



## Sacramento Metropolitan Fire District

10545 Armstrong Ave., Suite 200 · Mather, California 95655 · Phone (916) 859-4300 · Fax (916) 859-3700

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FINANCE AND AUDIT COMMITTEE

THURSDAY, AUGUST 27, 2020

# Presentation Item #2

## Final Budget FY 2020/2021

\*\*  Separate Attachment



## **Final Budget**

**Fiscal Year 2020/21**

**July 1, 2020 – June 30, 2021**

**Presented to the Finance & Audit Committee by:  
Todd Harms, Fire Chief & Amanda Thomas, Chief Financial Officer  
August 27, 2020**



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# INTRODUCTION





## BOARD OF DIRECTORS

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SECRETARY  
Cynthia Saylor



DIVISION 1

Grant B. Goold



DIVISION 2

Randy Orzalli



DIVISION 3

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Ted Wood



DIVISION 4

PRESIDENT  
Jennifer Sheetz



DIVISION 5

D'Elman Clark



DIVISION 6

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VICE-PRESIDENT  
Matt Kelly



DIVISION 7

Gay Jones



DIVISION 8

Walt White



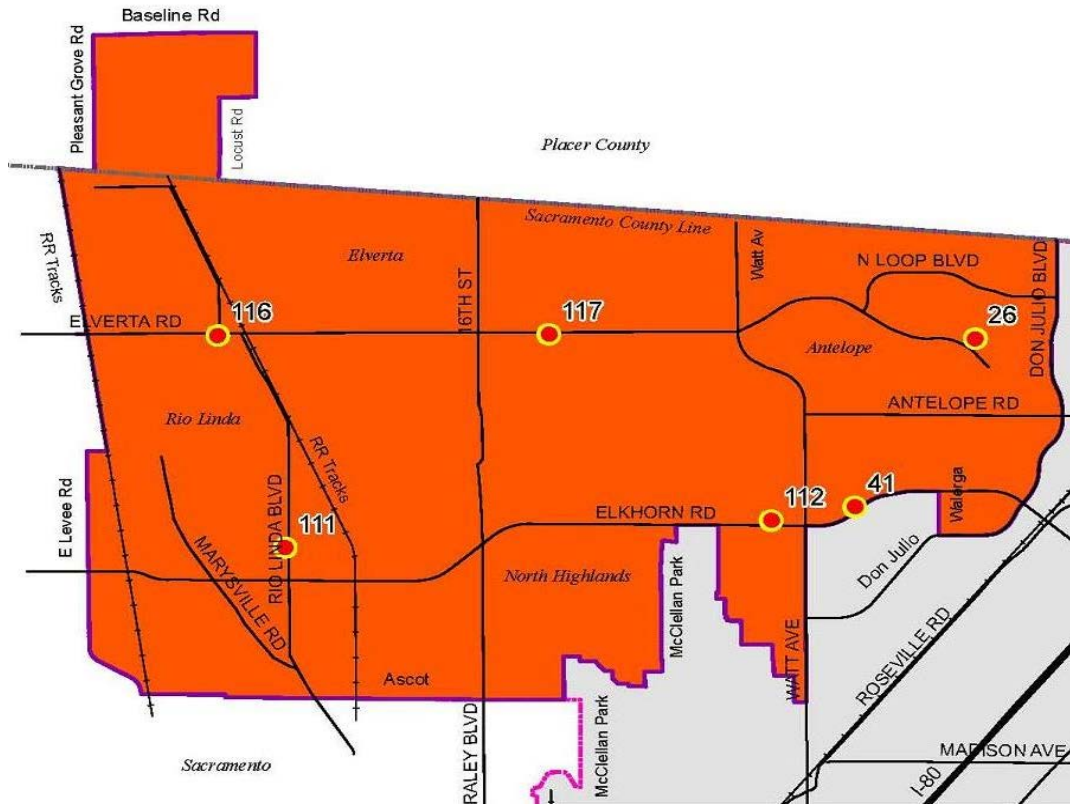
DIVISION 9



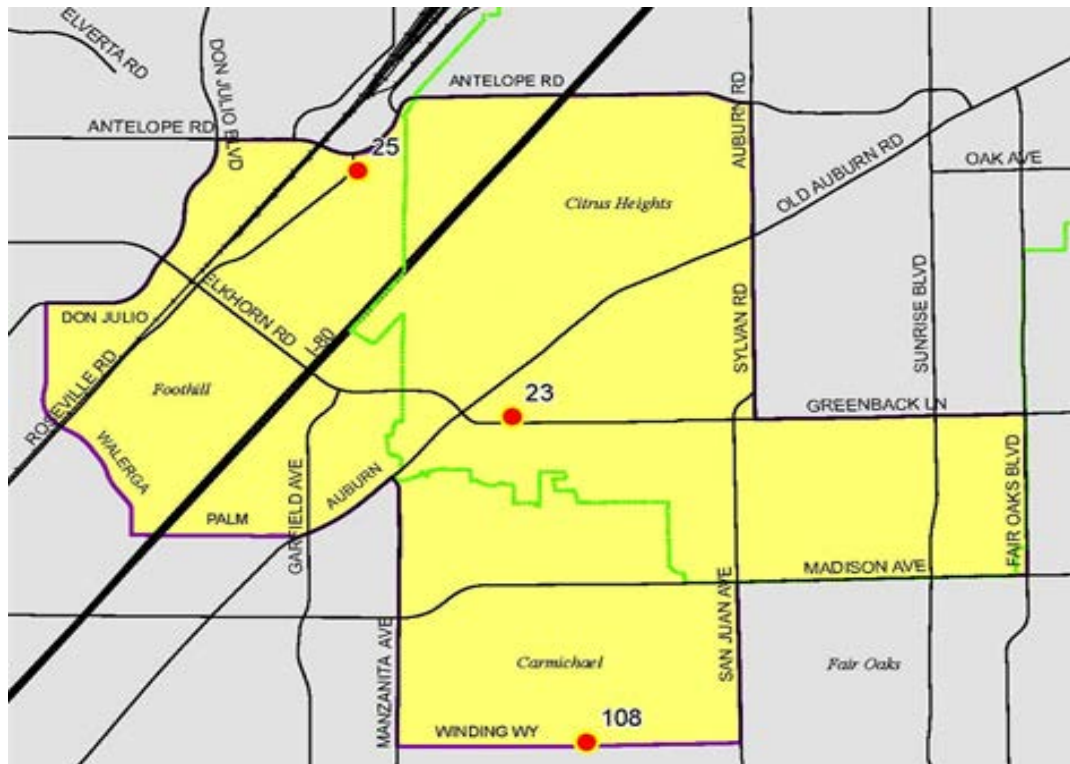
# DIVISION BOUNDARY MAPS



## DIVISION 1



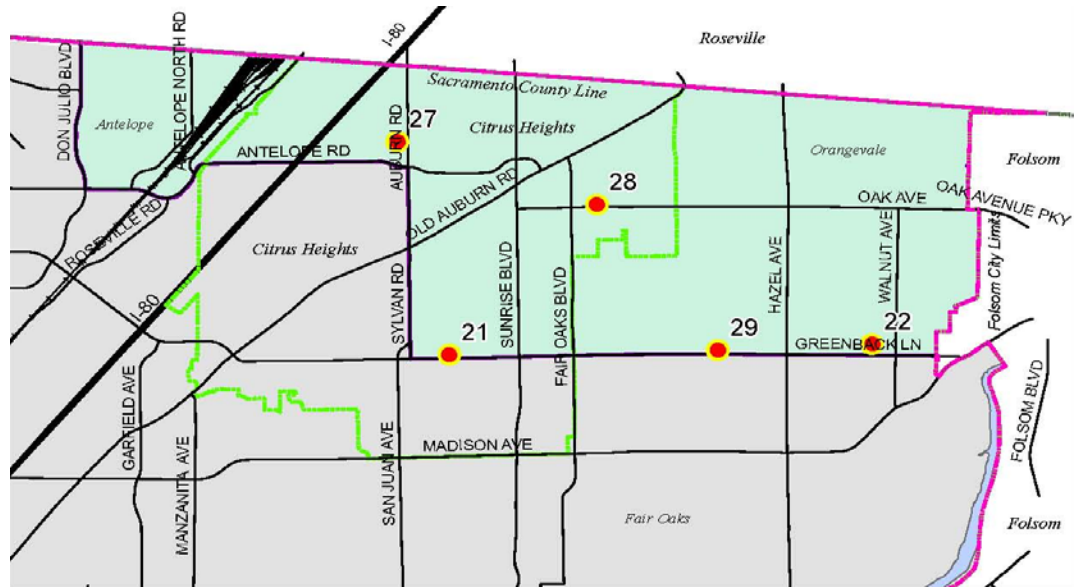
## DIVISION 2



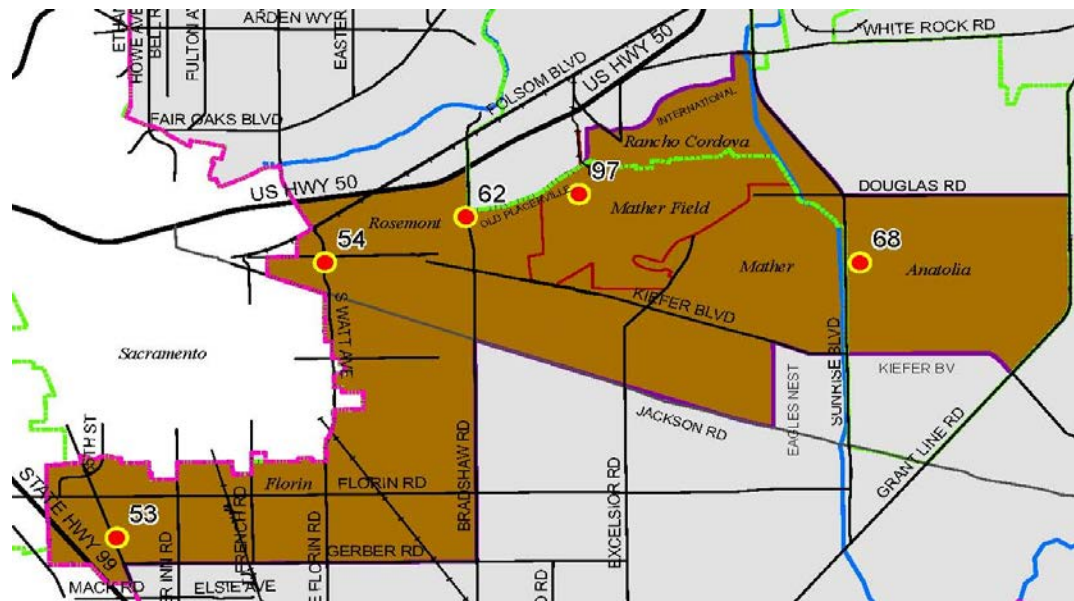
- Fire Station
- Metro Fire



**DIVISION 3**



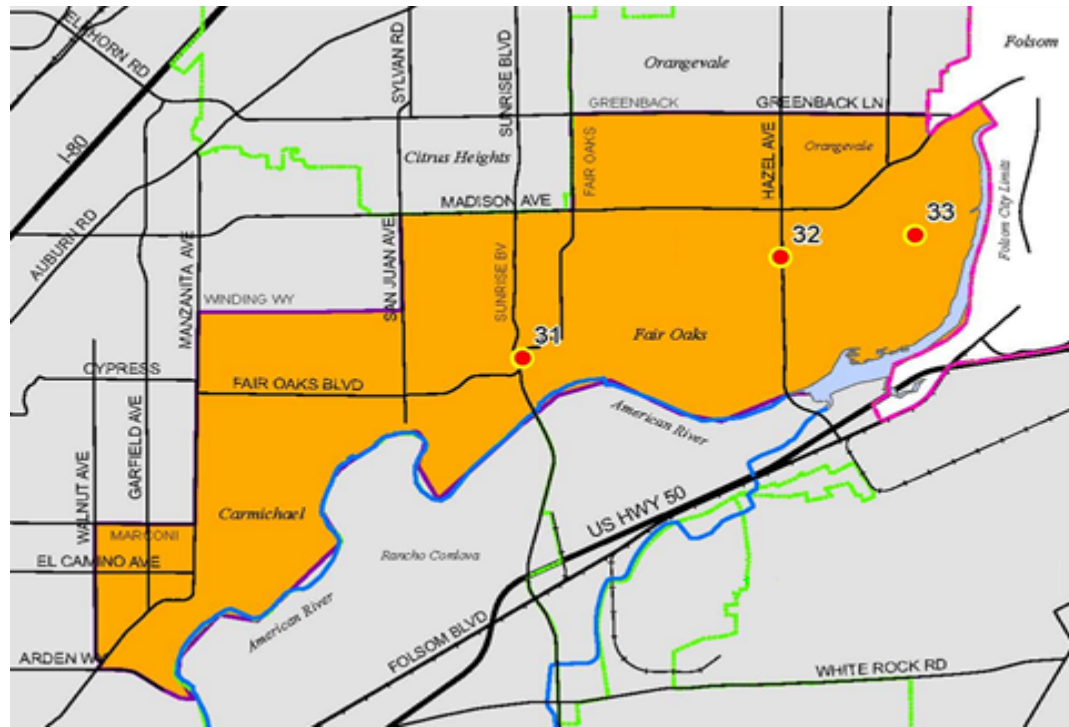
**DIVISION 4**



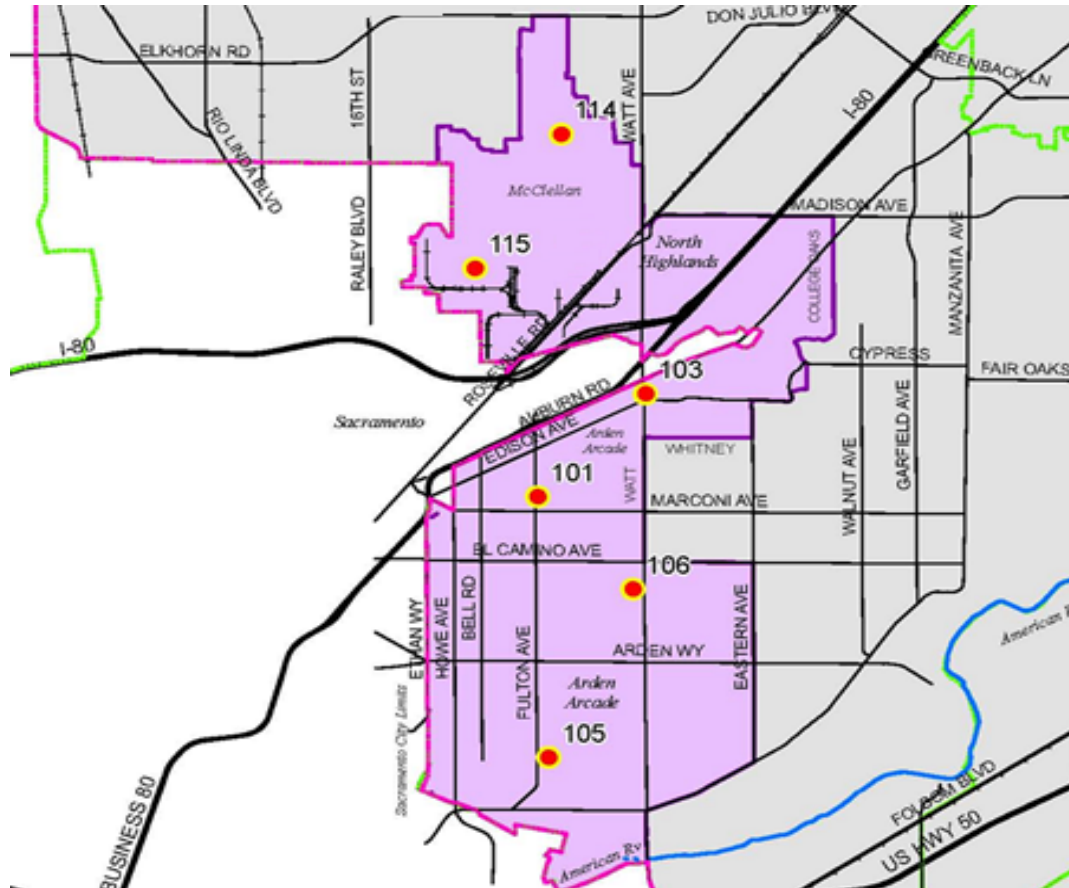
- Fire Station
- Metro Fire



**DIVISION 5**



**DIVISION 6**

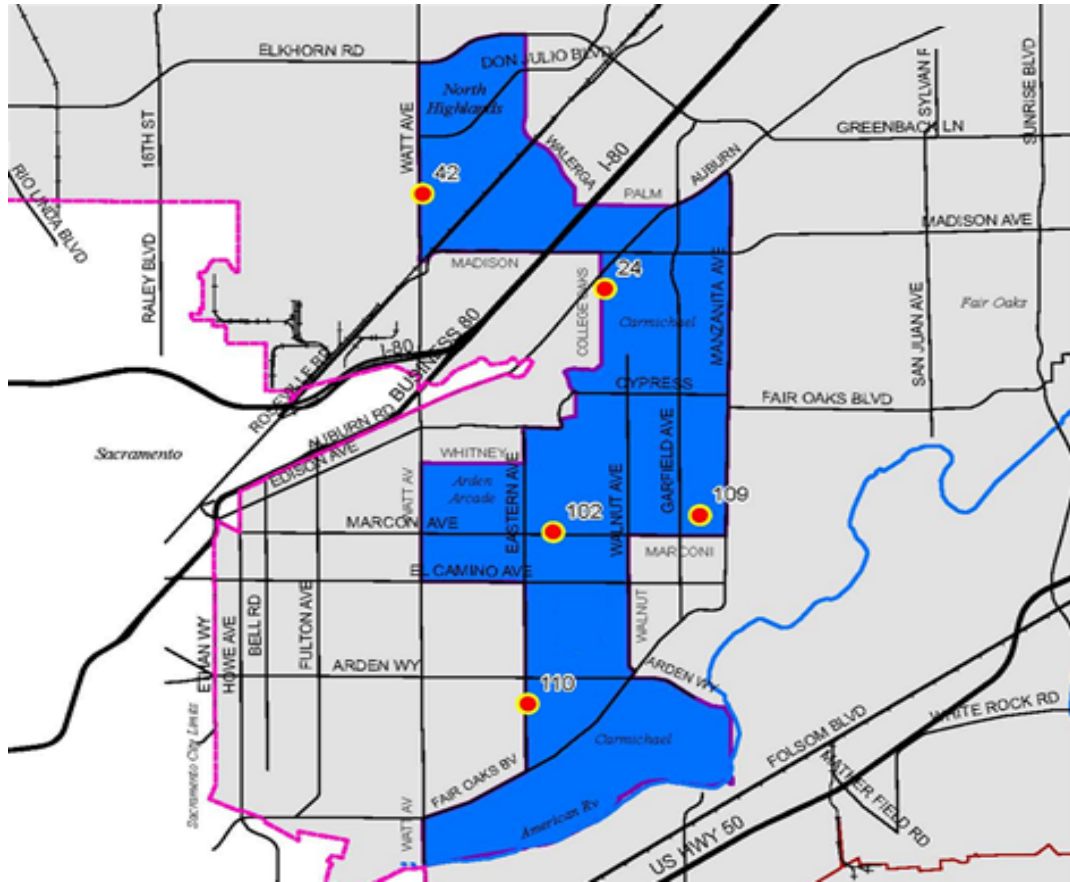


- Fire Station
- Metro Fire

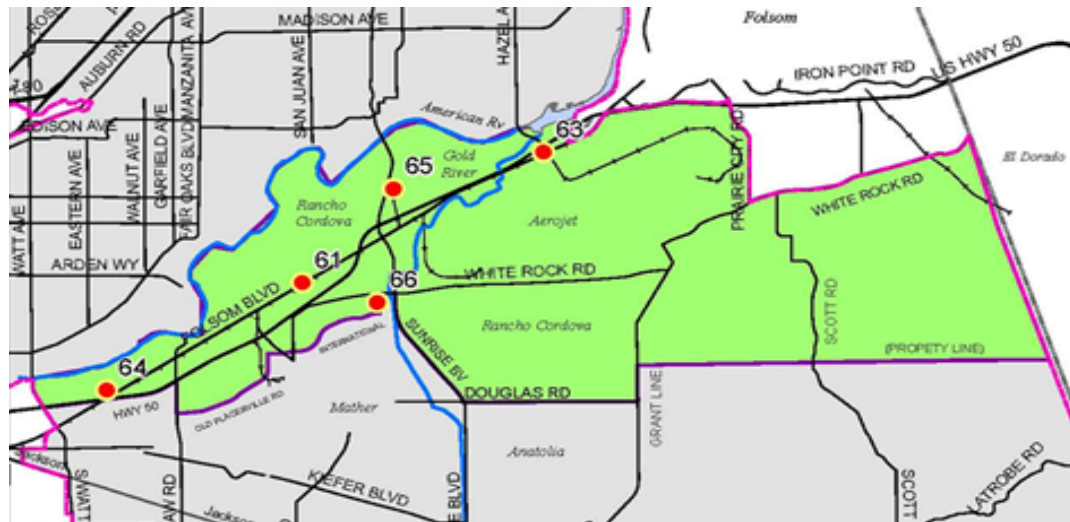




**DIVISION 7**



**DIVISION 8**



- Fire Station
- Metro Fire



# DIVISION BOUNDARY MAPS



## DIVISION 9



- Fire Station
- Metro Fire

# Todd Harms



Todd Harms was appointed as the Sacramento Metropolitan Fire District's (Metro Fire) sixth Fire Chief on November 12, 2016.

