163	\$453,368	\$466,969	\$480,978	\$495,407	\$510,269
Measure F - NFPD	\$228,245	\$236,234	\$244,502	\$253,060	\$261,917	\$271,084	\$280,572	\$290,392	\$300,556
NFPD - Adjustment to PHFPD	\$100,000	\$103,500	\$107,123	\$110,872	\$114,752	\$118,769	\$122,926	\$127,228	\$131,681
Strike Team Revenue	\$247,201	\$255,561	\$264,219	\$273,187	\$282,475	\$292,097	\$302,065	\$312,392	\$323,092
CalFIRE Requested Resources	\$7,996	\$8,236	\$8,483	\$8,737	\$8,999	\$9,269	\$9,547	\$9,834	\$10,129
JOA Staffing Reimbursement	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Administrative Services	\$194,907	\$200,754	\$206,777	\$212,980	\$219,369	\$225,951	\$232,729	\$239,711	\$246,902
Prevention Fees	\$37,154	\$38,268	\$39,416	\$40,599	\$41,817	\$43,071	\$44,363	\$45,694	\$47,065
Response Recovery Fees	\$3,188	\$3,284	\$3,382	\$3,484	\$3,588	\$3,696	\$3,807	\$3,921	\$4,039
Interest	\$71,743	\$70,361	\$67,272	\$58,623	\$55,250	\$49,426	\$53,299	\$57,183	\$64,267
Donations	\$700	\$715	\$730	\$746	\$763	\$780	\$797	\$815	\$833
Rental Income	\$22,920	\$23,149	\$23,381	\$23,614	\$23,851	\$24,089	\$24,330	\$24,573	\$24,819
Fleet Services	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$29,851	\$30,747	\$31,669	\$32,619
Other Revenues	\$14,994	\$15,443	\$15,907	\$16,384	\$16,875	\$17,382	\$17,903	\$18,440	\$18,993
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mitigation Fees	\$190,000	\$200,000	\$210,000	\$220,000	\$230,000	\$240,000	\$250,000	\$260,000	\$270,000
<b>Total Revenue</b>	<b>\$5,531,345</b>	<b>\$5,714,412</b>	<b>\$5,901,605</b>	<b>\$6,089,267</b>	<b>\$6,288,436</b>	<b>\$6,491,597</b>	<b>\$6,711,116</b>	<b>\$6,937,529</b>	<b>\$7,174,262</b>

**Table C-2**  
**Placer Hills - Newcastle Consolidated District**  
**Operating Statement Projections Detail**

Description	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
<b>Expenses</b>									
<i>Fire Services</i>									
Safety Equipment	\$11,768	\$12,121	\$12,485	\$12,859	\$13,245	\$13,642	\$14,052	\$14,473	\$14,908
PPE Repairs and Maintenance	\$1,500	\$1,545	\$1,591	\$1,639	\$1,688	\$1,739	\$1,791	\$1,845	\$1,900
Equipment Repairs	\$35,229	\$36,286	\$37,375	\$38,496	\$39,651	\$40,840	\$42,066	\$43,328	\$44,628
Apparatus Maintenance	\$83,000	\$85,490	\$88,055	\$90,696	\$93,417	\$96,220	\$99,106	\$102,080	\$105,142
Station Supplies & Tools	\$10,446	\$10,759	\$11,082	\$11,414	\$11,757	\$12,110	\$12,473	\$12,847	\$13,232
Gas, Diesel & Oil	\$63,450	\$65,353	\$67,314	\$69,333	\$71,413	\$73,556	\$75,762	\$78,035	\$80,376
Medical	\$22,282	\$22,951	\$23,639	\$24,348	\$25,079	\$25,831	\$26,606	\$27,404	\$28,227
Incident Deployment Allowance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Strike Team Expenses	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800
Training and Fitness	\$22,600	\$23,278	\$23,976	\$24,696	\$25,436	\$26,200	\$26,986	\$27,795	\$28,629
Communication Services	\$840	\$865	\$891	\$917	\$945	\$973	\$1,002	\$1,032	\$1,063
Uniform Costs	\$4,635	\$4,774	\$4,917	\$5,065	\$5,217	\$5,373	\$5,534	\$5,700	\$5,871
Small Tools & Accessories	\$1,729	\$1,781	\$1,835	\$1,890	\$1,946	\$2,005	\$2,065	\$2,127	\$2,191
Volunteer/Staff Awards	\$3,605	\$3,713	\$3,825	\$3,939	\$4,057	\$4,179	\$4,305	\$4,434	\$4,567
Public Education Supplies	\$4,635	\$4,774	\$4,917	\$5,065	\$5,217	\$5,373	\$5,534	\$5,700	\$5,871
<i>Facility Repairs &amp; Maintenance</i>									
Admin Offices	\$6,007	\$6,187	\$6,372	\$6,564	\$6,761	\$6,963	\$7,172	\$7,387	\$7,609
Elevator Maintenance	\$1,246	\$1,283	\$1,322	\$1,362	\$1,402	\$1,444	\$1,488	\$1,532	\$1,578
St 84	\$9,413	\$9,695	\$9,986	\$10,286	\$10,594	\$10,912	\$11,239	\$11,577	\$11,924
St 85	\$3,153	\$3,247	\$3,345	\$3,445	\$3,549	\$3,655	\$3,765	\$3,878	\$3,994
St 86	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004	\$9,274	\$9,552	\$9,839	\$10,134
NFPD	\$4,035	\$4,156	\$4,281	\$4,409	\$4,542	\$4,678	\$4,818	\$4,963	\$5,112
Misc Expense	\$1,441	\$1,484	\$1,529	\$1,575	\$1,622	\$1,671	\$1,721	\$1,772	\$1,826
<i>Utilities</i>									
Propane	\$9,517	\$9,803	\$10,097	\$10,400	\$10,712	\$11,033	\$11,364	\$11,705	\$12,056
Communication	\$38,695	\$39,856	\$41,051	\$42,283	\$43,551	\$44,858	\$46,204	\$47,590	\$49,018
Starlink	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Pest Control	\$2,723	\$2,804	\$2,888	\$2,975	\$3,064	\$3,156	\$3,251	\$3,349	\$3,449
Sewer	\$3,015	\$3,106	\$3,199	\$3,295	\$3,394	\$3,496	\$3,600	\$3,708	\$3,820
Garbage Collection	\$5,733	\$5,905	\$6,082	\$6,265	\$6,453	\$6,646	\$6,846	\$7,051	\$7,263
Water	\$8,869	\$9,135	\$9,409	\$9,692	\$9,982	\$10,282	\$10,590	\$10,908	\$11,235
Electricity / Gas	\$36,674	\$37,774	\$38,907	\$40,075	\$41,277	\$42,515	\$43,791	\$45,104	\$46,458