Harms began his fire service career in 1981 as a Firefighter Paramedic in Peotone, Illinois, and in 1987, became a member of the Phoenix Fire Department. He has progressed through the ranks as a Firefighter, Paramedic, Engineer, Captain, Battalion Chief, Assistant Chief, Deputy Chief and Shift Commander.

Harms has 35 years of public safety service, of which nine were spent serving as an Executive Staff member for the Phoenix Fire Department. During his tenure, he has had oversight of the Training Academy, Command Training Center, Special Operations, Operations, Personnel, Emergency Medical Services, Technical Services, dispatch and the Regional 9-1-1 services. He has been an Urban Search and Rescue (US&R) team member, with deployments to Hurricanes Katrina and Rita. Harms holds a Bachelor's degree in Fire Service Management and is a past adjunct instructor at Phoenix College in the Fire Science Program.



## COMMAND STAFF

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Fire Chief ..... Todd Harms

### Deputy Chiefs

Administration ..... Greg Casentini

Operations ..... Eric Bridge

Support Services ..... Brian Shannon

Chief Financial Officer ..... Amanda Thomas

### Assistant Chiefs

A Shift ..... Michael Lozano

B Shift ..... Chris Greene

C Shift ..... Adam Mitchell

EMS..... Barbara Law

Training ..... Adam House

Fire Marshal ..... Lisa Barsdale



## DISTRICT HISTORY

On September 25, 1999 by unanimous vote, the Board of Directors of the American River Fire Protection District adopted an application for reorganization resolution with the Sacramento County Fire Protection District. On September 23, 1999, the Board of Directors of Sacramento County Fire Protection District adopted the application for reorganization with the American River Fire Protection District. The adoptions of these resolutions officially called for the reorganization of both districts, which occurred on December 1, 2000.

The administration and membership of the Sacramento Metropolitan Fire District (District) recognize the contribution and rich history of its predecessor districts. There are 16 prior fire districts represented in the Metro Fire organization. The predecessor fire districts include:

<u>Arcade</u>	01/26/42 to 06/30/86
<u>Arden</u>	01/04/43 to 07/31/83
<u>Carmichael</u>	01/30/42 to 07/31/83
<u>Citrus Heights</u>	12/31/33 to 06/30/89
<u>Elverta</u>	10/22/25 to 12/31/86
<u>Fair Oaks</u>	03/27/28 to 11/02/93
<u>Florin</u>	01/26/42 to 06/30/97
<u>Mather Field</u>	1918 to 09/03/93
<u>McClellan Field</u>	1937 to 04/01/01
<u>Michigan Bar</u>	01/01/43 to 11/09/47
<u>Mills</u>	06/08/22 to 11/01/59
<u>North Highlands</u>	09/24/51 to 06/02/84
<u>Orangevale</u>	03/02/36 to 12/01/45
<u>Rancho Cordova</u>	11/02/59 to 06/30/89
<u>Rio Linda</u>	06/23/23 to 12/31/86
<u>Sloughhouse</u>	11/10/47 to 06/30/90

**Sacramento Metropolitan Fire District** is the largest district in the County of Sacramento and the seventh largest local fire agency in the State of California. The combined District now consists of about 700 employees with an area encompassing 359 square miles that include Sacramento and Placer counties.

### *Core Values*

*Integrity • Professionalism • Teamwork • Service Before Self*

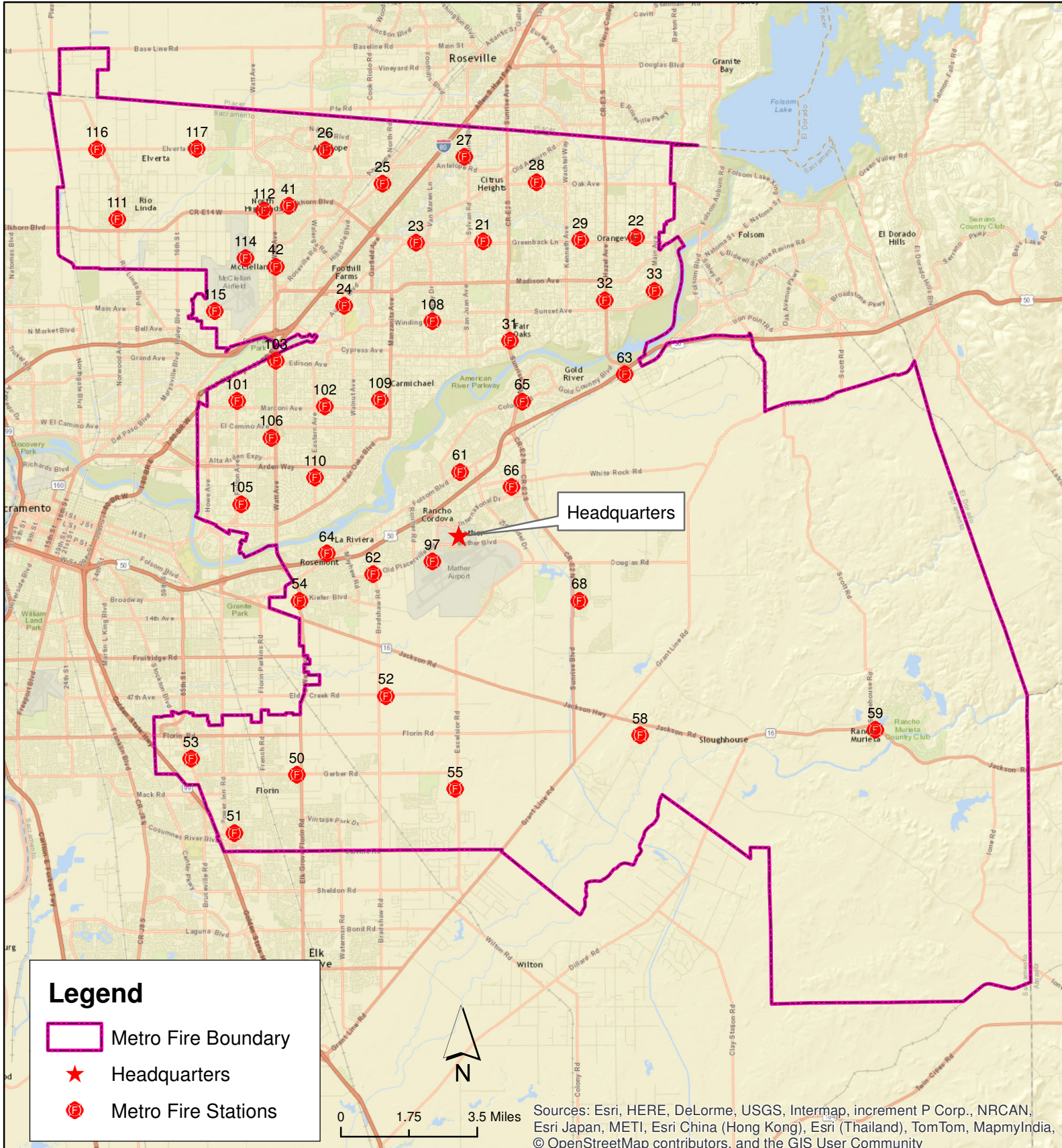
### *Mission Statement*

*“To provide professional and compassionate protection, education and service to our community.”*



# Sacramento Metropolitan Fire District

10545 Armstrong Ave, Suite 200  
Mather, CA 95655



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community



## METRO FIRE LOCATIONS

Station/HQ	Address	BATTALION
HQ	10545 Armstrong Ave., Suite 200, Mather, CA 95655	
111	6609 Rio Linda Blvd., Rio Linda 95673	B5
112	6801 34th St., North Highlands 95660	B5
114	5824 Kelly Way, McClellan 95652	B5
115	4727 Kilzer Ave., McClellan 95652 (Air Ops)	B5
116	7995 Elwyn Ave., Elverta 95626	B5
117	7961 Cherry Brook Dr., Elverta 95626	B5
24	4942 College Oak Dr., Sacramento 95841	B5
25	7352 Roseville Rd., Sacramento 95842	B5
26	8000 Palmerson Dr., Antelope 95843	B5
41	6900 Thomas Dr., North Highlands 95660	B5
42	5608 North Haven, North Highlands 95660	B5
101	3000 Fulton Ave., Sacramento 95821	B7
102	4501 Marconi Ave., Sacramento 95821 <i>*medics only*</i>	B7
103	3824 Watt Ave., Sacramento 95821	B7
105	2691 Northrop Ave., Sacramento 95864	B7
106	2200 Park Towne Cir., Sacramento 95825	B7
108	6701 Winding Way, Fair Oaks 95628	B7
109	5634 Robertson Ave., Carmichael 95608 (HazMat)	B7
110	1432 Eastern Ave., Sacramento 95864	B7
50	8880 Gerber Rd., Sacramento 95828	B9
51	8210 Meadowhaven Dr., Sacramento 95828	B9
53	6722 Fleming Ave., Sacramento 95828	B9
54	8900 Fredric Ave., Sacramento 95826	B9
55	7776 Excelsior Rd., Sacramento 95829	B9
62	3646 Bradshaw Rd., Sacramento 95827	B9
64	9116 Vancouver Dr., Sacramento 95826	B9
21	7641 Greenback Ln., Citrus Heights 95610	B13
22	6248 Chestnut Ave., Orangevale 95662	B13
23	6421 Greenback Ln., Citrus Heights 95621	B13
27	7474 Grand Oaks Bl., Citrus Heights 95621	B13
28	8189 Oak Ave., Citrus Heights 95610	B13
29	8681 Greenback Ln., Orangevale 95662	B13
31	7950 California Ave., Fair Oaks 95628	B13
32	8890 Roediger Lane, Fair Oaks 95628	B13
58	7250 Sloughhouse Rd., Elk Grove 95624	B14
59	7210 Murieta Drive, Rancho Murieta 95683	B14
61	10595 Folsom Bl., Rancho Cordova 95670	B14
63	12395 Folsom Bl., Rancho Cordova 95742	B14
65	11201 Coloma Rd., Rancho Cordova 95670	B14
66	3180 Kilgore Rd., Rancho Cordova 95670	B14
68	4381 Anatolia Dr., Rancho Cordova 95742	B14

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# FIRE CHIEF'S BUDGET REPORT

*(To be presented to the full Board September 10, 2020)*





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# ALL FUNDS SUMMARIES





## BUDGET SUMMARY - ALL FUNDS

Final Budget FY 2020-21

	GENERAL FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
<b>REVENUES</b>							
PROPERTY TAXES	\$ 165,773,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 165,773,000
USE OF MONEY AND PROPERTY	15,000	-	1,110,029	-	-	-	1,125,029
INTERGOVERNMENTAL	4,051,000	-	-	599,016	-	-	4,650,016
CHARGES FOR SERVICES	58,198,651	-	-	-	1,300,000	15,400,000	74,898,651
MISCELLANEOUS	2,045,451	-	-	-	-	-	2,045,451
<b>Total Revenues</b>	<b>230,083,102</b>	<b>-</b>	<b>1,110,029</b>	<b>599,016</b>	<b>1,300,000</b>	<b>15,400,000</b>	<b>248,492,147</b>
<b>EXPENDITURES:</b>							
LABOR COSTS	194,946,727	-	-	203,143	-	-	195,149,870
SERVICES & SUPPLIES	30,786,019	-	373,738	250,331	70,000	6,600,000	38,080,088
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,238,799	6,524,156	296,332	-	-	-	11,059,287
CAPITAL OUTLAY	-	5,866,161	-	180,295	7,000,000	-	13,046,456
<b>Total Expenditures</b>	<b>229,971,545</b>	<b>12,390,317</b>	<b>670,070</b>	<b>633,769</b>	<b>7,070,000</b>	<b>6,600,000</b>	<b>257,335,701</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>111,557</b>	<b>(12,390,317)</b>	<b>439,959</b>	<b>(34,753)</b>	<b>(5,770,000)</b>	<b>8,800,000</b>	<b>(8,843,554)</b>
<b>OTHER FINANCING SOURCES(USES)</b>							
ISSUANCE OF CAPITAL LEASES	-	3,985,000	-	-	-	-	3,985,000
SALE OF ASSETS	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND A-General	-	7,076,581	-	34,753	-	(9,220,000)	(2,108,666)
TRANSFERS IN(OUT) FUND D-Cap Fac	(7,076,581)	-	-	-	-	-	(7,076,581)
TRANSFERS IN(OUT) FUND G-Grants	(34,753)	-	-	-	-	-	(34,753)
TRANSFERS IN(OUT) FUND L-Leases	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND M-IGT	9,220,000	-	-	-	-	-	9,220,000
<b>Total Transfers</b>	<b>2,108,666</b>	<b>11,061,581</b>	<b>-</b>	<b>34,753</b>	<b>-</b>	<b>(9,220,000)</b>	<b>3,985,000</b>
<b>CHANGE IN FUND BALANCE</b>	<b>\$ 2,220,223</b>	<b>\$ (1,328,736)</b>	<b>\$ 439,959</b>	<b>\$ -</b>	<b>\$ (5,770,000)</b>	<b>\$ (420,000)</b>	<b>\$ (4,858,554)</b>



## FUND BALANCE SUMMARY

Final Budget FY 2020-21

	GENERAL FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
<b>Estimated Fund Balance Available June 30, 2020</b>	\$ 34,722,940	\$ 2,299,458	\$ 589,836	\$ 844,976	\$ 6,976,757	\$ 9,548,421	\$ 55,093,271
Revenues	230,083,102	-	1,110,029	599,016	1,300,000	15,400,000	248,492,147
Other Financing Sources	9,220,000	11,061,581	-	34,753	-	-	20,316,334
Release of Committed Funds	-	-	-	-	-	-	-
<b>Estimated Funds Available</b>	<b>274,026,042</b>	<b>13,361,039</b>	<b>1,699,865</b>	<b>1,478,745</b>	<b>8,276,757</b>	<b>24,948,421</b>	<b>323,901,752</b>
Expenditures	(229,971,545)	(12,390,317)	(670,070)	(633,769)	(7,070,000)	(6,600,000)	(257,335,701)
Other Financing Uses	(7,111,334)	-	-	-	-	(9,220,000)	(16,331,334)
Special Item	-	-	-	-	-	-	-
<b>Estimated Fund Balance at June 30, 2021</b>	<b>\$ 36,943,163</b>	<b>\$ 970,722</b>	<b>\$ 1,029,795</b>	<b>\$ 844,976</b>	<b>\$ 1,206,757</b>	<b>\$ 9,128,421</b>	<b>\$ 50,234,717</b>



## SUMMARY OF REVENUES AND OTHER FINANCING SOURCES

Final Budget FY 2020-21

<u>SOURCE</u>	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21
<b>REVENUES</b>				
Taxes	\$ 149,456,504	\$ 158,932,317	\$ 165,147,000	\$ 165,773,000
Charges for Services	72,105,039	69,088,172	74,898,651	74,898,651
Intergovernmental	5,018,660	8,303,431	3,774,295	4,650,016
Miscellaneous	1,300,621	1,825,510	945,451	2,045,451
Use of Money or Property	1,761,762	1,189,944	1,125,029	1,125,029
<b>Total Revenues</b>	<b>229,642,586</b>	<b>239,339,374</b>	<b>245,890,426</b>	<b>248,492,147</b>
<b>OTHER FINANCING SOURCES</b>	<b>17,766,770</b>	<b>20,752,016</b>	<b>21,296,886</b>	<b>20,316,334</b>
<b>TOTALS</b>	<b>\$ 247,409,356</b>	<b>\$ 260,091,390</b>	<b>\$ 267,187,312</b>	<b>\$ 268,808,481</b>
<b>FUNDS</b>				
General Fund	\$ 218,106,491	\$ 226,360,691	\$ 238,209,102	\$ 239,303,102
Pension Obligation Bond Fund	94,979	53,244	-	-
Capital Facilities Fund	10,400,481	11,515,979	10,976,886	11,061,581
Leased Properties Fund	805,645	993,866	1,110,029	1,110,029
Grants Fund	864,638	4,517,652	191,295	633,769
Development Impact Fees Fund	1,757,056	1,613,116	1,300,000	1,300,000
IGT Fund	15,380,066	15,036,842	15,400,000	15,400,000
<b>TOTALS</b>	<b>\$ 247,409,356</b>	<b>\$ 260,091,390</b>	<b>\$ 267,187,312</b>	<b>\$ 268,808,481</b>



## SUMMARY OF EXPENDITURES AND OTHER FINANCING USES

Final Budget FY 2020-21

<u>OBJECT</u>	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21
<b>EXPENDITURES</b>				
Labor Costs	\$ 174,384,668	\$ 182,520,503	\$ 194,096,435	\$ 195,149,870
Services & Supplies	31,076,650	33,631,775	37,841,966	38,080,088
Taxes, Licenses, Debt Service & Others	9,489,582	12,612,912	11,055,591	11,059,287
Capital Outlay	6,142,172	7,637,727	13,085,456	13,046,456
<b>Total Expenditures</b>	<b>221,093,072</b>	<b>236,402,917</b>	<b>256,079,448</b>	<b>257,335,701</b>
<b>OTHER FINANCING USES</b>	<b>12,252,002</b>	<b>16,159,589</b>	<b>16,246,886</b>	<b>16,331,334</b>
<b>TOTALS</b>	<b>\$ 233,345,074</b>	<b>\$ 252,562,506</b>	<b>\$ 272,326,334</b>	<b>\$ 273,667,035</b>
<b>FUNDS</b>				
General Fund	\$ 208,466,250	\$ 220,429,792	\$ 236,151,979	\$ 237,082,879
Pension Obligation Bond Fund	-	-	-	-
Capital Facilities Fund	10,858,240	10,927,722	12,425,621	12,390,317
Leased Properties Fund	838,658	609,693	667,439	670,070
Grants Fund	399,824	4,797,264	191,295	633,769
Development Impact Fees Fund	72,160	461,788	7,070,000	7,070,000
IGT Fund	12,709,942	15,336,247	15,820,000	15,820,000
<b>TOTALS</b>	<b>\$ 233,345,074</b>	<b>\$ 252,562,506</b>	<b>\$ 272,326,334</b>	<b>\$ 273,667,035</b>



## DEBT SERVICE SCHEDULE

Final Budget FY 2020-21

	Regular Debt Payments		Sinking Fund	Total
	Principal	Interest		
<b>FUNDS</b>				
<b>General Fund</b>				
Pension Obligation Bonds	\$ 2,430,000	\$ 1,757,188	\$ 2,341,450	\$ 6,528,638
Lease Revenue Bonds	116,279	197,234	-	313,513
P-25 Radio Financing	266,013	4,173	-	270,186
Subtotal	2,812,292	1,958,595	2,341,450	7,112,337
<b>Capital Facilities Fund</b>				
Gurney Lease	205,266	8,293	-	213,559
Apparatus and Equipment Leases	5,915,675	330,709	-	6,246,384
Lease Revenue Bonds	23,816	40,397	-	64,213
Subtotal	6,144,757	379,399	-	6,524,156
<b>Leased Properties Fund</b>				
Lease Revenue Bonds	109,907	186,425	-	296,332
<b>TOTALS</b>	<b>\$ 9,066,956</b>	<b>\$ 2,524,419</b>	<b>\$ 2,341,450</b>	<b>\$ 13,932,825</b>