**Table C-2**  
**Placer Hills - Newcastle Consolidated District**  
**Operating Statement Projections Detail**

Description	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
<i>General and Administrative Expenses</i>									
Office Technology & Supplies	\$7,909	\$8,146	\$8,390	\$8,642	\$8,901	\$9,168	\$9,444	\$9,727	\$10,019
<i>Tax Collections</i>									
Parcel Tax Collections	\$25,541	\$26,359	\$27,203	\$28,075	\$28,974	\$29,903	\$30,861	\$31,850	\$32,871
SB2557 Prop Tax Admin Cost	\$33,746	\$34,927	\$36,149	\$37,415	\$38,724	\$40,079	\$41,482	\$42,934	\$44,437
Dues and Subscriptions	\$2,439	\$2,513	\$2,588	\$2,666	\$2,746	\$2,828	\$2,913	\$3,000	\$3,090
Licenses	\$10,807	\$11,131	\$11,465	\$11,809	\$12,163	\$12,528	\$12,904	\$13,291	\$13,690
Personnel Services	\$5,271	\$5,430	\$5,592	\$5,760	\$5,933	\$6,111	\$6,294	\$6,483	\$6,678
Contracted Services	\$24,464	\$25,198	\$25,954	\$26,733	\$27,535	\$28,361	\$29,212	\$30,088	\$30,991
LAFCO / County Fees	\$12,821	\$13,206	\$13,602	\$14,010	\$14,430	\$14,863	\$15,309	\$15,768	\$16,241
Election Costs	\$0	\$1,857	\$0	\$1,970	\$0	\$2,090	\$0	\$2,217	\$0
Professional Fees	\$8,900	\$9,167	\$9,442	\$9,725	\$10,017	\$10,318	\$10,627	\$10,946	\$11,274
Legal Fees	\$12,500	\$12,875	\$13,261	\$13,659	\$14,069	\$14,491	\$14,926	\$15,373	\$15,835
Audit	\$6,953	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690
Publications Legal Notices	\$155	\$159	\$164	\$169	\$174	\$179	\$184	\$190	\$196
<i>Lease Payments</i>									
Station 86 Lease	\$5,464	\$5,628	\$5,797	\$5,971	\$6,150	\$6,334	\$6,524	\$6,720	\$6,922
Copier	\$4,563	\$4,700	\$4,841	\$4,986	\$5,136	\$5,290	\$5,449	\$5,612	\$5,781
<i>Insurance</i>									
Disability Insurance	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826	\$173,891	\$179,108	\$184,481	\$190,016
Liability Insurance	\$97,838	\$100,773	\$103,796	\$106,910	\$110,118	\$113,421	\$116,824	\$120,329	\$123,938
<i>Other Expenses</i>									
Education & Training	\$1,480	\$1,524	\$1,570	\$1,617	\$1,665	\$1,715	\$1,767	\$1,820	\$1,874
Taxes and Assessments	\$8	\$8	\$9	\$9	\$9	\$9	\$10	\$10	\$10
Bank Charges	\$51	\$53	\$54	\$56	\$58	\$60	\$61	\$63	\$65
Misc Expense	\$3,612	\$3,720	\$3,832	\$3,947	\$4,065	\$4,187	\$4,313	\$4,442	\$4,575
Grant Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Payroll Expenses</i>									
Strike Teams	\$176,250	\$182,063	\$188,076	\$194,297	\$200,733	\$207,394	\$214,285	\$221,417	\$228,799
Salaries and Wages - Administration	\$375,723	\$388,826	\$400,464	\$412,451	\$424,797	\$437,512	\$452,762	\$466,316	\$480,275
Salaries and Wages - FT Permanent	\$2,156,232	\$2,221,634	\$2,293,445	\$2,368,509	\$2,443,372	\$2,520,346	\$2,596,802	\$2,680,709	\$2,767,031
Salaries and Wages - LT FF	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778	\$35,822	\$36,896	\$38,003	\$39,143
Salaries and Wages - PT	\$3,605	\$3,713	\$3,825	\$3,939	\$4,057	\$4,179	\$4,305	\$4,434	\$4,567
Overtime	\$372,897	\$384,084	\$395,606	\$407,474	\$419,699	\$432,290	\$445,258	\$458,616	\$472,375
Out of Class	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Salaries and Wages - Mechanic	\$96,358	\$99,236	\$103,189	\$106,271	\$109,445	\$112,714	\$116,081	\$120,695	\$124,301

**Table C-2**  
**Placer Hills - Newcastle Consolidated District**  
**Operating Statement Projections Detail**

Description	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
JOA Staffing	\$23,946	\$24,664	\$25,404	\$26,166	\$26,951	\$27,760	\$28,593	\$29,450	\$30,334
Payroll Taxes	\$53,544	\$55,194	\$56,947	\$58,754	\$60,580	\$62,459	\$64,385	\$66,430	\$68,519
Unemployment Insurance	\$1,791	\$1,845	\$1,900	\$1,957	\$2,016	\$2,076	\$2,139	\$2,203	\$2,269
Disability Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PERS - District Portion									
Normal Cost	\$320,383	\$331,706	\$343,861	\$356,410	\$369,136	\$382,130	\$395,601	\$410,060	\$424,752
UAL Payment	\$62,964	\$80,972	\$98,982	\$116,990	\$114,182	\$110,381	\$110,380	\$110,378	\$110,379
Health/Dental/Life Benefits	\$428,729	\$434,069	\$439,731	\$445,693	\$450,264	\$455,092	\$460,195	\$465,590	\$468,088
457 Deferred Compensation	\$184,991	\$185,392	\$185,806	\$186,232	\$186,671	\$189,912	\$190,462	\$191,028	\$192,981
Workers Comp	\$67,466	\$70,839	\$74,381	\$78,100	\$82,005	\$86,105	\$90,410	\$94,931	\$99,677
Other Payroll Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$5,181,660</b>	<b>\$5,344,638</b>	<b>\$5,516,745</b>	<b>\$5,697,732</b>	<b>\$5,854,647</b>	<b>\$6,022,255</b>	<b>\$6,191,429</b>	<b>\$6,375,108</b>	<b>\$6,556,779</b>
<b>Cash Flow Before Capital Outlay &amp; DS</b>	<b>\$349,685</b>	<b>\$369,774</b>	<b>\$384,860</b>	<b>\$391,535</b>	<b>\$433,790</b>	<b>\$469,342</b>	<b>\$519,686</b>	<b>\$562,421</b>	<b>\$617,482</b>
<b>Capital Outlay</b>									
Office and Station Improvements	\$5,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Training Facility	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parking Lot Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$10,000	\$10,300	\$131,246	\$10,927	\$37,918	\$11,593	\$11,941	\$12,299	\$301,023
Apparatus & Vehicles	\$0	\$79,568	\$158,445	\$478,341	\$260,837	\$0	\$49,195	\$0	\$1,520,061
Apparatus Financing	\$0	\$0	\$0	(\$478,341)	\$0	\$0	\$0	\$0	(\$1,304,773)
<b>Total Capital Outlay</b>	<b>\$15,000</b>	<b>\$92,368</b>	<b>\$292,191</b>	<b>\$13,427</b>	<b>\$301,255</b>	<b>\$14,093</b>	<b>\$63,635</b>	<b>\$14,799</b>	<b>\$518,810</b>
<b>Cash Flow Before Debt Service</b>	<b>\$334,685</b>	<b>\$277,406</b>	<b>\$92,668</b>	<b>\$378,107</b>	<b>\$132,535</b>	<b>\$455,249</b>	<b>\$456,051</b>	<b>\$547,623</b>	<b>\$98,672</b>
<b>Debt Service</b>									
Pension Obligation Bonds	\$72,175	\$72,175	\$72,175	\$72,175	\$72,175	\$72,175	\$72,175	\$57,658	\$0
2024 Smeal Engine Lease	\$164,379	\$164,379	\$164,379	\$164,379	\$0	\$0	\$0	\$0	\$0
2029 Water Tender Lease	\$0	\$0	\$0	\$110,052	\$110,052	\$110,052	\$110,052	\$110,052	\$0
2034 Type I Lease	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170,664
USDA Loan	\$144,211	\$143,816	\$144,398	\$143,936	\$144,451	\$143,921	\$144,368	\$143,771	\$144,151
<b>Total Debt Service</b>	<b>\$380,764</b>	<b>\$380,369</b>	<b>\$380,952</b>	<b>\$490,541</b>	<b>\$326,677</b>	<b>\$326,147</b>	<b>\$326,595</b>	<b>\$311,480</b>	<b>\$314,814</b>
<b>Net Cash Flow</b>	<b>(\$46,079)</b>	<b>(\$102,963)</b>	<b>(\$288,284)</b>	<b>(\$112,434)</b>	<b>(\$194,143)</b>	<b>\$129,102</b>	<b>\$129,456</b>	<b>\$236,143</b>	<b>(\$216,142)</b>

Source: PHFPD, NFPD, and Ridgeline

**Table C-3  
Placer Hills - Newcastle Consolidated District  
Fund Balance Projections Detail**

Description	FYE 2025	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
<b>Beginning Fund Balance</b>		\$2,391,433	\$2,345,353	\$2,242,390	\$1,954,107	\$1,841,673	\$1,647,531	\$1,776,633	\$1,906,089	\$2,142,231
Revenues		\$5,531,345	\$5,714,412	\$5,901,605	\$6,089,267	\$6,288,436	\$6,491,597	\$6,711,116	\$6,937,529	\$7,174,262
Expenses		(\$5,181,660)	(\$5,344,638)	(\$5,516,745)	(\$5,697,732)	(\$5,854,647)	(\$6,022,255)	(\$6,191,429)	(\$6,375,108)	(\$6,556,779)
Capital Outlay		(\$15,000)	(\$92,368)	(\$292,191)	(\$13,427)	(\$301,255)	(\$14,093)	(\$63,635)	(\$14,799)	(\$518,810)
Debt Services		(\$380,764)	(\$380,369)	(\$380,952)	(\$490,541)	(\$326,677)	(\$326,147)	(\$326,595)	(\$311,480)	(\$314,814)
<b>Net Cash Flow</b>		<b>(\$46,079)</b>	<b>(\$102,963)</b>	<b>(\$288,284)</b>	<b>(\$112,434)</b>	<b>(\$194,143)</b>	<b>\$129,102</b>	<b>\$129,456</b>	<b>\$236,143</b>	<b>(\$216,142)</b>
Projected Ending Fund Balance - PHFPD	\$1,914,749									
Projected Ending Fund Balance - NFPD	\$486,684									
Less: One-Time Consolidation Costs	(\$10,000)									
<b>Ending Fund Balance</b>	<b>\$2,391,433</b>	<b>\$2,345,353</b>	<b>\$2,242,390</b>	<b>\$1,954,107</b>	<b>\$1,841,673</b>	<b>\$1,647,531</b>	<b>\$1,776,633</b>	<b>\$1,906,089</b>	<b>\$2,142,231</b>	<b>\$1,926,089</b>

Source: PHFPD, NFPD, and Ridgeline

## CONTACT INFORMATION

This report was prepared for the Placer County Local Agency Formation Commission by Ridgeline Municipal Strategies, LLC (“Ridgeline”).