## Expenditures by Division - All Funds

Final Budget FY 2020-21

		ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
<b>OFFICE OF THE FIRE CHIEF</b>						
FCH	FIRE CHIEF	2,312,100	2,410,843	2,418,199	2,426,684	0.7%
DEV	DEVELOPMENT TEAM	419,285	291,856	349,914	364,249	24.8%
BRD	BOARD OF DIRECTORS	279,500	262,169	355,833	277,514	5.9%
COR	COMMUNITY RELATIONS	325,701	334,769	143,503	144,031	-57.0%
<b>ADMINISTRATION</b>						
CRR	COMMUNITY RISK REDUCTION	3,078,422	3,357,132	4,041,619	4,057,663	20.9%
CSE	COMMUNITY SERVICES	(22,510)	32,797	252,558	253,451	672.8%
DCO	DEFERRED COMP	50,737	48,603	55,200	55,200	13.6%
FIN	FINANCE	7,314,086	5,935,108	5,095,339	5,102,561	-14.0%
HRE	HUMAN RESOURCES	1,649,104	1,569,269	2,115,319	2,121,788	35.2%
NDI	NON-DIVISIONAL	36,436,090	41,083,013	48,661,982	48,995,311	19.3%
WCO	WORKERS COMP	2,906,078	3,002,311	3,216,857	3,216,857	7.1%
<b>OPERATIONS</b>						
APE	APPARATUS & EQUIP	325,309	312,021	336,860	362,860	16.3%
ARS	ARSON/FIRE INVESTIGATIONS	431,515	546,716	508,832	509,639	-6.8%
CER	COMM EMER RESPONSE TM	5,874	1,907	8,500	3,500	83.5%
CIS	CRITICAL INCIDENT STR MNGT	17,075	21,080	21,600	21,600	2.5%
CPT	AIR OPS	884,791	1,050,474	1,458,614	1,460,298	39.0%
DIS	DISPATCH	4,031,154	4,220,003	4,241,671	4,124,849	-2.3%
DZR	DOZER PROGRAM	26,198	17,786	750	9,380	-47.3%
EMS	EMER MEDICAL SERVICES	6,713,055	7,783,569	9,169,635	9,181,486	18.0%
EPS	EMER PLANNING SPEC	(8,822)	5,155	7,000	7,000	35.8%
HFI	HEALTH & FITNESS	331,877	338,903	499,442	499,875	47.5%
HZM	HAZMAT	48,361	40,425	25,860	25,860	-36.0%
MIH	MOBILE INTEGRATED HEALTH	-	2,145	723,586	725,192	33708.5%
OPE	OPERATIONS ADMIN	1,782,550	1,500,960	1,850,574	1,857,004	23.7%
RCA	RECRUIT ACADEMY	1,267,997	2,550,629	-	-	-100.0%
RES	RESCUE	56,247	52,474	25,000	25,000	-52.4%
RFP	RESERVE FF PROGRAM	7,275	40,105	83,425	83,425	108.0%
RTL	RENTAL PROPERTIES	542,241	122,192	133,789	133,789	9.5%
SAF	SAFETY	1,316,976	6,843,748	1,592,329	1,625,927	-76.2%
SRP	SINGLE ROLE PARA PRG	2,863,264	2,305,038	3,123,365	3,136,408	36.1%
SUP	SUPPRESSION	126,238,794	129,059,339	135,228,527	135,862,269	5.3%
TEM	TACTICAL EMS	7,105	5,154	7,600	7,600	47.5%
TRA	TRAINING	1,665,059	1,977,623	1,657,123	1,753,264	-11.3%
UAV	UNMANNED AERIAL VEHICLE	22,844	12,792	16,502	16,502	29.0%
USR	URBAN SEARCH & RESCUE	-	-	-	-	
UTL	FIRE STATIONS UTILITIES AND CAPITAL OUTLAY	654,681	1,043,740	7,675,142	7,675,142	635.3%
WIL	WILDLAND	84,337	99,135	58,530	58,530	-41.0%
WTR	WATER RESCUE	13,164	51,222	212,195	272,387	431.8%
<b>SUPPORT SERVICES</b>						
COM	COMMUNICATION	1,322,588	1,623,826	1,641,569	1,660,487	2.3%
FAC	FACILITIES	1,463,694	1,959,513	2,207,968	2,230,552	13.8%
FLE	FLEET	8,180,509	8,204,304	10,107,246	10,055,400	22.6%
LOG	LOGISTICS	2,563,203	2,615,266	2,665,960	2,766,441	5.8%
TEC	INFORMATION TECHNOLOGY	3,485,564	3,667,803	4,083,931	4,168,726	13.7%
<b>TOTALS:</b>		<b>\$ 221,093,072</b>	<b>\$ 236,402,917</b>	<b>\$ 256,079,448</b>	<b>\$ 257,335,701</b>	<b>8.9%</b>



**CAPITAL OUTLAY SUMMARY**

**Final Budget FY 2020-21**

Fund	Division	Description	Units	Price	Amount	Principal	Interest	FY 2020-21	Annual
								Costs	Financing Cost
Capital Facilities	Safety	PPE Washer 2 Unimac's or one solo rescue	1	30,000	30,000				
Capital Facilities	Fleet Maintenance	AMBULANCE - NEW	3	220,000	660,000	63,084	6,600	69,684	139,368
Capital Facilities	Fleet Maintenance	AMBULANCE - REMOUNT	2	130,000	260,000	24,851	2,600	27,451	54,903
Capital Facilities	Fleet Maintenance	ENGINE TYPE I	3	710,000	2,130,000	203,590	21,300	224,890	449,780
Capital Facilities	Fleet Maintenance	ENGINE TYPE V	2	210,000	420,000	40,144	4,200	44,344	88,689
Capital Facilities	Fleet Maintenance	DRAFT COMMANDER	1	100,000	100,000	9,558	1,000	10,558	21,116
Capital Facilities	Fleet Maintenance	BOX TRUCK - LOGS	1	130,000	130,000	12,426	1,300	13,726	27,451
Capital Facilities	Fleet Maintenance	PICK UP - COACH	1	50,000	50,000	4,779	500	5,279	10,558
Capital Facilities	Fleet Maintenance	PICK UP - FLEET	1	60,000	60,000	5,735	600	6,335	12,670
Capital Facilities	Fleet Maintenance	SUV - STAFF	2	60,000	120,000	11,470	1,200	12,670	25,340
Capital Facilities	Fleet Maintenance	VAN - IT	1	55,000	55,000	5,257	550	5,807	11,614
Capital Facilities	Fleet Maintenance	CARRY FORWARD AIR UNIT - DUE IN JUNE	1	552,229	552,229				
Capital Facilities	Fleet Maintenance	CARRY FORWARD AMBULANCE (3) - DUE IN	3	210,294	630,882				
Capital Facilities	Fleet Maintenance	CARRY FORWARD PICK UP FACILITIES - DUE	1	78,625	78,625				
Capital Facilities	Fleet Maintenance	CARRY FORWARD VAN FACILITIES - DUE IN	1	67,000	67,000				
Capital Facilities	Fleet Maintenance	VEHICLE SCANNER - FLEET	1	22,000	22,000				
Capital Facilities	Facility Maintenance	FLEET PUMP POD GROUNDWORK	1	153,000	153,000				
Capital Facilities	Facility Maintenance	RANGE REPLACEMENTS	3	16,000	48,000				
Capital Facilities	Facility Maintenance	STA 112 CARPORT INSTALLATION	1	37,000	37,000				
Capital Facilities	Facility Maintenance	STA 65 CARPORT INSTALLATION	1	30,000	30,000				
Capital Facilities	Information Technology	COPIERS	10	7,810	78,100				
Capital Facilities	Information Technology	NAS	1	5,825	5,825				
Capital Facilities	Information Technology	SERVERS	5	19,600	98,000				
Capital Facilities	Information Technology	SWITCHES	1	6,500	6,500				
Capital Facilities	Fleet Maintenance	REPLACEMENT GOLF CART FOR CERT	1	18,000	18,000				
Capital Facilities	Apparatus And Equipment	COMBI CUTTERS	2	13,000	26,000				
<b>Subtotal: Capital Facilities</b>					<b>5,866,161</b>	<b>380,895</b>	<b>39,850</b>	<b>420,745</b>	<b>841,489</b>
Federal Grants	Water Rescue	SHSGP19 SWIFT WATER RESCUE BOAT AND TRAILER	1	113,663	113,663				
Federal Grants	Water Rescue	SHSGP18 FLOOD RESPONSE BOAT	1	11,377	11,377				
Federal Grants	Water Rescue	SHSGP18 FLOOD RESPONSE BOAT	1	11,377	11,377				
Federal Grants	Water Rescue	SHSGP18 FLOOD RESPONSE BOAT	1	11,377	11,377				
Federal Grants	Water Rescue	SHSGP18 FLOOD RESPONSE BOAT	1	11,377	11,377				
Federal Grants	Water Rescue	SHSGP19 FLOOD RESPONSE PORTABLE TRAILER	1	21,124	21,124				
Development Impact Fire Station 068		STATION 68 BUILD	1	7,000,000	7,000,000				
<b>Grand Totals</b>					<b>13,046,456</b>	<b>380,895</b>	<b>39,850</b>	<b>420,745</b>	<b>841,489</b>



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# REVENUE & EXPENDITURES GENERAL OPERATING FUND





## BUDGET SUMMARY - GENERAL FUND

Final Budget FY 2020-21

	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
<b>REVENUES</b>					
Property Taxes	\$ 149,456,504	\$ 158,932,317	\$ 165,147,000	\$ 165,773,000	\$ 6,840,683
Use of Money/Property	666,431	(258,865)	15,000	15,000	273,865
Intergovernmental	4,559,172	3,910,014	3,583,000	4,051,000	140,986
Charges for Services	55,347,344	52,731,924	58,198,651	58,198,651	5,466,727
Miscellaneous Revenue	1,300,479	1,825,510	2,045,451	2,045,451	219,941
<b>Total Revenues</b>	<b>211,329,930</b>	<b>217,140,900</b>	<b>228,989,102</b>	<b>230,083,102</b>	<b>12,942,202</b>
<b>EXPENDITURES:</b>					
<b>LABOR COSTS</b>	173,997,424	182,409,759	194,085,436	194,946,727	12,536,968
<b>OTHER EXPENDITURES:</b>					-
Services & Supplies	24,395,780	26,532,512	30,800,859	30,786,019	4,253,507
Taxes, Licenses, Debt Service & Others	4,594,231	4,547,932	4,238,799	4,238,799	(309,133)
<b>Total Expenditures</b>	<b>202,987,435</b>	<b>213,490,203</b>	<b>229,125,094</b>	<b>229,971,545</b>	<b>16,481,342</b>
<b>REV LESS EXP</b>	<b>8,342,495</b>	<b>3,650,697</b>	<b>(135,992)</b>	<b>111,557</b>	<b>(3,539,140)</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
Issuance of Capital Leases	-	-	-	-	-
Sale of Assets	3,374	(209)	-	-	209
Transfers in	6,773,187	9,220,000	9,220,000	9,220,000	-
Transfers out	(5,478,814)	(6,939,589)	(7,026,886)	(7,111,334)	(171,745)
<b>Total Other Financing Sources(Uses)</b>	<b>1,297,747</b>	<b>2,280,202</b>	<b>2,193,114</b>	<b>2,108,666</b>	<b>(171,536)</b>
<b>REV LESS EXP PLUS TRANSFERS</b>	<b>9,640,242</b>	<b>5,930,899</b>	<b>2,057,122</b>	<b>2,220,223</b>	<b>(3,710,676)</b>
Less: Increase/Transfer to Committed Fund Balance	(3,453,397)		-	-	-
<b>CHANGE IN FUND BALANCE</b>	<b>6,186,845</b>	<b>5,930,899</b>	<b>2,057,122</b>	<b>2,220,223</b>	<b>(3,710,676)</b>



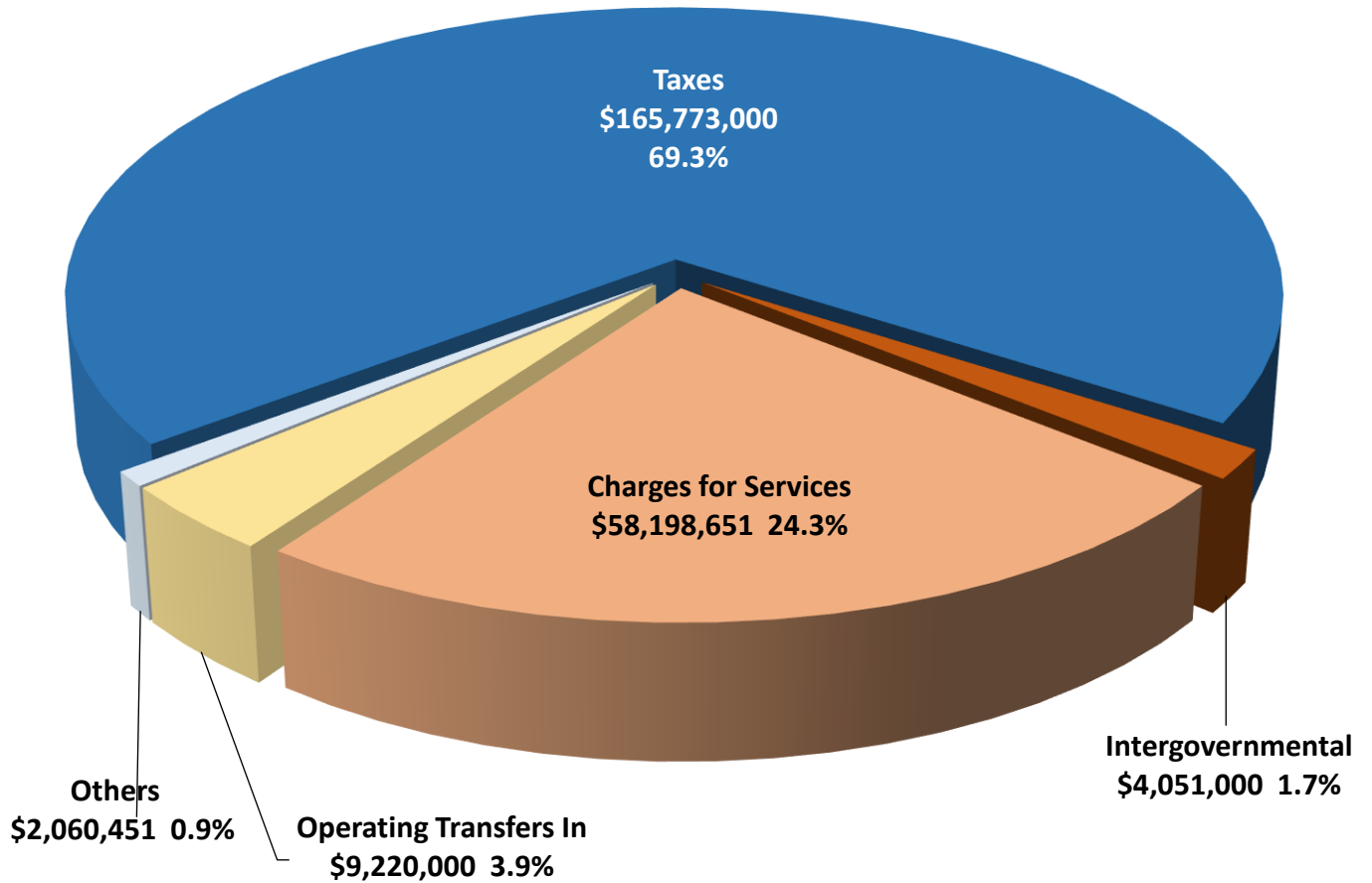
**REVENUES & OTHER FINANCING SOURCES - GENERAL FUND**

**Final Budget FY 2020-21**

	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
910100 CURRENT SECURED PROPERTY TAXES	\$ 137,354,972	\$ 146,239,369	\$ 153,682,000	\$ 154,191,000	\$ 7,951,631
910200 CURRENT UNSECURED PROPERTY TAXES	5,021,293	5,433,699	5,315,000	5,434,000	301
910300 SUPPLEMENTAL PROPERTY TAXES	3,843,051	3,948,077	2,905,000	2,905,000	(1,043,077)
910400 TAXES-SECURED "TEETER" FUNDS	1,015,202	1,013,324	1,080,000	1,080,000	66,676
910500 TAXES-SUPPLEMENTAL "TEETER" FUNDS	200,124	217,882	130,000	130,000	(87,882)
910600 UNITARY CURRENT SECURED TAXES	1,603,847	1,637,412	1,604,000	1,604,000	(33,412)
912000 SECURED REDEMPTION TAXES	5,648	7,276	6,000	6,000	(1,276)
913000 PRIOR UNSECURED PROPERTY TAXES	55,246	71,457	59,000	59,000	(12,457)
914000 PROPERTY TAX PENALTIES	26,116	24,696	25,000	25,000	304
976200 SPECIAL TAX ASSESSMENTS	331,005	339,125	341,000	339,000	(125)
<b>PROPERTY TAXES</b>	<b>149,456,504</b>	<b>158,932,317</b>	<b>165,147,000</b>	<b>165,773,000</b>	<b>6,840,683</b>
941000 INTEREST INCOME	666,431	(258,865)	15,000	15,000	273,865
942000 FAIR VALUE ADJUSTMENT	-	-	-	-	-
<b>USE OF MONEY/PROPERTY</b>	<b>666,431</b>	<b>(258,865)</b>	<b>15,000</b>	<b>15,000</b>	<b>273,865</b>
919600 RDA RESIDUAL DISTRIBUTION	2,078,413	1,502,520	1,259,000	1,579,000	76,480
952200 HOMEOWNERS PROPERTY TAX REVENUE	1,403,461	1,390,559	1,403,000	1,403,000	12,441
953300 REDEVELOPMENT AGENCY-PASSTHRU	1,074,787	1,016,935	921,000	1,069,000	52,065
956900 STATE AID AND OTHER MISC REVENUES	2,511	-	-	-	-
<b>INTERGOVERNMENTAL</b>	<b>4,559,172</b>	<b>3,910,014</b>	<b>3,583,000</b>	<b>4,051,000</b>	<b>140,986</b>
963900 DEPLOYMENTS/OTHER FIRE SERVICE REIMBURSEMENTS	5,626,335	829,062	5,462,000	5,462,000	4,632,938
964300 FEES-INSPECTIONS, PERMITS & PLAN REVIEW	2,307,493	2,406,059	2,040,000	2,040,000	(366,059)
964310 FEE-INSPECTIONS	-	-	-	-	-
964320 PERMITS & KNOX LOCK FEES	3,627	-	-	-	-
964330 PLAN REVIEW FEES	1,626,649	1,777,246	1,400,000	1,400,000	(377,246)
964340 CODE ENFORCEMENT INSPECTION FEES	559,963	529,255	550,000	550,000	20,745
964360 FIREWORK FEES	77,268	66,968	65,000	65,000	(1,968)
964370 PLANNING LETTERS (COUNTY)	39,986	32,590	25,000	25,000	(7,590)
964800 FIRE CONTROL SERVICE (ALARM FEES)	61,822	50,539	55,000	55,000	4,461
964900 COPYING SERVICE	6,030	4,266	10,300	10,300	6,034
966900 MEDICAL CARE (MEDIC FEES)	40,224,372	43,176,084	43,140,000	43,140,000	(36,084)
966910 GEMT REIMBURSEMENT	1,342,915	-	1,000,000	1,000,000	1,000,000
969300 EDUCATION TRAINING SERVICE	429,998	401,688	430,000	430,000	28,312
969900 CONTRACT SERVICE REVENUE	5,348,379	5,864,226	6,061,351	6,061,351	197,125
<b>CHARGES FOR SERVICES</b>	<b>55,347,344</b>	<b>52,731,924</b>	<b>58,198,651</b>	<b>58,198,651</b>	<b>5,466,727</b>
931000 VEHICLE CODE FINES	112	-	3,750	3,750	3,750
932000 OTHER COURT FINES	4,360	12,088	12,000	12,000	(88)
973000 DONATIONS - CERT DONATION FROM FOUNDATION	-	-	-	-	-
974000 INSURANCE PROCEEDS	147,635	33,801	-	-	(33,801)
979000 REVENUE - GEMT ADMIN FEE + OTHER	1,136,713	1,772,047	929,701	929,701	(842,346)
979900 REVENUE - OTHER	11,659	7,574	-	-	(7,574)
<b>MISCELLANEOUS REVENUE</b>	<b>1,300,479</b>	<b>1,825,510</b>	<b>945,451</b>	<b>945,451</b>	<b>(880,059)</b>
<b>Total General Operating Revenues</b>	<b>211,329,930</b>	<b>217,140,900</b>	<b>227,889,102</b>	<b>228,983,102</b>	<b>11,842,202</b>
986200 PROCEEDS FROM SALE OF ASSETS	3,374	(209)	-	-	209
987000 EXTERNAL FINANCING SOURCES	-	-	-	-	-
987010 OTHER PRIVATE FUNDING SOURCES	-	-	1,100,000	1,100,000	1,100,000
599100 OPERATING TRANSFERS IN (From FUND M - IGT)	6,773,187	9,220,000	9,220,000	9,220,000	-
<b>OTHER FINANCING SOURCES</b>	<b>6,776,561</b>	<b>9,219,791</b>	<b>10,320,000</b>	<b>10,320,000</b>	<b>1,100,209</b>
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$ 218,106,491</b>	<b>\$ 226,360,691</b>	<b>\$ 238,209,102</b>	<b>\$ 239,303,102</b>	<b>\$ 12,942,411</b>