Ridgeline is a municipal advisory and financial consulting firm registered with the U.S. Securities and Exchange Commission and the Municipal Securities Rulemaking Board.



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**ATTACHMENT B**

**PLACER LAFCO RESOLUTION NO. 25-05**

RESOLUTION OF THE LOCAL AGENCY FORMATION COMMISSION OF PLACER COUNTY ACCEPTING THE SERVICE REVIEW OF NEWCASTLE FIRE PROTECTION DISTRICT, PENRYN FIRE PROTECTION DISTRICT, PLACER HILLS FIRE PROTECTION DISTRICT AND SOUTH PLACER FIRE PROTECTION DISTRICT AND FIRE SERVICE REVIEW OF LINCOLN FIRE DEPARTMENT, ROCKLIN FIRE DEPARTMENT AND ROSEVILLE FIRE DEPARTMENT

**(LAFCO Project No. 2022-03)**

**WHEREAS**, the Placer County Local Agency Formation Commission (LAFCO or Commission) is a public agency of the State of California with regulatory and planning responsibilities to facilitate orderly growth and development pursuant to the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH), commencing at section 56000 of the California Government Code (GC); and

**WHEREAS**, the Commission is required, under GC section 56430, to regularly conduct a service review for each local government agency whose principal jurisdiction is within Placer County; and

**WHEREAS**, LAFCO initiated and hired a consultant to prepare a service review for the departments and agencies as noted above; and

**WHEREAS**, the Commission received a draft service review study for the subject agencies on January 8, 2025, at a noticed public hearing; and

**WHEREAS**, LAFCO circulated the draft study for a 45-day public review and comment period; and

**WHEREAS**, the Executive Officer has reviewed the final study prepared by LAFCO's consultant and has prepared a report including her recommendations and has furnished copies of said report and the final study to the Commission and to all interested persons within the time required by CKH; and

**WHEREAS**, the final study describes and discloses the information required for the review of the fire protection services of the subject agencies pursuant to GC section 56430; and

**WHEREAS**, the Commission is required, pursuant to GC section 56425(e), to make a written statement of determinations regarding certain factors, which determinations are set forth in the final study and incorporated herein; and

**WHEREAS**, acting as the lead agency under the California Environmental Quality Act (CEQA), the Commission finds and determines that the service review study is exempt from CEQA under categorical exemption Class 6 of the State CEQA Guidelines (Cal. Code Regs., tit. 14, § 15306) because Class 6 exempts from CEQA projects that consist of basic data collection, research and resource evaluation activities that do not result in a serious or major disturbance to an environmental resource, including a study (such as a service review) leading to an action which a public agency has not yet approved, adopted, or funded; and

**WHEREAS**, at a public hearing at a regularly scheduled meeting of April 9, 2025, the Commission received and considered the final study, including the proposed determinations, all written and oral testimony and comments received, the environmental determination, and the Executive Officer's report and recommendations;

**NOW, THEREFORE, BE IT HEREBY RESOLVED, DETERMINED, AND ORDERED** as follows:

1. The final Fire Service Review of Lincoln Fire Department, Newcastle Fire Protection District, Penryn Fire Protection District, Placer Hills Fire Protection District, Rocklin Fire Department, Roseville Fire Department, and South Placer Fire Protection District is adequate and complete pursuant to the requirements of GC section 56430. The final Fire Service Review constitutes the complete service review for the Newcastle Fire Protection District, Penryn Fire Protection District, Placer Hills Fire Protection District and South Placer Fire Protection District.
2. The Commission independently makes written determinations pursuant to GC section 56425(e) as set forth in the final Fire Service Review, which determinations are by this reference incorporated herein.
3. The Executive Officer is hereby directed to file a Notice of Exemption in compliance with the California Environmental Quality Act.