**REVENUES & OTHER FINANCING SOURCES - GENERAL OPERATING FUND 212A**  
**Final Budget FY 2020-21**





## Expenditures and Other Financing Uses - General Fund 212A

Final Budget FY 2020-21

	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
<b>EXPENDITURES</b>					
LABOR COSTS	\$ 173,997,424	\$ 182,409,759	\$ 194,085,435	\$ 194,946,727	\$ 12,536,968
SERVICES & SUPPLIES	24,395,780	26,532,512	30,800,859	30,786,019	4,253,507
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,594,231	4,547,932	4,238,799	4,238,799	(309,133)
<b>Total Expenditures</b>	<b>202,987,435</b>	<b>213,490,203</b>	<b>229,125,093</b>	<b>229,971,545</b>	<b>16,481,342</b>
<b>OTHER FINANCING USES</b>					
TRANSFERS OUT	5,478,815	6,939,589	7,026,886	7,111,334	171,745
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 208,466,250</b>	<b>\$ 220,429,792</b>	<b>\$ 236,151,979</b>	<b>\$ 237,082,879</b>	<b>\$ 16,653,087</b>

Acct	Description	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
110000	WAGES	\$ 101,578,103	\$ 101,038,642	\$ 104,222,754	\$ 104,706,409	\$ 3,667,767
120000	BENEFITS	72,419,321	81,371,117	89,862,681	90,240,318	8,869,201
	<b>Total Labor Costs</b>	<b>173,997,424</b>	<b>182,409,759</b>	<b>194,085,435</b>	<b>194,946,727</b>	<b>12,536,968</b>
200500	ADS/LEGAL NOTICES	7,541	4,260	5,862	5,862	1,602
201500	PRINT & COPY SERVICES	15,416	8,988	17,400	17,400	8,412
202100	BOOKS, SUBSCRIPTION SERVICE	8,280	10,993	11,991	12,103	1,110
202200	BOOKS, SUBSCRIPTION (PERM LIB)	13,796	44,424	18,101	20,601	(23,823)
202300	AUDIO VIDEO PRODUCTION SERVICES	9,684	10,142	8,400	8,400	(1,742)
202900	BUSINESS/CONFERENCE	262,633	196,098	210,901	219,531	23,433
203100	BUSINESS ACTIVITY EXP (NON-EE)	10,089	9,628	23,500	23,500	13,872
203500	EDUC/TRAINING SERVICES	459,809	258,376	513,381	521,206	262,830
203600	EDUCATION/TRAINING SUPPLIES	141,032	121,944	176,725	176,725	54,781
203800	EMPLOYEE AWARDS	7,558	5,493	37,100	37,100	31,607
203900	EMPLOYEE TRANSPORTATION	1,713	308	1,000	1,000	692
204100	OFFICE EQUIP NOT INVENTORIED	7,134	5,014	10,000	10,000	4,986
204500	FREIGHT/SHIPPING	8,405	5,416	7,500	7,500	2,084
205100	INSURANCE LBLTY,PPTY,W/C,ETC.	1,313,673	1,881,513	2,475,950	2,475,950	594,437
206100	MEMBERSHIPS	39,744	38,393	44,480	46,047	7,654
206600	PHOTO SUPPLY	7,712	305	750	750	445
207600	OFFICE SUPPLIES	56,472	48,512	63,750	63,750	15,238
208100	POSTAGE/SUPPLY/METER RNTL/LSE	7,758	10,280	16,450	21,950	11,670
208500	PRINTING/BINDING	24,523	22,378	30,400	30,400	8,022
210300	LNDSCP SVC/WEED ABTM/PEST CTRL	109,224	102,683	109,275	109,275	6,592
210400	LANDSCAPE SUPPLY	16,163	15,457	12,000	12,000	(3,457)
211100	BUILDING SERVICE	438,023	701,210	792,308	831,570	130,360
211200	BUILDING SUPPLY	56,424	80,385	54,600	54,600	(25,785)
213100	ELECTRICAL SERVICE	39,868	22,189	34,000	34,000	11,811
213200	ELECTRICAL SUPPLY	33,437	28,096	33,500	33,500	5,404
215100	MECH SYSTEMS SVC	61,796	54,790	50,032	50,032	(4,758)
215200	MECH SYSTEMS SUP	64,881	43,337	58,000	58,000	14,663
216100	PAINTING SERVICE	5,100	6,940	57,000	57,000	50,060
216200	PAINTING SUPPLY	12,998	8,397	11,000	11,000	2,603
216700	PLUMBING SERVICE	61,406	64,953	37,586	36,500	(28,453)
216800	PLUMBING SUPPLY	5,248	5,865	20,000	20,000	14,135
217100	REAL PROPERTY RENTAL	14,619	14,502	15,275	15,275	773
219100	ELECTRICITY	513,688	502,670	560,836	560,836	58,166
219200	NATURAL GAS	119,335	111,887	100,831	100,831	(11,056)
219300	REFUSE SERVICE	41,178	37,360	43,295	43,295	5,935
219500	SEWAGE SERVICE	38,477	40,510	43,594	43,594	3,084
219700	TELEPHONE SVCE:LINE FEES & CALLS	752,988	760,352	802,964	802,964	42,612
219800	WATER SERVICE	124,506	128,553	128,356	128,356	(197)
220500	VEHICLE MAINT SVC	1,335,165	1,455,956	1,668,779	1,668,779	212,823
220600	VEHICLE MAINT SUP	679,222	1,076,474	1,107,044	1,107,044	30,570
222600	EXPENDABLE TOOLS	9,282	11,455	25,056	25,056	13,601
223100	FIRE EQUIP SVC (NON-SCBA)	57,605	48,240	74,000	74,000	25,760
223200	FIRE EQUIP SUPPLY	445,104	804,739	906,568	938,568	133,829
223600	FUEL, OILS & LUBRICANTS	1,219,576	1,119,944	1,161,000	1,161,000	41,056
225100	MEDICAL EQUIP SVC	17,422	101,038	163,501	163,501	62,463
225200	MEDICAL EQUIP SUP	11,344	207,279	71,000	71,000	(136,279)
226400	OFFICE EQUIPMENT/FURNITURE	3,801	8,113	10,000	10,000	1,887
226500	COMPUTER INVENTORIALBLE EQUIPT.	138,248	82,112	175,250	175,250	93,138
226600	STATION FURNISHINGS	54,295	98,574	93,300	93,300	(5,274)
227100	COMM EQUIP SERVICE	19,196	21,163	37,700	37,700	16,537

Acct	Description	ACTUALS	UNAUDITED	PRELIMINARY	FINAL	VARIANCE W/
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2020-21	FY 2019-20 ACTUAL
227200	COMM EQUIP SUPPLY	347,543	517,951	595,300	595,300	77,349
227500	EQUIPMENT RENTAL	176,867	176,478	196,417	196,417	19,939
228100	SHOP EQUIP SERVICE	84,155	43,470	111,800	111,800	68,330
228200	SHOP EQUIP SUPPLY	17,046	42,889	20,650	20,650	(22,239)
229100	OTHER EQUIP SERV	40,975	50,131	43,550	43,550	(6,581)
229200	OTHER EQUIP SUPPLY	176,408	111,450	103,701	101,201	(10,249)
231300	CLOTHING REPAIRS	124,444	135,817	150,000	150,000	14,183
231400	SAFETY CLOTHING AND SUPPLIES	863,416	862,387	634,465	634,465	(227,922)
232100	CUSTODIAL SERVICE	45,402	59,986	61,580	80,276	20,290
232200	CUSTODIAL SUPPLY	109,313	105,243	105,000	105,000	(243)
233200	FOOD SUPPLY	75,125	52,304	82,895	83,645	31,341
234200	KITCHEN SUPPLY	3,488	3,748	4,500	4,500	752
235100	LAUNDRY SERVICE	29,101	33,301	40,000	40,000	6,699
244300	MEDICAL SERVICES	246,621	125,824	315,022	315,022	189,198
244400	MEDICAL SUPPLIES	1,226,601	1,072,250	1,277,132	1,277,132	204,882
250200	ACTUARIAL SERVICE	40,069	26,093	16,250	16,250	(9,843)
250500	FINANCIAL SERVICE	120,427	132,263	135,855	135,855	3,592
253100	LEGAL SERVICE	277,850	260,347	353,000	353,000	92,653
254100	PERSONNEL SERVICE	197,215	172,266	217,152	217,152	44,886
254200	TREASURER SERVICES	6,054	5,722	10,166	10,166	4,444
259100	OTHER SERVICE	5,232,620	5,367,140	7,403,151	7,414,564	2,047,424
281100	COMPUTER SERVICES	986,667	1,260,439	1,255,514	1,295,327	34,888
281200	COMPUTER SUPPLY	6,922	21,789	14,000	14,000	(7,789)
281300	SALES TAX ADJUSTMENT	-	(1,612)	-	-	1,612
281700	ELECTION SERVICE	39,927	-	90,000	11,000	11,000
285100	PHYSICAL FITNESS SERVICE	19,713	16,325	30,000	30,000	13,675
285200	PHYSICAL FITNESS SUPPLIES	87,223	133,040	117,000	117,000	(16,040)
288000	PRIOR YEAR SVC/SUP	-	-	-	-	-
289800	OTHER SUPPLIES	3,539	90,119	34,900	34,900	(55,219)
289900	OTHER SERVICES	682,950	776,921	781,500	781,500	4,579
292300	GS MESSENGER SERVICES	2,644	2,886	3,000	3,000	114
293100	DISPATCH SERVICE	4,031,154	4,220,003	4,241,671	4,124,849	(95,154)
293400	PUBLIC WORKS SVC	17	-	4,560	4,560	4,560
296200	GENERAL SERVICE PARKING CHARGE	6,445	6,281	9,339	9,339	3,058
298400	RADIO SYSTEMS	185,248	201,573	210,498	226,998	25,425
<b>Total Services and Supplies</b>		<b>24,395,780</b>	<b>26,532,512</b>	<b>30,800,859</b>	<b>30,786,019</b>	<b>4,253,507</b>
321000	INTEREST EXPENSE	230,170	213,390	203,507	203,507	(9,883)
322000	PRINCIPAL PAYMENTS	536,091	373,719	382,292	382,292	8,573
345000	ASSESSMENTS	3,611,635	3,724,082	3,442,000	3,442,000	(282,082)
370000	CONTRIBUTIONS TO OTHER AGENCY	216,335	236,741	211,000	211,000	(25,741)
<b>Total Tax, License, &amp; Assessments</b>		<b>4,594,231</b>	<b>4,547,932</b>	<b>4,238,799</b>	<b>4,238,799</b>	<b>(309,133)</b>

**Total General Operating Expenditures**      \$ 202,987,435    \$ 213,490,203    \$ 229,125,093    \$ 229,971,545    \$ 16,481,342

Account Description	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
Transfer Out to Fund D - Capital Facilities	\$ 4,796,489	\$ 6,835,895	\$ 7,026,886	\$ 7,076,581	\$ 240,686
Transfer Out to Fund E-Pension Fund					-
Transfer Out to Fund G-Grants	377,596	103,694	-	34,753	(68,941)
Transfer Out to Fund L-Leases	304,729	-	-	-	-
Transfer Out to Fund M-IGT					-
Transfer Out to Fund S-Simulator Grant					-

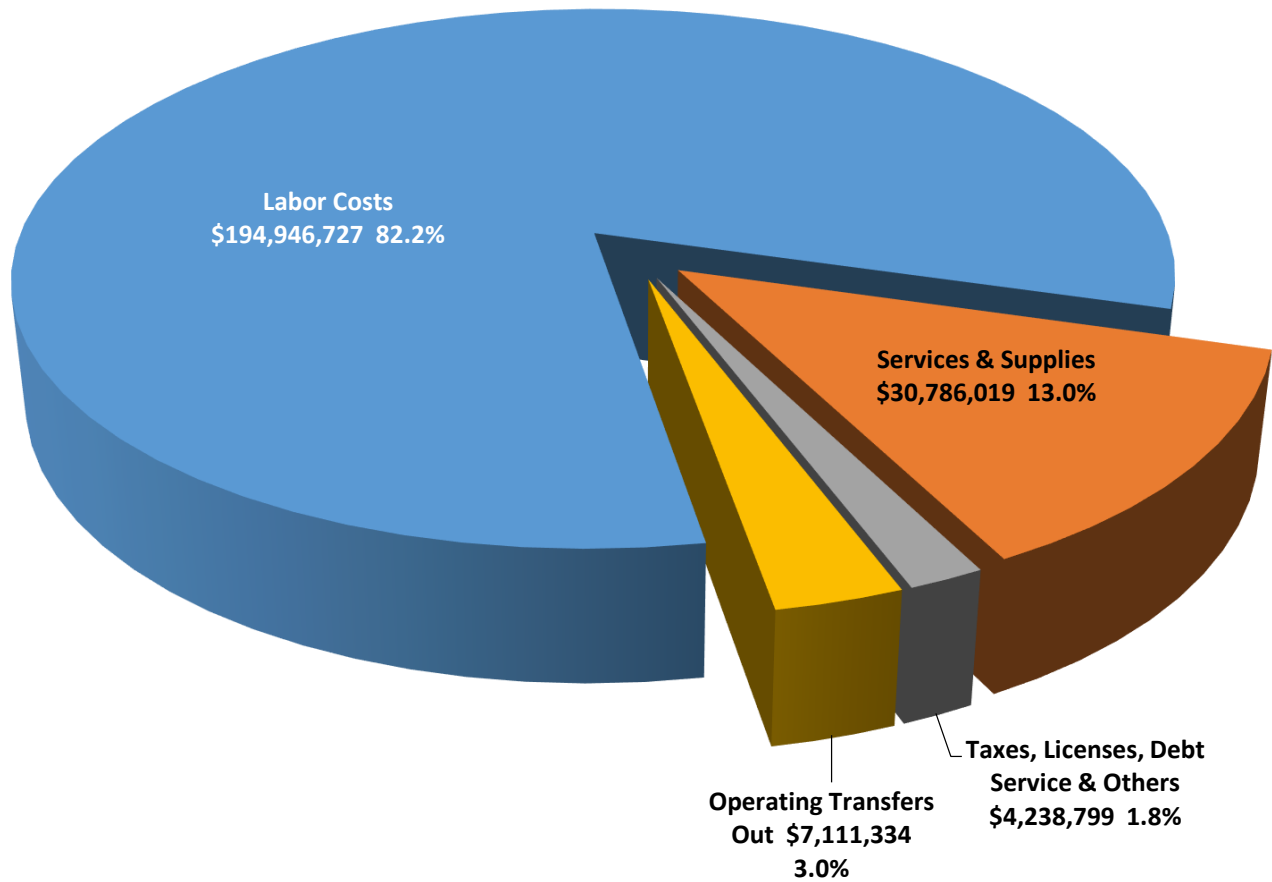
**Total Other Financing Uses**      \$ 5,478,814    \$ 6,939,589    \$ 7,026,886    \$ 7,111,334    \$ 171,745

**Total Expenditures and Other Financing Uses**      \$ 208,466,249    \$ 220,429,792    \$ 236,151,979    \$ 237,082,879    \$ 16,653,087



## EXPENDITURES AND OTHER FINANCING USES - GENERAL FUND 212A

Final Budget FY 2020-21





## Labor Costs - General Fund

### Final Budget FY 2020-21

	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ \$ Change	FY 2019-20 ACTUAL % Change
<b>WAGES</b>						
111000	Wages	\$ 58,792,170	\$ 61,962,905	\$ 65,547,187	\$ 65,873,734	\$ 3,910,829 6.3%
112100	Reserve F/F-Rio Linda	57,725	35,052	50,000	50,000	14,948 42.6%
112400	Directors	17,971	18,633	20,000	20,000	1,367 7.3%
113120	Overtime - Shift	2,206,217	1,765,439	1,939,301	1,945,966	180,527 10.2%
113210	FLSA	1,397,032	1,485,382	1,557,459	1,565,204	79,822 5.4%
113110	Constant Staffing-Callback	23,031,218	18,930,231	17,819,998	17,888,613	(1,041,618) -5.5%
113220	Overtime - Day	313,339	444,183	267,148	268,484	(175,699) -39.6%
114110	Out of Class	45,058	98,778	100,000	100,000	1,222 1.2%
114111	Fire Staff Premium	289,790	295,283	202,171	203,172	(92,111) -31.2%
114120	EMT	2,215,294	2,365,010	2,504,025	2,516,479	151,469 6.4%
114130	Paramedic	2,865,586	3,135,613	3,288,757	3,304,962	169,349 5.4%
114140	Education	3,294,337	3,521,318	3,759,378	3,778,035	256,717 7.3%
114160	Haz-Mat	401,881	413,617	420,794	422,882	9,265 2.2%
114170	Longevity Pay	1,585,556	1,556,980	1,553,109	1,560,802	3,822 0.2%
114200	Standby Pay	19,118	27,370	30,000	30,000	2,630 9.6%
114310	Uniform Allowance	15,378	9,957	24,000	24,000	14,043 141.0%
114320	Tool Allowance	16,500	16,500	16,500	16,500	- 0.0%
115110	Annual PTO/VL Buy Back	795,943	858,853	758,954	758,954	(99,899) -11.6%
115114	Holiday Pay Prem.	2,980,960	2,808,894	2,945,546	2,960,195	151,301 5.4%
115130	Sick Leave Buy Back/Annual	1,237,030	1,288,644	1,418,427	1,418,427	129,783 10.1%
<b>TOTAL WAGES</b>		<b>101,578,103</b>	<b>101,038,642</b>	<b>104,222,754</b>	<b>104,706,409</b>	<b>3,667,767 3.6%</b>
<b>BENEFITS</b>						
<b>Retirement</b>						
121011	CalPERS Safety	31,462,343	36,126,570	39,837,282	39,921,906	3,795,336 10.5%
121020	CalPERS Misc.	1,651,105	1,898,669	2,125,441	2,130,755	232,086 12.2%
121022	Pension Bonds Principal Payment	2,465,000	4,548,053	4,771,450	4,771,450	223,397 4.9%
121040	SCERS Safety Retirement	3,141,977	3,530,927	4,410,395	4,735,416	1,204,489 34.1%
121041	Pension Bonds Interest Payment	1,994,962	1,876,888	1,757,188	1,757,188	(119,700) -6.4%
<b>Total Retirement</b>		<b>40,715,387</b>	<b>47,981,107</b>	<b>52,901,756</b>	<b>53,316,715</b>	<b>5,335,608 11.1%</b>
<b>Medical</b>						
123010	Employees	11,417,963	12,784,382	14,201,802	14,155,223	1,370,841 10.7%
123011	Retirees	9,688,257	10,491,103	11,243,146	11,243,146	752,043 7.2%
123013	Pay In-Lieu of Medical	184,800	30,300	-	-	(30,300) -100.0%
123015	PERS OPEB	5,336,033	4,981,191	6,132,586	6,132,586	1,151,395 23.1%
123020	Dental	1,086,508	1,102,211	1,081,597	1,081,597	(20,614) -1.9%
123030	Vision	135,440	136,543	137,510	137,510	967 0.7%
123040	Employee Assistance Program (EAP)	20,290	26,834	29,380	29,380	2,546 9.5%
123050	LT Disability	40,935	42,513	45,505	45,519	3,006 7.1%
123060	Life/AD&D	119,812	121,044	122,054	122,054	1,010 0.8%
123080	Employee Retirement Consulting	23,955	24,144	24,462	24,462	318 1.3%
<b>Total Medical:</b>		<b>28,053,993</b>	<b>29,740,265</b>	<b>33,018,042</b>	<b>32,971,477</b>	<b>3,231,212 10.9%</b>
122020	<b>OASDHI</b>	1,446,664	1,417,555	1,509,719	1,518,954	101,399 7.2%
122030	<b>PARS</b>	6,817	6,491	9,164	9,172	2,681 41.3%
124000	<b>Workers Compensation Claims</b>	2,166,608	2,202,757	2,400,000	2,400,000	197,243 9.0%
125000	<b>Unemployment</b>	29,852	22,942	24,000	24,000	1,058 4.6%
<b>TOTAL BENEFITS</b>		<b>72,419,321</b>	<b>81,371,117</b>	<b>89,862,681</b>	<b>90,240,318</b>	<b>8,869,201 10.9%</b>
<b>TOTAL LABOR COSTS</b>		<b>\$ 173,997,424</b>	<b>\$ 182,409,759</b>	<b>\$ 194,085,435</b>	<b>\$ 194,946,727</b>	<b>\$ 12,536,968 6.9%</b>





## Expenditures by Division - General Fund

Final Budget FY 2020-21

		ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
<b>OFFICE OF THE FIRE CHIEF</b>						
FCH	FIRE CHIEF	2,312,100	2,410,843	2,418,199	2,426,684	0.7%
DEV	DEVELOPMENT TEAM	281,969	291,856	349,914	364,249	24.8%
BRD	BOARD OF DIRECTORS	279,500	262,169	355,833	277,514	5.9%
COR	COMMUNITY RELATIONS	325,701	334,769	143,503	144,031	-57.0%
<b>ADMINISTRATION</b>						
CRR	COMMUNITY RISK REDUCTION	3,078,422	3,357,132	4,041,619	4,057,663	20.9%
CSE	COMMUNITY SERVICES	(22,510)	32,797	252,558	253,451	672.8%
DCO	DEFERRED COMP	50,737	48,603	55,200	55,200	13.6%
FIN	FINANCE	5,494,300	5,240,823	5,095,339	5,102,561	-2.6%
HRE	HUMAN RESOURCES	1,649,104	1,569,269	2,115,319	2,121,788	35.2%
NDI	NON-DIVISIONAL	25,752,329	29,309,701	35,388,749	35,718,382	21.9%
WCO	WORKERS COMP	2,900,759	3,002,311	3,216,857	3,216,857	7.1%
<b>OPERATIONS</b>						
APE	APPARATUS & EQUIP	297,687	286,282	336,860	336,860	17.7%
ARS	ARSON/FIRE INVESTIGATIONS	431,515	459,317	508,832	509,639	11.0%
CER	COMM EMER RESPONSE TM	5,874	1,907	3,500	3,500	83.5%
CIS	CRITICAL INCIDENT STR MNGT	17,075	21,080	21,600	21,600	2.5%
CPT	AIR OPS	872,211	1,005,840	1,458,614	1,460,298	45.2%
DIS	DISPATCH	4,031,154	4,220,003	4,241,671	4,124,849	-2.3%
DZR	DOZER PROGRAM	26,198	17,786	750	9,380	-47.3%
EMS	EMER MEDICAL SERVICES	6,499,987	7,570,501	8,956,076	8,967,927	18.5%
EPS	EMER PLANNING SPEC	(8,822)	5,155	7,000	7,000	35.8%
HFI	HEALTH & FITNESS	331,877	333,491	499,442	499,875	49.9%
HZM	HAZMAT	48,361	40,425	25,860	25,860	-36.0%
MIH	MOBILE INTEGRATED HEALTH	-	2,145	723,586	725,192	33708.5%
OPE	OPERATIONS ADMIN	1,782,550	1,500,960	1,850,574	1,857,004	23.7%
RCA	RECRUIT ACADEMY	1,267,997	2,550,629	-	-	-100.0%
RES	RESCUE	56,247	21,042	25,000	25,000	18.8%
RFP	RESERVE FF PROGRAM	7,275	40,105	83,425	83,425	108.0%
SAF	SAFETY	1,290,184	1,528,565	1,562,329	1,595,927	4.4%
SRP	SINGLE ROLE PARA PRG	2,863,264	2,305,038	3,123,365	3,136,408	36.1%
SUP	SUPPRESSION	125,856,869	128,948,595	135,217,527	135,659,126	5.2%
TEM	TACTICAL EMS	7,105	5,154	7,600	7,600	47.5%
TRA	TRAINING	1,665,059	1,905,670	1,657,123	1,659,234	-12.9%
UAV	UNMANNED AERIAL VEHICLE	22,844	12,792	16,502	16,502	29.0%
USR	URBAN SEARCH & RESCUE	-	-	-	-	
UTL	FIRE STATIONS UTILITIES	647,244	637,425	675,142	675,142	5.9%
WIL	WILDLAND	84,337	99,135	58,530	58,530	-41.0%
WTR	WATER RESCUE	13,164	11,267	31,900	31,900	183.1%
<b>SUPPORT SERVICES</b>						
COM	COMMUNICATION	1,322,588	1,564,329	1,641,569	1,660,487	6.1%
FAC	FACILITIES	1,463,859	1,714,182	1,702,650	1,722,603	0.5%
FLE	FLEET	4,119,103	4,628,054	4,693,510	4,701,664	1.6%
LOG	LOGISTICS	2,563,203	2,615,266	2,665,960	2,670,332	2.1%
TEC	INFORMATION TECHNOLOGY	3,299,015	3,577,790	3,895,506	3,980,301	11.3%
<b>TOTALS:</b>		<b>\$ 202,987,435</b>	<b>\$ 213,490,203</b>	<b>\$ 229,125,093</b>	<b>\$ 229,971,545</b>	<b>7.7%</b>

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# REVENUE & EXPENDITURES

## OTHER FUNDS





## BUDGET SUMMARY - CAPITAL FACILITES FUND 212D

Final Budget FY 2020-21

	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
<b>REVENUE:</b>					
INVESTMENT & OTHER INCOME	\$ 92,455	\$ 87,448	\$ -	\$ -	\$ (87,448)
MISCELLANEOUS	142	-	-	-	-
<b>Total Revenues</b>	<b>92,597</b>	<b>87,448</b>	<b>-</b>	<b>-</b>	<b>(87,448)</b>
<b>EXPENDITURES:</b>					
SERVICES & SUPPLIES	137,316	(20)	-	-	20
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,598,769	5,518,161	6,520,460	6,524,156	1,005,995
CAPITAL OUTLAY	6,122,155	5,409,581	5,905,161	5,866,161	456,580
<b>Total Expenditures</b>	<b>10,858,240</b>	<b>10,927,722</b>	<b>12,425,621</b>	<b>12,390,317</b>	<b>1,462,595</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>(10,765,643)</b>	<b>(10,840,274)</b>	<b>(12,425,621)</b>	<b>(12,390,317)</b>	<b>(1,550,043)</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
ISSUANCE OF CAPITAL LEASES	5,231,839	4,510,000	3,950,000	3,985,000	(525,000)
SALE OF ASSETS	279,556	82,636	-	-	(82,636)
TRANSFERS IN(OUT) Fund A	4,796,489	6,835,895	7,026,886	7,076,581	240,686
TRANSFERS IN(OUT) Fund L	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>10,307,884</b>	<b>11,428,531</b>	<b>10,976,886</b>	<b>11,061,581</b>	<b>(366,950)</b>
<b>REV LESS EXP PLUS TRANSFERS</b>	<b>\$ (457,759)</b>	<b>\$ 588,257</b>	<b>\$ (1,448,735)</b>	<b>\$ (1,328,736)</b>	<b>\$ (1,916,993)</b>

### SERVICES & SUPPLIES

259100	OTHER SERVICE	\$	137,316	\$	-	\$	-	\$	-
281300	SALES TAX ADJUSTMENT -- BOE		-		(20)		-		20

### TAXES, LICENSES, DEBT SERVICE & OTHERS

321000	INTEREST		403,409		409,043		379,049		379,399	(29,644)
322000	PRINCIPAL		4,195,360		5,109,118		6,141,411		6,144,757	1,035,639

### CAPITAL OUTLAY

410100	LAND ACQUISITION		-		-		-		-	-
420100	STRUCTURES		-		-		67,000		67,000	67,000
420200	NON-STRUCTURE		-		59,280		201,000		153,000	93,720
430100	VEHICLES		4,002,763		3,498,440		5,398,736		5,331,736	1,833,296
430200	OPHTER EQUIPMENT		-		-		5,000		-	-
430300	EQUIPMENT		299,606		1,157,576		233,425		314,425	(843,151)
440300	SOFTWARE		1,819,786		694,285		-		-	(694,285)



# BUDGET SUMMARY - GRANTS FUND 212G

Final Budget FY 2020-21

	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
<b>REVENUE:</b>					
INTERGOVERNMENTAL	\$ 459,488	\$ 4,393,417	\$ 191,295	\$ 599,016	\$ (3,794,401)
INVESTMENT & OTHER INCOME	27,554	20,541	-	-	(20,541)
<b>Total Revenues</b>	<b>487,042</b>	<b>4,413,958</b>	<b>191,295</b>	<b>599,016</b>	<b>(3,814,942)</b>
<b>EXPENDITURES:</b>					
LABOR COSTS	387,244	110,744	11,000	203,143	92,399
SERVICES & SUPPLIES	-	614,452	-	250,331	(364,121)
TAXES, LICENSES, DEBT SERVICE & OTHERS	-	2,250,237	-	-	(2,250,237)
CAPITAL OUTLAY	12,580	1,821,831	180,295	180,295	(1,641,536)
<b>Total Expenditures</b>	<b>399,824</b>	<b>4,797,264</b>	<b>191,295</b>	<b>633,769</b>	<b>(4,163,495)</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>87,218</b>	<b>(383,306)</b>	<b>-</b>	<b>(34,753)</b>	<b>348,553</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
TRANSFERS IN(OUT) FUND A	377,596	103,694	-	34,753	(68,941)
<b>Total Other Financing Sources (Uses)</b>	<b>377,596</b>	<b>103,694</b>	<b>-</b>	<b>34,753</b>	<b>(68,941)</b>
<b>REV LESS EXP PLUS TRANSFERS</b>	<b>\$ 464,814</b>	<b>\$ (279,612)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 279,612</b>

<b>LABOR COSTS</b>						
110000	WAGES	\$ 203,627	\$ 110,744	\$ 11,000	\$ 203,143	\$ 92,399
120000	BENEFITS	183,617	-	-	-	-
<b>SERVICES &amp; SUPPLIES</b>						
203500	EDUCATION/TRAINING SERVICES	-	61,328	-	-	(61,328)
203600	EDUCATION/TRAINING SUPPLIES	-	-	-	13,030	13,030
223200	FIRE EQUIP SUPPLY	-	425,787	-	-	(425,787)
225200	MEDICAL EQUIP SUPPLIES	-	-	-	96,109	96,109
229200	OTHER EQUIP SUPPLY	-	87,399	-	-	(87,399)
231400	SAFETY CLOTHING & SUPPLIES	-	39,955	-	60,192	20,237
259100	OTHER SERVICE	-	-	-	81,000	81,000
281300	SALES TAX ADJUSTMENT -- BOE	-	(17)	-	-	17
<b>TAXES, LICENSES, DEBT SERVICE &amp; OTHERS</b>						
342000	EQUIPMENT	-	2,250,237	-	-	(2,250,237)
<b>CAPITAL OUTLAY</b>						
430300	EQUIPMENT	12,580	1,821,831	180,295	180,295	(1,641,536)



## BUDGET SUMMARY - DEVELOPMENT IMPACT FEES FUND 2121

Final Budget FY 2020-21

	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
<b>REVENUE:</b>					
CHARGES FOR SERVICES	\$ 1,600,941	\$ 1,492,492	\$ 1,300,000	\$ 1,300,000	\$ (192,492)
INVESTMENT & OTHER INCOME	156,115	120,624	-	-	(120,624)
<b>Total Revenues</b>	<b>1,757,056</b>	<b>1,613,116</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>(313,116)</b>
<b>EXPENDITURES:</b>					
SERVICES & SUPPLIES	64,723	55,473	70,000	70,000	14,527
CAPITAL OUTLAY	7,437	406,315	7,000,000	7,000,000	6,593,685
<b>Total Expenditures</b>	<b>72,160</b>	<b>461,788</b>	<b>7,070,000</b>	<b>7,070,000</b>	<b>6,608,212</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>1,684,896</b>	<b>1,151,328</b>	<b>(5,770,000)</b>	<b>(5,770,000)</b>	<b>(6,921,328)</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
TRANSFERS IN(OUT)	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REV LESS EXP PLUS TRANSFERS</b>	<b>\$ 1,684,896</b>	<b>\$ 1,151,328</b>	<b>\$ (5,770,000)</b>	<b>\$ (5,770,000)</b>	<b>\$ (6,921,328)</b>
<b>SERVICES &amp; SUPPLIES</b>					
293400 PUBLIC WORKS SVC - LDSIR FEES	\$ 64,723	\$ 55,473	\$ 70,000	\$ 70,000	\$ 14,527
<b>CAPITAL OUTLAY</b>					
420100 STRUCTURES	7,437	406,315	7,000,000	7,000,000	6,593,685



## BUDGET SUMMARY - LEASED PROPERTIES FUND 212L

Final Budget FY 2020-21

	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
<b>REVENUE:</b>					
RENTAL INCOME	\$ 479,405	\$ 984,892	\$ 1,110,029	\$ 1,110,029	\$ 125,137
INVESTMENT & OTHER INCOME	21,511	8,974	-	-	(8,974)
<b>Total Revenues</b>	<b>500,916</b>	<b>993,866</b>	<b>1,110,029</b>	<b>1,110,029</b>	<b>116,163</b>
<b>EXPENDITURES:</b>					
SERVICES & SUPPLIES	542,076	313,111	371,107	373,738	60,627
TAXES, LICENSES, DEBT SERVICE & OTHERS	296,582	296,582	296,332	296,332	(250)
CAPITAL OUTLAY	-	-	-	-	-
<b>Total Expenditures</b>	<b>838,658</b>	<b>609,693</b>	<b>667,439</b>	<b>670,070</b>	<b>60,377</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>(337,742)</b>	<b>384,173</b>	<b>442,590</b>	<b>439,959</b>	<b>55,786</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
TRANSFERS IN(OUT) FUND A	304,729	-	-	-	-
TRANSFERS IN(OUT) FUND D	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>304,729</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REV LESS EXP PLUS TRANSFERS</b>	<b>\$ (33,013)</b>	<b>\$ 384,173</b>	<b>\$ 442,590</b>	<b>\$ 439,959</b>	<b>\$ 55,786</b>

### SERVICES & SUPPLIES

210300	LANSCAPE SCV/PEST CONTROL	\$ (165)	\$ 19,476	\$ 19,640	\$ 19,640	\$ 164
211100	BUILDING SERVICE	416,741	28,889	76,940	77,133	48,244
211200	BUILDING SUPPLY	140	2,264	17,500	17,500	15,236
213100	ELECTRICAL SERVICE	-	2,410	5,410	5,410	3,000
215100	MECH SYSTEMS SERVICE	-	49,045	32,831	32,831	(16,214)
216700	PLUMBING SERVICES	-	1,695	2,250	2,408	713
219100	ELECTRICITY	79,333	90,504	92,031	92,031	1,527
219200	NATURAL GAS	12,168	11,392	12,417	12,417	1,025
219300	REFUSE SERVICE	3,095	2,399	2,773	2,773	374
219500	SEWER SERVICE	9,306	8,216	9,166	9,166	950
219800	WATER SERVICE	17,858	17,587	17,402	17,402	(185)
232100	CUSTODIAL SERVICE	-	75,418	78,808	81,088	5,670
281300	SALES TAX ADJUSTMENTS	-	(46)	-	-	46
296200	PARKING CHARGES	3,600	3,862	3,939	3,939	77

### TAXES, LICENSES, DEBT SERVICE & OTHERS

321000	INTEREST	197,325	191,295	186,426	186,426	(4,869)
322000	PRINCIPAL	99,257	105,287	109,906	109,906	4,619

### CAPITAL OUTLAY

410100	LAND ACQUISITION	-	-	-	-	-
420100	STRUCTURES/IMPROVEMENTS	-	-	-	-	-



## BUDGET SUMMARY - IGT FUND 212M

Final Budget FY 2020-21

	ACTUALS FY 2018-19	UNAUDITED FY 2019-20	PRELIMINARY FY 2020-21	FINAL FY 2020-21	VARIANCE W/ FY 2019-20 ACTUAL
<b>REVENUE:</b>					
CHARGES FOR SERVICES	\$ 15,156,754	\$ 14,863,756	\$ 15,400,000	\$ 15,400,000	\$ 536,244
INVESTMENT & OTHER INCOME	223,312	173,086	-	-	(173,086)
<b>Total Revenues</b>	<b>15,380,066</b>	<b>15,036,842</b>	<b>15,400,000</b>	<b>15,400,000</b>	<b>363,158</b>
<b>EXPENDITURES:</b>					
SERVICES & SUPPLIES	5,936,755	6,116,247	6,600,000	6,600,000	483,753
<b>Total Expenditures</b>	<b>5,936,755</b>	<b>6,116,247</b>	<b>6,600,000</b>	<b>6,600,000</b>	<b>483,753</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>9,443,311</b>	<b>8,920,595</b>	<b>8,800,000</b>	<b>8,800,000</b>	<b>(120,595)</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
TRANSFERS IN(OUT)	(6,773,187)	(9,220,000)	(9,220,000)	(9,220,000)	-
<b>Total Other Financing Sources (Uses)</b>	<b>(6,773,187)</b>	<b>(9,220,000)</b>	<b>(9,220,000)</b>	<b>(9,220,000)</b>	<b>-</b>
<b>REV LESS EXP PLUS TRANSFERS</b>	<b>\$ 2,670,124</b>	<b>\$ (299,405)</b>	<b>\$ (420,000)</b>	<b>\$ (420,000)</b>	<b>\$ (120,595)</b>
<b>SERVICES &amp; SUPPLIES</b>					
289900 OTHER SERVICE	\$ 5,936,755	\$ 6,116,247	\$ 6,600,000	\$ 6,600,000	\$ 483,753



# BUDGETARY AND FINANCIAL FRAMEWORK

## BUDGETARY FUND STRUCTURE

The FY 2020/21 Final Budget includes appropriations for the following District budgetary funds:

- General Fund
- Capital Facilities Fund
- Leased Properties Fund
- Grants Fund
- Development Impact Fees Fund
- Intergovernmental Transfer (IGT) Fund

For purposes of the District's financial statements, activities of the IGT Fund and Leased Properties Fund are combined with those of the General Fund.

## FUND DESCRIPTIONS

The *General Fund* is the general operating fund of the District. It is used to account for all financial resources except those required or designated by the Board of Directors to be accounted for in another fund.

The *Capital Facilities Fund* is a capital projects fund used to account for the acquisition and construction of the District's capital assets. It is primarily funded by capital lease financing and general fund operating transfers.

The District leases property not required for current operations and accounts for the revenues and expenditures associated with leased property in the *Leased Properties Fund*.

The *Grants Fund* is a special revenue fund used to account for the proceeds of federal and state grants that are legally restricted to expenditures for specific purposes.

The *Development Impact Fees Fund* is a capital projects fund used to account for all resources received from development impact fees. It is used for the construction or acquisition of future fire stations and acquisition of apparatus to serve new developments.

The *Intergovernmental Transfer (IGT) Fund* is used to account for the revenues and expenses associated with the District's participation in Medi-Cal IGTs.

## FUND RELATIONSHIPS AND INTERFUND TRANSFERS

Budgeted operating transfers from the General Fund to the Capital Facilities Fund result from shortfalls of revenues and other financing sources relative to expenditures and other financing uses in that fund. Budgeted operating transfers from the General Fund to the Grants Fund result from any local funding matches required by grant agreements.

Budgeted operating transfers to the General Fund from the IGT Fund result from the net revenue received as a result of participation in the IGT program and are used to offset the General Fund cost of providing health care services.

## BASIS OF BUDGETING

The modified accrual basis of budgeting is used for all funds. This basis is the same as the modified accrual basis of accounting used in the District's audited governmental fund financial statements. Under this basis, revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the District considers all revenues, except property taxes, to be available if they are





## BUDGETARY AND FINANCIAL FRAMEWORK

collected within 90 days of the end of the current fiscal period. Property taxes are recognized if received within 60 days of the end of the current fiscal period. Property taxes, charges for services, intergovernmental revenues, rental income, and investment earnings associated with the current fiscal period are all considered to be susceptible to accrual. Expenditure-driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other eligibility requirements have been met, and the amount is received during the period or within the availability period for this revenue source. All other revenue items are considered to be measurable and available only when cash is received by the District.

Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and workers compensation claims, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Issuance of long-term debt and acquisitions under capital leases are reported as other financing sources.

### **LEVEL OF BUDGET CONTROL**

The District's appropriated budget is prepared by fund, division, and object level. The legal level of budgetary control is at the fund level and then the object level. Each fund has its own budget for the following items: 1) salaries and benefits, 2) services and supplies, 3) capital outlay, and 4) debt service and other expenditures. The Board must approve amendments or transfers of appropriations between funds or objects.

Appropriations in all budgeted funds will lapse at the end of the fiscal year even if they have related encumbrances. Encumbrances are commitments related to unperformed (executory) contracts for goods or services (i.e., purchase orders, contracts, and commitments). Encumbrance accounting is utilized to the extent necessary to assure effective budgetary control and accountability and to facilitate effective cash planning and control. While all appropriations and encumbrances lapse at year end, valid outstanding encumbrances (those for which performance under the executory contract is expected in the next year) are re-appropriated and become part of the subsequent year's budget.

### **KEY FINANCIAL POLICIES**

Financial policies adopted by the Board of Directors are summarized below.