The foregoing resolution was duly passed and adopted by the Local Agency Formation Commission of Placer County at a regular meeting thereof, held on April 9, 2025, by the following vote:

AYES: Alpine, Eklund, Friedman, Gustafson, Landon, Lomen, Rohan  
NOES: None  
ABSENT: None  
ABSTAIN: None



Cindy Gustafson, Chair  
Local Agency Formation Commission County of  
Placer, State of California

Attest:

  
Amy Engle, Clerk to the Commission

**Item 9 - Correspondence J**



**Placer County Local Agency Formation Commission**  
110 Maple Street Auburn, CA 95603 | (530) 889-4097

June 3, 2025

**COMMISSIONERS**

Cindy Gustafson  
*Chair  
(County)*

Joshua Alpine  
*Vice Chair  
(Special District)*

Trinity Burruss  
*(City)*

Whitney Eklund  
*(City)*

Shanti Landon  
*(County)*

Susan Rohan  
*(Public)*

Vacant  
*(Special District)*

**ALTERNATE  
COMMISSIONERS**

David Bass  
*(City)*

Anthony DeMattei  
*(County)*

Judy Friedman  
*(Special District)*

Cherri Spriggs  
*(Public)*

Stephanie  
Youngblood  
*(City)*

**COUNSEL**

Michael Walker  
*General Counsel*

**STAFF**

Michelle McIntyre  
*Executive Officer*

Amanda Ross  
*Acting Assistant  
Executive Officer*

Amy Engle  
*Commission Clerk*

Eric Nielsen  
General Manager  
South Placer Municipal Utility District  
5807 Springview Drive  
Rocklin, CA 95677

**Subject: South Placer Municipal Utility District – Special District Leadership Foundation’s District Transparency Certificate of Excellence**

Dear Mr. Nielsen,

South Placer Municipal Utility District (SPMUD) is seeking the Special District Leadership Foundation’s District Transparency Certificate of Excellence. After conducting a thorough review of the South Placer Municipal Utility District website and its contents, I am pleased to recommend SPMUD for this prestigious award. The SPMUD meets all of the requirements outlined in the Special District Leadership Foundation checklist.

Transparency should be a top priority in the operations and governance of special districts, and I am proud to recommend that the South Placer Municipal Utility District receive this certification. Thank you for your commitment to excellence and quality services in the communities of South Placer County.

Sincerely,

Amanda Ross, Acting Assistant Executive Officer  
**Placer LAFCO**

**Item 9 - Correspondence K**

**COUNTY OF PLACER**

**OFFICE OF  
COUNTY EXECUTIVE**  
Daniel Chatigny, County Executive Officer



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TELEPHONE: 530/889-4030  
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www.placer.ca.gov

May 30, 2025

Michelle McIntyre, MPA (via email [mmcintyre@placer.ca.gov](mailto:mmcintyre@placer.ca.gov))  
Executive Director  
Placer County Local Agency Formation Commission (LAFCo or Commission)  
110 Maple Street  
Auburn, CA 95603

**Subject: Response to LAFCo's May 21, 2025, Request for Information Regarding County Service Area (CSA) 28 Agreements/Overlapping Boundary Research Project**

Dear Ms. McIntyre:

This letter is in response to your May 21, 2025, letter regarding your CSA 28 Agreements/Overlapping Boundary Research Project. Thank you for your follow up email, dated May 23, 2025, confirming you are not waiting on Placer County (County) for additional research related to this matter.

The County continues to actively research, gather and co-locate historical CSA 28 documents. This research includes voluminous records dating back over 40 years. Given the complexity and historical scope of the records involved, the County's efforts are ongoing. In addition, we anticipate receiving your research on the same when it is available.

As a reminder and in the spirit of continued partnership, please keep referring to the LAFCo/County's shared CSA 28 BOX file (<https://placercounty.box.com/s/bb494lbb2ez8gzo0047hafcl371xw4yf>) that we jointly established in November 2023 as a centralized repository for CSA 28 documents. As we locate additional documents, we continue to add them to the shared file in real-time. Hundreds of documents have been added to-date, and the file size continues to grow, which makes sharing via email a challenge.

Please feel free to contact us if you have any further questions or would like to discuss the scope or timing of our joint efforts. If you have a need for a specific document related to CSA 28, please clarify the scope of your request and the County will conduct targeted research to locate responsive records.

Regards,

Daniel Chatigny  
Placer County Executive Officer

Cc: Karin Schwab, County Counsel, Placer County  
Michael Walker, LAFCO Counsel  
Shawna Purvines, Deputy County Executive Officer, Placer County  
Genna Martin, Principal Management Analyst, Placer County