#### **Capital Asset Policy**

The District's Capital Asset Policy defines capital assets as land, buildings, equipment, and other related improvements with an individual cost of \$5,000 or more and a useful life of at least one year. The policy establishes a capital asset accounting system that provides guidelines for the accountability and financial and physical control of capital assets, consistent and uniform procedures and transactions for accounting of capital assets, and compliance with funding entity requirements for grant-funded assets. Board approval is required for budgeted capital asset acquisitions and for disposal of capital assets. This policy also requires a biennial inventory of all capital assets.

#### **Debt Management Policy**

The District's Debt Management Policy sets forth written guidelines for the issuance, structuring, and administration of debt issued to finance District expenditures. This policy prohibits the issuance of long-term debt to fund District operating costs, as well as the use of any derivative products. Debt structuring provisions include a requirement that the maturity of a debt issue be consistent with the economic or useful life of the asset being financed, generally level annual debt services payments, and preferences for fixed interest rates and optional redemption at a reasonable call date.



## BUDGETARY AND FINANCIAL FRAMEWORK

### Pension Funding Bonds Early Payoff Policy

The Pension Funding Bonds Early Payoff Policy establishes the framework for ensuring that the District’s Pension Obligation Bonds are paid off in a manner designed to minimize interest costs and provides a mechanism for paying off the bonds at the earliest possible dates. This policy requires annual deposits with the Pension Bond Trustee such that these amounts, together with investment earnings, will be sufficient to retire the Series 2004B Bonds on their call date of November 19, 2025.

### Reserve Funding Policy

The Reserve Funding Policy establishes minimum and maximum target reserve levels as follows:

DESCRIPTION	MINIMUM	MAXIMUM
<b>UNASSIGNED FUND BALANCE</b>		
1) Operating Reserves <sup>1</sup>	1.8 months (15%)	6 months (50%)
<b>COMMITTED FUND BALANCE</b>		
2) Self-Insurance Reserves <sup>1</sup>	Short-term liability	Total liability
3) Compensated Absence Reserves <sup>1</sup>	Amount expected to be paid in next 12 months	Total obligation owed to all employees
4) Capital Replacement Reserves <sup>2</sup>	Annual depreciation	Accumulated depreciation
5) Early Debt Extinguishment Reserves <sup>1</sup>	Ratable amount needed to retire pension obligation bonds at call dates	Total outstanding pension obligation bond principal
<b>RESTRICTED RESERVES</b>		
6) Capital Improvement Program (CIP) Reserves <sup>3</sup>	10% of current year planned CIP expenditures	Amount needed to fully fund the CIP
7) Debt Service Reserves <sup>1 2 4</sup>	Amount required by bond documents	None
9) Post-Retirement Medical Reserves (CERBT) <sup>5</sup>	Cumulative ARC contributions plus interest earnings	Actuarial present value of other postemployment benefits
[1] General Fund [2] Capital Facilities Fund [3] Development Impact Fees Fund [4] Leased Properties Fund [5] CERBT Trust (not District-held)		

### **LEGAL DEBT LIMIT**

California Health and Safety Code Section 13937 establishes the District’s legal debt limit at 10% of the assessed value of all taxable property within the District; however, this Code section was enacted when assessed valuations were based on 25% of full market value. To account for an adjustment of valuations based on full market value, the District’s debt limit is calculated at 2.50% of total assessed value within the District.

As of June 30, 2019, the District’s bonded debt limit was \$1,679,816,206. Outstanding applicable debt as of the same date was \$41,266,823, for a legal debt margin of \$1,638,549,383.



# BUDGETARY AND FINANCIAL FRAMEWORK

## BUDGET PROCESS

The District's budget cycle generally consists of three adopted budgets each fiscal year, according to the following calendar:

- On or before June 30<sup>th</sup>: Adoption of the Preliminary Budget for the following fiscal year
- On or before October 1<sup>st</sup>: Adoption of the Final Budget for the current fiscal year
- After December 31<sup>st</sup>: Adoption of the Mid-Year Budget for the current fiscal year

### Preliminary Budget

Preliminary Budget development generally begins in early spring for the following fiscal year's budget. District budget officers are invited to attend a budget kick-off meeting, at which time information regarding the long-term financial outlook and expected funding levels is shared. Divisional budget requests are then submitted for changes in position count or classification, overtime, services and supplies, and capital outlay. The Finance Division is responsible for preparing revenue estimates, and compiling and preparing the expenditure budgets based on submitted requests.

Compiled budget requests are reviewed by budget officers at the Branch level. The resulting budget is then reviewed by Executive Staff to determine the budget that will ultimately be recommended to the Board based on organizational priorities and funding constraints. The Preliminary Budget is first presented to the Finance and Audit Committee for informational purposes and then to the Board of Directors for approval.

### Final Budget

The Final Budget process begins in July, after the close of the previous fiscal year. Any requests for expenditure changes are submitted by budget officers and revenue estimates are updated based on newly available information. Typical final budget changes include re-budgeting of items not actually expended in the previous fiscal year and adjustment of property tax estimates based on assessed values released by the County Assessor.

The Final Budget is typically presented to the Finance and Audit Committee in August and recommended to the Board for adoption in September.

### Mid-Year Budget Reviews

Throughout the year, budget officers monitor actual expenditures compared to budget on a monthly basis. The Finance and Audit committee receives bimonthly reports of revenue and expenditure activity compared to budgeted amounts. Additionally, following the close of a fiscal quarter, a formal District-wide budget review is undertaken in which budget officers update estimates of annual spending for each budget account.

The 2<sup>nd</sup> Quarter review serves as the basis for the District's Mid-Year Budget changes, which are based on actual results through December 31<sup>st</sup> of each year. The Mid-Year Budget process typically begins in January, with a presentation to the Finance and Audit Committee in February and Board adoption in March.

## DISTRICT STRATEGIC PLAN

In 2019, the District adopted a new Strategic Plan identifying initiatives, projects, and desired outcomes associated with the following high-level elements:

1. Members
2. Service Delivery
3. Capital Assets
4. Financial Management
5. External Engagement



## BUDGETARY AND FINANCIAL FRAMEWORK

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### LONG-RANGE FINANCIAL PLANNING

As a part of the District's strategic planning efforts, long-range financial trends and assumptions are used to identify financial challenges and develop plans to address them. Identified challenges include the escalating costs of pension and other postemployment benefits, equipment replacement and facility maintenance needs due to deferred investment during the Great Recession, and a potential interruption or reduction in IGT funding.

With regard to pension and other postemployment benefits, the District's practice is to annually fund the actuarially determined contribution amounts for pension and the amount associated with the explicit subsidy liability for other post-employment benefits. Funding at these contribution levels is intended to ensure the long-term sustainability of these benefits.

To address equipment and facility needs, the District has developed a vehicle replacement plan and recently conducted a District-wide facility condition assessment. Each of these efforts will inform the level of capital outlay and facility maintenance spending required to support current service levels.

In order to mitigate any impact of reduced IGT funding levels in the future, the District is evaluating all opportunities to achieve full cost recovery for emergency medical services, including supporting efforts already underway to maximize reimbursements for Medi-Cal services.

The ongoing COVID-19 pandemic and associated stay at home orders that began in March 2020 have introduced a great deal of uncertainty regarding the economic outlook and the potential for negative impacts to District revenues and expenditures in future years. While the District does not currently anticipate significant impacts during FY 2020/21 due to the timing of property tax assessments and pension valuations, the potential for future impacts has led to a cautious approach for the FY 2020/21 Final Budget.

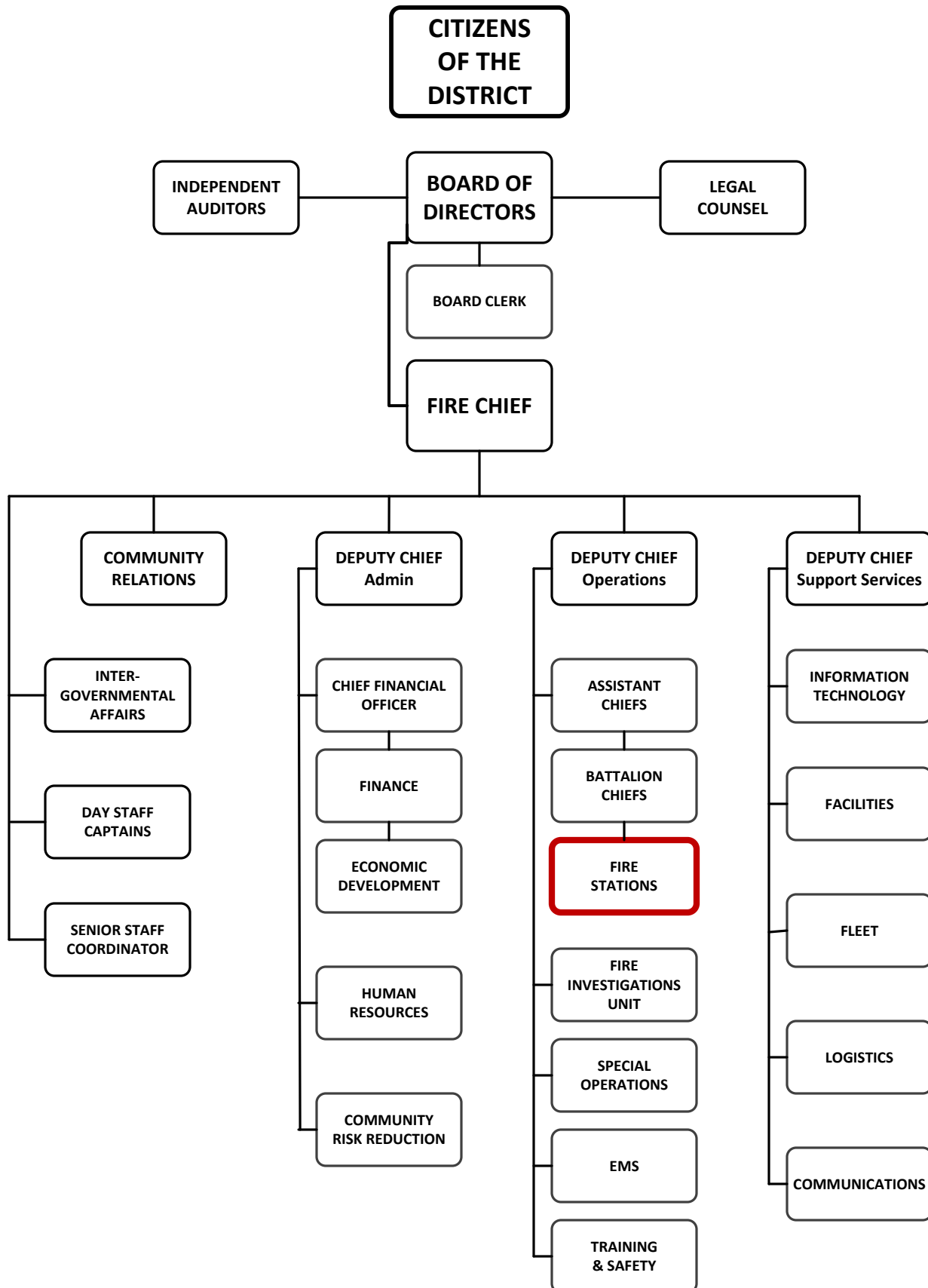
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# DIVISIONS



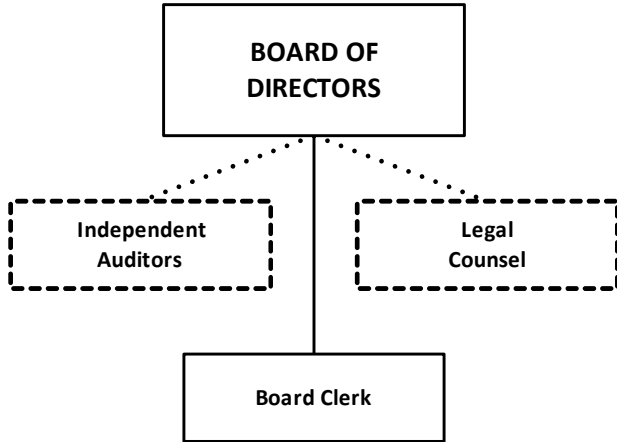


# ORGANIZATIONAL CHART





# BOARD OF DIRECTORS



**STAFFING:**

Board of Directors	9
Board Clerk	<u>1</u>
	<u>10</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 185,584	\$ 91,930	\$ -	\$ -	\$ 277,514	0.1%



## BOARD OF DIRECTORS

Sacramento Metropolitan Fire District is an independent special district governed by a nine-member Board of Directors. Each Board Member is elected by represented divisions from within Metro Fire's jurisdictional boundaries to serve alternating four-year terms of office. The Board of Directors establishes policy for the organization and is directly accountable to the citizenry.

The Board carries out its fiduciary duty by establishing the vision, mission, and strategic goals that will ensure the District meets its obligations and commitment to the public. It is responsible for adopting the District's annual budget and exercises its fiscal oversight duties by reviewing bi-monthly financial statements and the annual independent audit which facilitates making vital decisions governing the future direction of the District. The Board is responsible for the governance of the District and the appointment of the Fire Chief to carry out the day-to-day administration of the policies and budget set by the Board.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Conducted an Annual Workshop with an outside facilitator to create a new Strategic Plan. Developed five high-level elements consisting of Members, Service Delivery, Capital Assets, Financial Management, and External Engagement. Each element has several initiatives and projects associated, and made complete with desired outcomes.
- Allowed four Directors to attend the postponed Cap-to-Cap trip in September 2020. The Directors will work with the Public Safety Team to collectively promote the Capital Region, and represented Metro Fire in meetings with Federal Representatives.
- Filled a Board Vacancy in Division 9 with an internal appointment process to select the short-term Director.

### ***BUDGET DISCUSSION:***

In an effort to ensure delivery of the highest level of service to the constituency, a fiscally conservative budget is maintained. Additionally, an annual audit will be conducted to meet the fiduciary responsibility to the citizenry. In November 2020 a general election for six division seats, Divisions 2, 4, 5, 6, 8, and 9 (short-term) will be held; therefore election related expenditures have been included. On-going travel expenses are utilized to improve public relations and enhance communications, as well as foster cooperation with other special districts and local agencies in attaining mutual goals.

### ***GOALS FOR UPCOMING YEARS:***

The Board's main goal each year is to deliver a balanced budget while maintaining a high level of service to the community. Seeing the completion of the new Strategic Plan, the Board will work with the Fire Chief to maintain the Strategic Plan allowing staff to focus measurable efforts to ensure the Board's goals are met.





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# Office of the Fire Chief

## Todd Harms Fire Chief

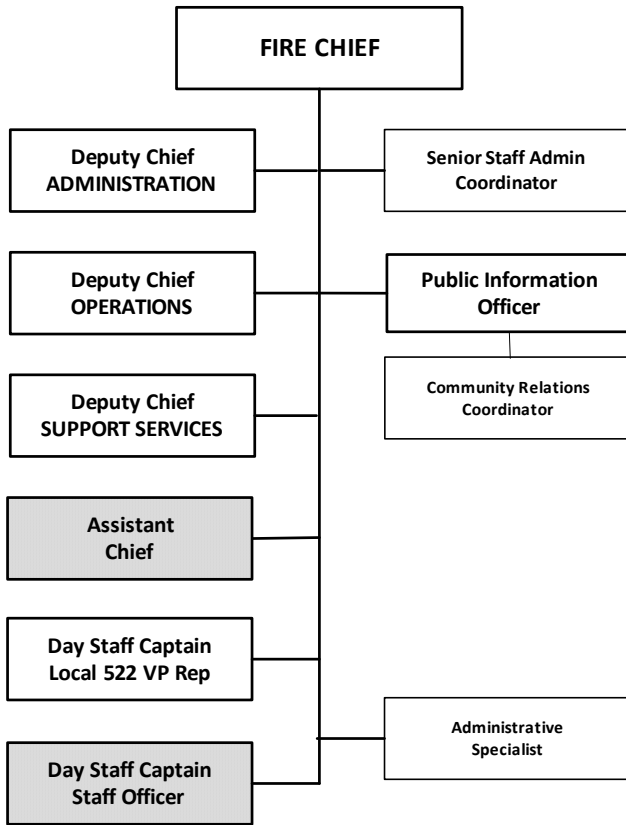


**Peer Support**

**Community Relations**



## OFFICE OF THE FIRE CHIEF



**STAFFING:**

Fire Chief	1
Sr. Staff Admin Coordinator	1
Deputy Chiefs	3
Assistant Chief	0
Day Staff Captain – Local 522	1
Day Staff Captain – Staff Officer	0
Public Information Officer	1
Community Relations Coordinator	1
Administrative Specialist	<u>1</u>
	<u>9</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 2,113,574	\$ 313,110	\$ -	\$ -	\$ 2,426,684	0.9%



## OFFICE OF THE FIRE CHIEF

The Fire Chief is the Chief Executive Officer for the Sacramento Metropolitan Fire District (Metro Fire). Under the direction of the Board of Directors, the Fire Chief provides leadership and is responsible for the overall management of the District. The Fire Chief acts as the Board of Directors' Commanding Officer over all administrative and operational functions and is responsible for developing the vision and strategy of the District in conjunction with the goals and objectives established by the Board. With the selection and mentoring of his executive staff, they assure effective performance, the delivery of quality services and promote a strong relationship between labor and management to optimize a positive work environment for Metro Fire members. It is the Fire Chief's responsibility to coordinate the operations of the District with other local, regional, and state fire protection agencies as well as other governmental agencies and the public.

### ***BUDGET DISCUSSION:***

Budget requests for the Office of the Fire Chief can be grouped into the following major areas:

- Memberships. These memberships are deemed essential to the day-to-day operations of the department and support existing programs and customer service-based partnerships with organizations within our jurisdiction, and with organizations at the local, state and international levels that assist the district in meeting priorities that have been established by the Board of Directors and are consistent with the District's mission.
- Business/Conference. The Fire Chief and selected personnel will attend annual conferences, meetings, etc. when deemed necessary. All costs associated with these functions are covered in this account.
- Other Services and Other Supplies. These accounts are used for "Other Professional Services" that are not covered by another division's budget as well as expected and unexpected District obligations, special recognition, and any other items not covered by other divisions or accounts.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Continued to foster community relations at all levels of governance and the private sector. These relationships have increased collaborative opportunities locally and regionally for the District and statewide for the fire service as a whole.
- Through a collaborative effort, continued to work with the Board of Directors, members of Metro Fire, labor-management, and stakeholders in maintaining and developing objectives and operational strategies to meet the implementing actions set forth in the District's Five-Year Strategic Plan.
- With fulfillment of the District's current Five-Year Strategic Plan on the horizon, staff worked alongside the Board of Directors to develop a new Strategic Plan with focus on the following five key strategies: *Members* (people of Metro Fire), *Capital Assets*, *Service Delivery* (all services & programs), *Financial Management*, and *External Engagement*; each strategy being assigned initiatives, projects, and desired outcomes.
- Through the regional EMS 20/20 process, continued to collaborate with all internal and external stakeholders in the evaluation of the sustainability and adequacy of the Sacramento area community EMS delivery model and how it allows for agencies to maximum efficiencies for all services provided.
- Continued movement with Mission Driven Culture and the creation of The Metro Way Doctrine which will articulate the culture, set of values and principles which will define the ideals for how Metro Fire will continue to accomplish our mission and work collaboratively to optimize the balance of safety, efficiency, and effectiveness to deliver service with professionalism and compassion.





## OFFICE OF THE FIRE CHIEF

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- In accordance with Board Policy 121.01 Fire Station Memorial/Dedication, memorialized/dedicated fire stations 32, 51, and 65 in memory of members who made the ultimate sacrifice and lost their lives in the line of duty with Metro Fire or its predecessor agencies.
- In conjunction with SRFEC board approval, appointed an assistant chief to serve as executive director of the Sacramento Regional Fire/EMS Communications Center (SRFEC) through FY 2020/21.

### ***GOALS FOR UPCOMING YEARS:***

The Fire Chief will continue to carry out the day-to-day administration of policies set by our Board of Directors and state and legislative mandates. This will be done by continuing to work collaboratively with the Board of Directors, management and labor teams, state and local partners, community groups and stakeholders alike to ensure that the District's service delivery model continues to maximize efficiencies and provide the highest level of service to our communities, while maintaining fiduciary obligations.

Additionally, to ensure the District is effectively and efficiently providing the highest level of service, priority will be placed on the continued assessment of our service delivery models and deployments, enhancing organizational communications and continuous training opportunities and building consistency and accountability within the organization.



## PEER SUPPORT PROGRAM

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The Peer Support Program is a critical component to the health and wellness of Metro Fire members and has proven to be extremely beneficial in helping many members navigate through difficult situations. The stresses faced by fire service members throughout the course of their careers can have a cumulative impact on mental health and overall well-being. Peer support programs have been demonstrated to be an effective method for providing support to members.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Continued collaboration with Local 522 and Sacramento County Fire Chiefs to enhance program capabilities, opportunities, and resources at the local and regional levels.
- Continued expansion of regional peer counselor resources and professional providers for member services.
- Continue to engage with personnel including, but not limited to, conducting critical incident diffusions and debriefings, distributing EAP and behavior health materials and resources.

### ***BUDGET DISCUSSION:***

The program consists of representatives and peer counselors from Metro Fire, Cosumnes Fire District, Sacramento City Fire Department, Sacramento Regional Fire Dispatch, Roseville Fire Department, Firefighters Burn Institute, and Local 522.

### ***GOALS FOR UPCOMING YEARS:***

- Continue to increase the number of peer counselors through education and training in the areas of the Regional Peer Support, CISM, Suicide, and Peer Advanced and Basic training.
- Continue to enhance the number of professional providers in the network for member services.
- Focus on the development of a spousal support program and continued expansion of educational opportunities, awareness, and resources for members of Metro Fire and regional partners.



## COMMUNITY RELATIONS DIVISION

The Community Relations Division at Metro Fire provides an around the clock representation of the District for the media and community. One full time Captain/Public Information Officer (PIO) is augmented by two additional Captains and a Supervising Inspector, who assist with PIO functions in addition to their other full-time assignments. PIO's provide incident coverage, conduct press conferences, and market and enhance Metro Fire's activities and reputation in the Sacramento Region and nationwide through traditional and social media programs, communications coordination with other allied governmental entities, and lead the Sacramento Area and Regional Public Safety Information Officers groups.

A Community Relations Coordinator is tasked with project development on behalf of the District, such as coordinating the District's participation in large community-based programs like the California Capital Airshow. The Division leads the annual Cancer Awareness Engine program in creating awareness among employees and the public on cancer testing and prevention.

Unique to the Division is the management and coordination with the Sacramento County Regional Parks Department (SCRPD) on prescribed burn and hazardous vegetation reduction programs, Firewise USA, and Fire Safe CA in collaborative efforts to reduce wildfire danger within the District.

### ***FY2019/2020 ACCOMPLISHMENTS:***

- Began livestreaming of District ceremonies
- Continued 24/7/365 PIO and Communications coverage
- In response to COVID-19, developed multilingual information for at risk community members (Spanish and Russian)
- Received recognition from the IAFF Media Awards program for social media videos
- Provide agency PIO representation on Sacramento Regional IMT



### ***BUDGET DISCUSSION:***

In FY2020/21, the Community Relations Division will continue to push Metro Fire as the pre-eminent all risk emergency service provider in the Sacramento Region through media opportunities and community requests. This requires sustaining the staffing model for 24/7 coverage and development through training opportunities in public engagement, video production, and professional communications skills, while supporting equipment replacement.

### ***GOALS FOR UPCOMING YEARS:***

- Improve livestream and event broadcasting quality and capability
- Continue providing Operations Division with wildland live fire opportunities while achieving objectives in vegetation management
- Increase coordination with the Cities of Rancho Cordova and Citrus Heights, and Sacramento County in coordinating public safety messaging
- Acquire training to provide new skills for existing COR personnel and train new members to baseline qualification

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# Administration Branch

**Greg Casentini**  
**Deputy Chief**



**Community Risk Reduction**

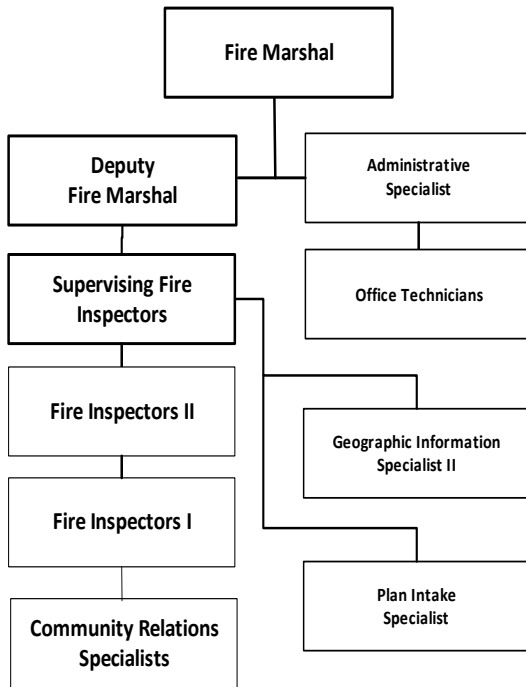
**Finance**

**Human Resources**

**Non-Divisional**



# COMMUNITY RISK REDUCTION & COMMUNITY SERVICES



**STAFFING:**

Fire Marshal	1
Deputy Fire Marshal	1
Supervising Fire Inspectors	3
Fire Inspectors II	7
Fire Inspector I	7
Community Relations Specialists	2
Geographic Information Spec II	1
Administrative Specialist	1
Plan Intake Specialist	3
Office Technicians	<u>3</u>
	<u>29</u>

Community Risk Reduction	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 3,693,029	\$ 364,634	\$ -	\$ -	\$ 4,057,663	1.6%

Community Services	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 219,670	\$ 33,780	\$ -	\$ -	\$ 253,451	0.1%





## COMMUNITY RISK REDUCTION & COMMUNITY SERVICES

The Community Risk Reduction Division (CRRD) is responsible for inspecting existing buildings and properties for fire code violations, issuing permits, assisting fire suppression personnel, responding to code violation complaints, reviewing and approving licensed care facilities, reviewing plans for all construction projects and fire protection systems, as well as conducting the testing and inspections for those projects. In addition, Fire Inspectors handle special event requests, carnivals, fairs, fireworks booth inspections and public fireworks displays. The Community Relations Specialists' focus is delivering educational programs to our communities. This is accomplished through providing fire safety programs and evacuation drills to our business community, fire and injury prevention to our school aged children, and supporting our Operations personnel in delivering education topics at the station and battalion level. In addition, through coordinated efforts with suppression personnel, the GIS Specialist provides detailed District maps and pre-fire drawings for use in emergency response.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Implemented electronic plan review process.
- Adopted local Fire Code amendments through collaboration with stakeholders, City and County building departments, and neighboring fire departments.
- Implemented early notification for exterior hazard mitigation of identified parcels and for defensible space around parcels located within our high-hazard areas.
- Implemented process to respond after fire incidents to determine effectiveness of fire prevention features and to assist business owners with re-opening.
- Began implementation of on-call Inspector program.
- Facilitated successful task book completion for two new Fire Inspector I's.
- Implemented Lateral Inspector I and II hiring process to expedite integration into division tasks.

### ***BUDGET DISCUSSION:***

The Community Risk Reduction Division saw an approximate 5% increase in plan review and construction inspections during FY2018/19. These increased inspections account for a larger workload, especially when evaluated in conjunction with code enforcement inspections. Through attrition and in consideration of the increased number of inspections, the division will backfill with Fire Inspector I positions (which entails a one-year training program) or Lateral Fire Inspector II positions.



In FY2018/19 approximately 52% of plan reviews were outsourced. Our Plan Intake Specialists provide additional customer service and an expedited plan review of smaller projects.

Additionally, the Community Risk Reduction Division is working toward becoming more involved in interagency associations (e.g., NorCal Fire Prevention Officers, Sacramento Regional Fire Prevention Officers, and Sacramento Building Officials) to build and nurture strong working relationships with other agencies. We are also working toward enhancing our professional development through applicable fire service conferences and workshops (e.g.,



## COMMUNITY RISK REDUCTION & COMMUNITY SERVICES

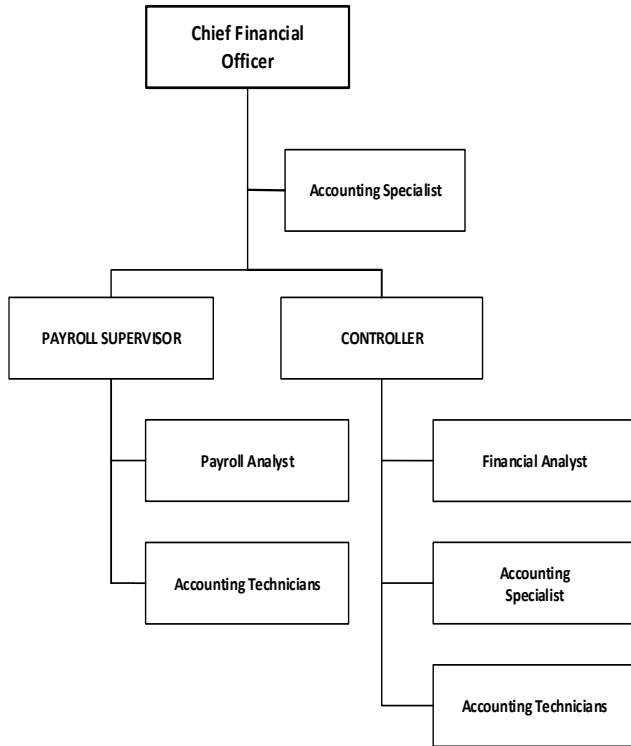
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Underwriter's Laboratory (UL) conferences, National Fire Protection Association (NFPA) conferences, and Community Risk Reduction (CRR) conferences).

The requested Community Services budget will be used to purchase reinforcement materials that support the reduction of injury and death for every age group in our community. Our Community Relations specialists have embarked on our largest community outreach program with a goal of providing burn and injury prevention programs to 10,000 school aged children. The initial roll out of this program targets children in preschool through 2<sup>nd</sup> grade. In addition, Fire Camp is a program targeted to reach 80 kids ages 11-13 providing them a glimpse of a career as a firefighter. The funds will also allow us to become more involved with our community partners by attending Chamber of Commerce and community meetings throughout the District.

### ***GOALS FOR UPCOMING YEARS:***

- Begin a Community Risk Assessment and participate in the development of a Risk Assessment Plan for the District.
- Analyze inspection and fire data with data analytic software to identify potential risks.
- Continue to enhance communication to business community by establishing collaborative working groups such as Building Industry Association, Sunrise Market Place and Fulton Avenue Association.
- Enhance communication and ensure timely service is provided to our Cities.
- Ensure plan check turnaround time of 10 working days is maintained.
- Ensure upcoming fire inspections and plan reviews are conducted efficiently.
- Evaluate and enhance community relations programs.
- Coordination of target hazards with Operations personnel.
- Re-evaluate education based programs with specific messages targeted at community risk reduction.
- Support for Operations personnel through updating fire station education materials.
- Continued support of the fire house dinner and fire station tour programs.



**STAFFING:**

Chief Financial Officer	1
Controller	1
Payroll Supervisor	1
Payroll Analyst	1
Financial Analyst	1
Accounting Specialists	2
Accounting Technicians	<u>6</u>
	<u><u>13</u></u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,623,135	\$ 205,326	\$ 3,274,100	\$ -	\$ 5,102,561	2.0%



The Finance Division's professional team oversees Metro Fire's multi-million dollar financial operation. Every team member takes stewardship of your public funds with great seriousness. The Division facilitates budget development, ensuring resources are properly allocated for optimum public service levels. Finance also has processes in place to safeguard District assets, track spending, collect all revenue and cost reimbursements, and provide accurate financial reporting. Annual independent financial statement audits confirm Metro Fire's financial statements are fairly presented using Generally Accepted Accounting Principles.

### ***FY2019/20 ACCOMPLISHMENTS:***

During the last fiscal year, the Finance Division accomplished the following:

- Awarded the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the District's Comprehensive Annual Financial Report (CAFR) for the fifth consecutive year
- Obtained a clean audit opinion for the eighth straight year
- Received the California Society of Municipal Finance Officers' Meritorious Award for second straight year for the Fiscal Year 2019/20 Operating Budget
- Completed implementation of a new Enterprise Resource Planning (ERP) system, including financial, budget, timekeeping, and payroll modules
- Received the Award for Outstanding Achievement in Popular Financial Reporting from the Government Finance Officers Association (GFOA) for the District's first ever Community Annual Report (CAR) for FY 2017/18 and produced the District's second CAR for FY 2018/19



### ***BUDGET DISCUSSION:***

The Finance Division issues payroll to about 700 employees, processes vendor invoices, and prepares the annual budgets and various financial statements and reports. Over 50,000 transactions are processed through Metro Fire's books annually. Along with personnel costs, its budget includes the following:

- Continuing education to keep up with the ever-changing accounting and regulatory environments
- Consulting with third-party experts regarding property taxes, actuarial projections, financing arrangements and various other financial topics
- Fees paid to the County of Sacramento for administering Metro Fire's property taxes
- Fees paid to the State for the Ground Emergency Medical Transport Quality Assurance Fees program

### ***GOALS FOR UPCOMING YEARS:***

To effectively and efficiently manage Metro Fire's finances, the Division has the following goals for the upcoming fiscal year:

- Review and update District policies and procedures related to finance and payroll
- Conduct a Districtwide fraud risk assessment
- Redesign District budget and financial reporting documents



## ECONOMIC DEVELOPMENT

The Economic Development Division is responsible for the successful administration of the District's economic development, grants administration, real estate, intergovernmental affairs, and land use, planning, and development endeavors. Grants administration includes grant research and development, submitting applications for funding, maintaining inventory records of all grant-funded purchases, and managing all financial and reporting requirements in accordance with federal grant guidelines. Real estate activities include managing the buying, selling, and leasing of District properties. Intergovernmental affairs include promoting the District's interests and representing the District to the legislature, special interest groups, and officials at the local, state and federal government. Land use, planning, and development endeavors include representing the District's long-term goals and objectives to local government, land developers, and the community.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Submitted two grant proposals totaling nearly \$750,000 for projects including hazardous materials incident response plan development and fire ground survival training program implementation.
- Managed grant awards totaling nearly \$4.7 million including the completion of a regional SCBA replacement program (\$4.1 million), completion of flammable liquids advanced bulk storage foam training (\$162,150), completion of a ballistic protective equipment replacement project (\$87,400), implementation of a flood response program (\$134,524) and swift water rescue boat replacement (\$113,663), and development of a hazardous materials incident response plan (\$16,673).
- Conducted three LODD fire station dedications.
- Secured the site for Future Fire Station 68 in Rancho Cordova, completed design of the station, and executed an agreement for construction.
- Initiated the development of a District-wide Capital Improvement Plan (CIP).
- Initiated a Capital Facilities Impact Fee Study Update.



### ***BUDGET DISCUSSION:***

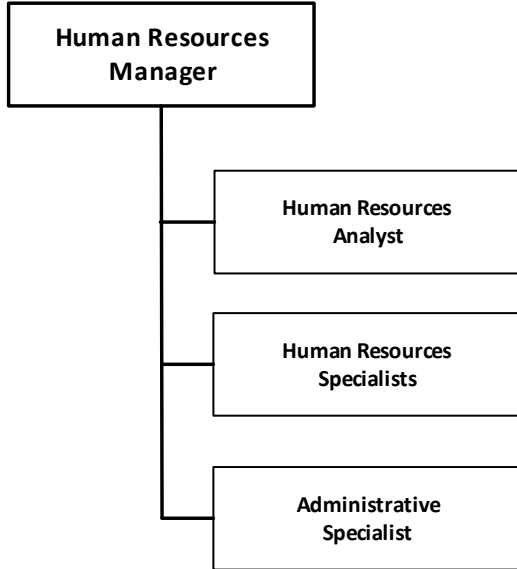
The Economic Development Division will continue to focus on the management of District properties, planning for future growth, and securing grants to fulfill District needs. In FY2020/21, funds are being requested for completing the updated Capital Facilities Impact Fee Study, completing a Capital Improvement Plan (CIP) and preparing various feasibility studies for capital improvement projects, and beginning construction of Future Fire Station 68.

### ***GOALS FOR UPCOMING YEARS:***

- Oversee construction of Future Fire Station 68 in Rancho Cordova (Strategic Plan: Capital Assets 1a-b).
- Complete Capital Facilities Impact Fee Study update (Strategic Plan: Financial Management 2a).
- Complete Capital Improvement Plan (CIP) for the District (Strategic Plan: Capital Assets 1-3).
- Implement capital improvement projects (Strategic Plan: Capital Assets 1-3).
- Continued service delivery evaluation and future fire station planning (Strategic Plan: Service Delivery 3a).
- Continued identification of projects eligible for grant funding (Strategic Plan: Financial Management 1b).
- Continued engagement of partners at the local, state, and federal levels (Strategic Plan: External Engagement 1a).



## HUMAN RESOURCES



### STAFFING:

Human Resources Manager	1
Administrative Specialist	1
Human Resources Analyst	1
Human Resources Specialists	<u>3</u>
	<u>6</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,321,521	\$ 800,267	\$ -	\$ -	\$ 2,121,788	0.8%



## HUMAN RESOURCES

The Human Resources Division is dedicated to providing efficient and effective quality services to our employees and community, which include: recruitment and selection, background investigations, employee relations, job classifications, compensation, policy and procedure development, employee benefits administration, absence management, workers' compensation administration and risk management insurance and self-insurance. The Human Resources Division staff includes the HR Manager, one HR Analyst, three HR Specialists, and one Administrative Specialist and is under the direction of the Deputy Chief of Administration.

### ***FY2019/20 ACCOMPLISHMENTS:***

During fiscal year 2019/20, the Human Resources Division recruited for two Firefighter academies, three Single Role Paramedic Program academies, and assisted all Divisions with recruitment and selection to fill various open positions, such as Lateral Firefighter, Fire Inspector, Fire Investigator, and Help Desk Technician. The HR Division held two promotional exams including Fire Engineer and Deputy Fire Marshal.

The HR Division was extensively involved in the Oracle HRIS system implementation with the HR phase and Benefits phase.

### ***BUDGET DISCUSSION:***

The Human Resources Division budget includes the following:

- Projected recruitment of 30 new Firefighters, and 30 new SRP Paramedics and EMT's. Recruitment costs include: advertising, testing, interviewing, background investigations, and medical evaluations.
- HR anticipates conducting the following promotional exams: Battalion Chief, Fire Captain, Fire Engineer, and Supervising Inspector.
- Ever-changing laws and regulations in the Human Resources field require ongoing professional training; therefore, HR will be providing professional training to our Metro Employees.



### ***GOALS FOR UPCOMING YEARS:***

To accommodate the growing needs of the District, the HR Division will be recruiting for numerous positions both internally and externally. The HR Division will also be holding promotional examinations for Battalion Chief, Fire Captain, Fire Engineer, and Supervising Inspector. These recruitments contribute directly and indirectly to Board Strategies 2 and 6. Also the Human Resources Division will be working to renew the District's transparency certificate, which is part of Board Strategy 3.

We look forward to providing continued solutions and support to our employees.



## NON-DIVISIONAL

The Non-Divisional (NDI) budget represents costs that are incurred by the District in general and cannot be directly associated with any division in particular. These costs include pension bond debt service, other post-employment benefits (OPEB), supplemental reimbursements to retirees, and various other payments.

### ***BUDGET DISCUSSION:***

The Non-Divisional budget includes \$17 million representing current payments for retiree medical insurance as well as contributions to the CalPERS Employer’s Retirement Benefit Trust (CERBT) which is used to prefund future retiree medical premiums.

Additionally, pension bond debt service and sinking fund payments totaling \$6.5 million are included in Non-Divisional expenditures. In accordance with the District’s plan to retire the pension bonds at the earliest date allowed, there was a \$25.5 million expense to pay-off the Series C bonds in November 2018. A similar payment is also scheduled in FY 2025-26 for the Series B bonds. The funding for these disbursements will come from committed fund balance accumulated since FY 2005/06.



This division also budgets \$4.4 million for a payment to Sacramento County Employees’ Retirement System (SCERS). These payments reduce an unfunded liability for District retirees and employees formerly employed by the Florin Fire Protection District, which is a predecessor agency. Also included in the budget are estimates for paid time off and sick leave buybacks of about \$2.2 million for all divisions.

This division also covers expenditures for property and liability insurance premiums, postage, and for the District’s headquarters expenditures such as utilities, janitorial services and landscape maintenance. Finally, Inter-Governmental Transfer (IGT) fees amounting to \$6.6 million are included in the expenditure budget. This will allow the District to recover federal funding associated with Medi-Cal managed care beneficiaries amounting to approximately \$15.4 million.

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 32,305,274	\$ 9,743,595	\$ 6,946,442	\$ -	\$ 48,995,311	19.1%



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# Operations Branch

## Eric Bridge Deputy Chief

Operations

Emergency Medical Services

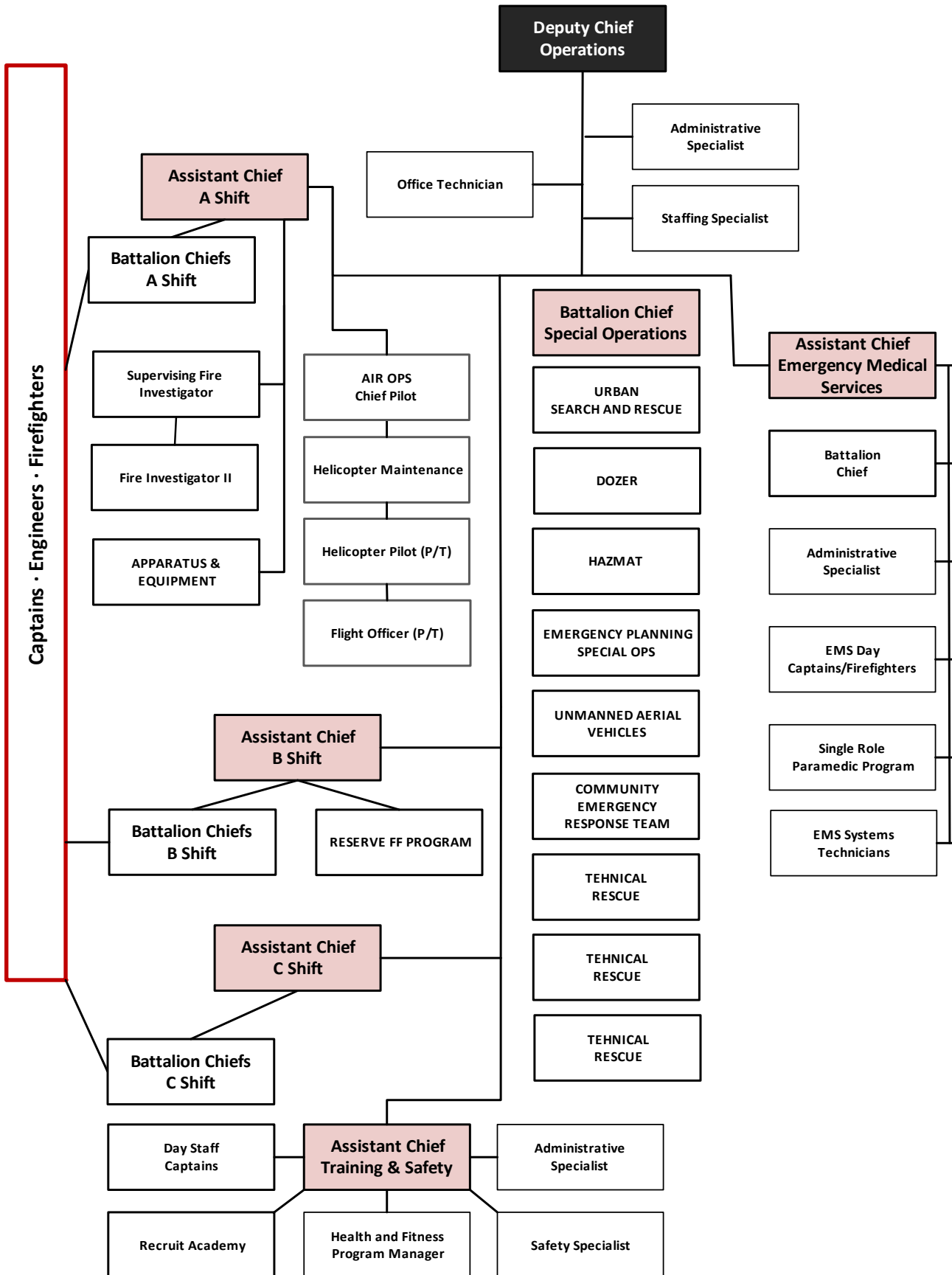
Single Role Paramedic  
Program

Fire Investigations Unit

Training

Health & Fitness







## OPERATIONS

Deputy Chief	1	Supervising Fire Investigator	1
Assistant Chiefs	4	Fire Investigator II	2
Administrative Specialist	1	Battalion Chiefs	16
Staffing Specialist	1	Captains	132
Office Technicians	1	Engineers	132
Helicopter Chief Pilot	1	Firefighters	<u>231</u>
Helicopter Pilots (P/T)	4		<u>527</u>

<b>Administrative</b>	<b>Labor Costs</b>	<b>Services &amp; Supplies</b>	<b>Taxes, Licenses, etc.</b>	<b>Capital Outlay</b>	<b>Division Total</b>	<b>% of Total Budget</b>
FY2020/21	\$ 1,821,497	\$ 35,507	\$ -	\$ -	\$ 1,857,004	0.7%

<b>Suppression</b>	<b>Labor Costs</b>	<b>Services &amp; Supplies</b>	<b>Taxes, Licenses, etc.</b>	<b>Capital Outlay</b>	<b>Division Total</b>	<b>% of Total Budget</b>
FY2020/21	\$ 135,670,126	\$ -	\$ -	\$ -	\$ 135,670,126	52.8%

<b>Fire Investigations</b>	<b>Labor Costs</b>	<b>Services &amp; Supplies</b>	<b>Taxes, Licenses, etc.</b>	<b>Capital Outlay</b>	<b>Division Total</b>	<b>% of Total Budget</b>
FY2020/21	\$ 497,123	\$ 12,516	\$ -	\$ -	\$ 509,639	0.2%



The Operations Division oversees all aspects of the District's all-hazard emergency services delivered from 41 stations with daily shift staffing of 183 personnel. The Operations Branch answered over 97,000 calls for service in 2019. These calls for service are answered by five battalion chiefs, 36 first-out engine companies, eight truck companies, 13 fire-based medics and nine single role paramedic units.

Metro Fire has several Special Operations programs that are managed under the Operations Division. These programs include Hazardous Materials (Hazmat), Technical Rescue, Urban Search and Rescue (US&R), Swift Water Rescue, Tactical Emergency Medical Support (TEMS), the Dozer Program, and the Unmanned Aerial Vehicle (UAV) Program.

Metro Fire's Hazmat and Technical Rescue programs are certified by the California Office of Emergency Services for Type I statewide response. The US&R program is a member of California Urban Search and Rescue Task Force 7 (CA TF-7), one of 28 FEMA US&R task forces in the nation and one of eight in the state. Metro Fire's aviation and dozer programs are the only ones of their kind regionally and provide critical response capabilities to the Sacramento region. Metro Fire's TEMS program, also the only one of its kind regionally, provides tactical medical support to the Sacramento County Sheriff's Department, Citrus Heights Police Department, and FBI SWAT Teams. Additionally, Metro Fire is a member of the FBI Joint Terrorism Task Force, Regional Fusion Center, and Urban Area Security Initiative's Urban Area Working Group.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Delivered Strategy & Tactics training to all suppression members focusing on regional target hazards.
- Standardized equipment on ARFF1 and ARFF2.
- Formalized a plan for ongoing ARFF training with Sacramento International Airport.
- Filled the vacant Fire Investigator II position.
- Obtained grant funding for low draft vessels for the Swift Water Rescue Program.



### ***BUDGET DISCUSSION:***

Metro Fire's primary source of funding is property tax revenue and as such, its operations are significantly impacted by property values. The FY20/21 Operations budget continues to reflect restoration of much of the service that was reduced in the prior economic downturn.

### ***GOALS FOR UPCOMING YEARS:***

- Recruit and hire more contract pilots in Air Ops.
- Implement an intra-District helicopter pilot training program.
- Improve/enhance copter maintenance capacity.
- Expand Air Ops capability to include air ambulance with a public-private partnership.
- Recruit and hire additional reserve firefighters.
- Complete & finalize a new Field Training Program for District peace officers.
- CERT recruitment and retention.
- CERT training & drills and regular deployment practice.
- Complete the Command Doctrine and deliver initial training to all ranks.
- Continued training and career development for the current dozer operators.
- Continue to strengthen the working relationship with Cal Fire AEU.
- Continue to enhance monthly and quarterly drills for Hazmat team members.
- Continue to replace expired consumables and outdated/unsupported capital asset equipment to maintain Type I HMRT status with CalOES.



## OPERATIONS

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- Implement training and operational response capabilities for grant-acquired jon boats for flood response.
- Continue to replace & maintain PPE.
- Continue required annual training for Technical Rescue.
- Implement out-of-county response ability for UAV program.
- Continually identify and improve response times.
- Implement a regional automated data monitoring and alerting system.



## FIRE INVESTIGATIONS

Metro Fire is one of the few agencies in our region with a full-time Fire Investigation Unit (FIU). The primary role of the Fire Investigations Unit (FIU) is to investigate unidentified fire causes, the causes of fires resulting in serious bodily injury or death and suspected arson related incidents that occur within the Sacramento Metropolitan Fire District. The FIU assists our Community Risk Reduction Division (CRRD) in enforcing Fire and Building codes and subsequent violations through the legal system. The FIU works as an assisting agency with local, State, and federal law enforcement agencies throughout the Sacramento region.

### ***FY2019/20 ACCOMPLISHMENTS:***

- The FIU conducted a total of 308 investigations for 2019 and has conducted a total of 87 investigations for 2020 as of April 30, 2020.
- Total losses in 2019 were approximately \$8,580,195. So far in 2020, the total losses have been approximately \$4,290,850.
- In 2019, there were a total of 15 cases closed by arrest with 104 cases determined to be arson related. So far in 2020, there has been a total of 2 case closed by arrest with 29 cases determined to be arson related.
- The FIU investigated a total of 7 civilian fatality fires in 2019, with one being ruled as a homicide. In 2020, the FIU has not investigated any civilian fatality fires.
- For the majority of 2019, the FIU functioned with 2 full-time investigators as one full-time investigator position was vacant. In August of 2019, three part-time retired annuitant investigators were hired by the District to supplement full-time investigators in areas requiring 24-hour investigator duty coverage. In September of 2019, a full-time investigator was hired, which brought full-time investigator staffing levels back up to current District standards.
- The FIU created and implemented a law enforcement officer Field Training Program (FTP) for newly hired District investigators. The FTP was successfully utilized with the hiring of the third full-time investigator position.



### ***BUDGET DISCUSSION:***

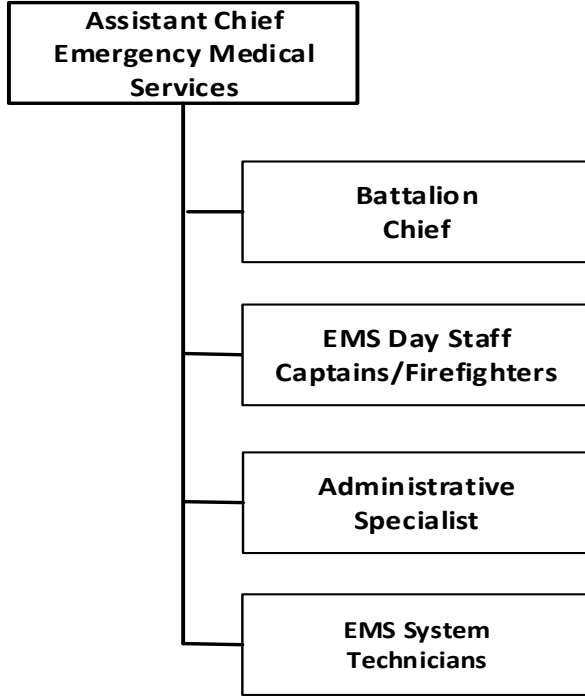
Under the direction of the Fire Chief, the FIU is a subsection under the Operations Division. In July 2019 the FIU lost two dedicated Sacramento Sheriff's department detectives due to budget constraints. This added the responsibilities of criminal investigation follow-up to District FIU investigators. To fill the gap, FIU has created working partnerships with the Federal Bureau of Alcohol, Tobacco, and Firearms (ATF) and the California Department of Forestry and Fire Protection (Cal-Fire). One ATF Special Agent and one Cal-Fire Law Enforcement Officer are now housed within the FIU building with the availability of providing technical assistance to FIU District investigators as needed. FIU is currently working with Cal-Fire to create a Memorandum of Understanding (MOU) that will allow for the sharing of law enforcement/investigative resources and create the availability of District FIU investigators to attend annual advanced law enforcement education/training provided by Cal-Fire.

### ***GOALS FOR UPCOMING YEARS:***

- Have a signed MOU with Cal-Fire for the sharing of law enforcement/investigative resources.
- Continue to create adequate storage space for a District Evidence facility and implement a District evidence tracking system.



# EMERGENCY MEDICAL SERVICES



**STAFFING:**

Assistant Chief	1
Battalion Chief*	1
Administrative Specialist	1
EMS Day Staff Captains**	3
EMS System Technicians	<u>2</u>
	<u>8</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,510,917	\$ 7,457,010	\$ 213,559	\$ -	\$ 9,181,486	3.6%

\*Temporarily filled by an out-of-class Captain



## EMERGENCY MEDICAL SERVICES

The Emergency Medical Services (EMS) Division is committed to providing the highest level of service possible to the communities we serve. Metro Fire's team of skilled first responders is supported by recurrent professional training and continuous quality care improvement. The administrative side of EMS is comprised of an Assistant Chief, Battalion Chief, three Captain/Paramedics, one Administrative Specialist, and two EMS System Technicians. 24/7 support to all District ambulance operations is provided by three field supervisors ("EMS24") who also oversee the members of the Single Role Paramedic Program.

The EMS Division supports the third largest fire-based Advanced Life Support (ALS) transporting program in the State of California, operating 18 ALS ambulances 24/7, six reserve ALS ambulances that can be cross staffed for surge in call volume, two seasonal ALS peak time ambulances, and 43 ALS engine and truck companies. The EMS Division also manages a public/private partnership that further augments our ALS ambulance response capabilities. With over 469 paramedics and 104 EMTs to staff these units, as well as watercraft, a helicopter, and bike medic teams for special events, over 63,000 patients are transported or receive EMS services annually.

With an innovative approach to out-of-hospital patient care utilizing a focused deployment of specialized resources as a goal, the EMS Division has unified efforts with numerous regional stakeholders to build Sacramento Mobile Integrated Healthcare (MIH) and formulate a pilot study of the project. Modeled after similar such programs that pair an advanced-level practitioner in the field with a paramedic to provide uniquely-tailored care delivery, this initiative aims to expand the response capabilities of Metro Fire.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Worked cooperatively with Sacramento County Public Health to activate Community Care Response Units (CCRU) in response to the COVID-19 pandemic
- Re-classified two staff members to EMS System Technician to better reflect their scope of responsibilities
- Added an annuitant member to staff to monitor the system impacts of the 911 Waiver revocation in Residential Care Facilities for the Elderly (RCFE) and to act as the District's liaison to the Community Care Licensing Division
- Partnered with the California Fire and Rescue Training Authority to provide ACLS, 12-lead ECG, and infrequently used skills training
- Secured a grant from the California Department of Healthcare Services for pre-load nasal Narcan
- Collaborated with Mercy San Juan hospital to host two regional run reviews for EMS providers
- Upgraded the modems on all LP15 cardiac monitors to cellular/Wi-Fi technologies to allow for improved data transmission from field units to hospitals and the ePCR system
- Completed the RFP process for advanced life support ambulance services
- Finalized a Memorandum of Understanding (MOU) with UC Davis Hospital for the Emergency Medicine Fellowship Program
- Joined the Cardiac Arrest Registry to Enhance Survival (CARES) as a reporting agency
- Joined the Sacramento County Child and Elder Death Review Teams







## EMERGENCY MEDICAL SERVICES

- Sent EMS System Technicians to Certified Ambulance Privacy Officer (CAPO) & Certified Ambulance Compliance Officer (CACO) courses
- EMS Captain attended the National Fire Academy's Management of Emergency Medical Services program
- All EMS24s attended Designated Infection Control Officer training
- Collaborated with allied agencies on the review and revision of the regional MCI plan

### ***BUDGET DISCUSSION:***

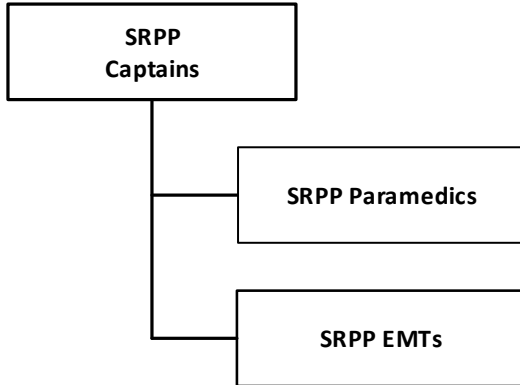
The EMS Division is responsible for the management of the emergency medical system, ensuring that our Emergency Medical Technician (EMT) and paramedic personnel are trained and equipped to serve the public at the highest levels. Of foremost concern is ensuring fiscal resources sufficient to overcome the challenges associated with navigating the landscape of the modern EMS system: keeping pace with an increasing call volume, exploring new service delivery modalities, adapting to evolving industry standards, optimizing cost recovery for medical services, fulfilling ongoing training needs, developing and sustaining programs, and maintaining currency with materials and technologies.

### ***GOALS FOR UPCOMING YEARS:***

- Complete RFP for SacMIH services and develop sustainable funding to maintain the program
- Enhance cost recovery for EMS services
- Work with Local 522 to identify potential enhancements to the SRP Program
- Work with Local 522 to add Fire Department Medic (FDM) to our EMS system
- Complete build-out of the Continuum module in ImageTrend to optimize data analysis capability
- Develop and implement a replacement plan for cardiac monitor/defibrillators
- Update hardware and software for the tracking, accountability, and security of controlled substances
- Support Continuing Education opportunities for EMS Division staff members



## SINGLE ROLE PARAMEDIC PROGRAM



### STAFFING:

SRPP Captains*	3
SRPP Paramedics	16
SRPP EMTs	18
	37

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 3,106,808	\$ 29,600	\$ -	\$ -	\$ 3,136,408	1.2%

\*Currently filled by temporarily by 1 Captain, 1 out-of-class Engineer, and 1 out-of-class Firefighter



## SINGLE ROLE PARAMEDIC PROGRAM

The Single Role Paramedic Program (SRPP) was established in 2013 as a pathway for its members to become Firefighter/Paramedics with Metro Fire. To date, over 60 percent of the program graduates have made the intended transition to Firefighter/Paramedic, and several members have since promoted to Engineer.

The SRPP is managed in the field by three supervisors (“EMS24”) that alternate by platoon to oversee the operation of four 24-hour medic units assigned throughout multiple battalions in Metro Fire’s jurisdiction, and the SRPP 12-hour peak cars. The deployment model is structured to allow for the flexibility of placing additional ambulances into service as staffing levels allow.



### ***FY2019/20 ACCOMPLISHMENTS:***

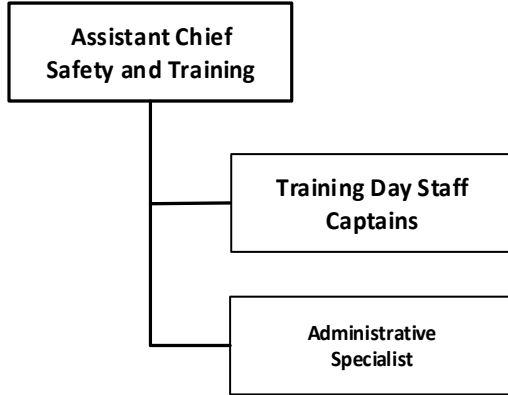
- Graduated three SRPP Recruit Academies
- Hired 14 Paramedics
- Hired five Emergency Medical Technicians (EMTs)
- Promoted nine EMTs to Paramedic
- Transitioned 23 members to the rank of Firefighter/Paramedic
- Provided paramedic internships for program members
- Implemented a trial of 24-hour schedule to optimize utilization of available staff
- Integrated SRP Paramedics into the Peer Review Committee
- Incorporated SRP members into Task Level Training (TLT) to assist with Battalion EMS training
- Enlisted SRPP members to supplement staffing for special event assignments (e.g. Bike Medic, Air Show)

### ***BUDGET DISCUSSION:***

The SRPP celebrated its sixth year on March 1, 2019. The continued goal of the program is to enhance the capabilities of the District to deliver high-caliber ambulance transportation to the communities it serves, while providing a career track for EMTs and Paramedics seeking the opportunity to become Firefighter/Paramedics.

### ***GOALS FOR UPCOMING YEARS:***

- Succession planning
- Expand recruitment efforts
- Bolster the number of paramedic preceptors in the SRPP ranks
- Work with Local 522 to revamp the program for long term sustainability



***STAFFING:***

Assistant Chief	.5
Day Staff Captains	3
Administrative Specialist	<u>1</u>
	<u>4.5</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,075,584	\$ 398,650	\$ 185,000	\$ -	\$ 1,659,234	0.6%



The Training Division's mission is to improve service delivery to the community by providing realistic, ongoing, and verifiable training to district personnel and assisting them to develop and strengthen essential job skills. We strive to ensure all-risk operational readiness and enhance the ability of our members to perform quality public service. We promote teamwork and service in a safe, effective, and efficient manner. There are many federal, state, and locally mandated requirements which must be addressed, and as new information becomes available, it is imperative that we introduce new tools, technology, or equipment to train our fire personnel. The Training Division makes available opportunities to employees to achieve full potential in their current roles and assist them to advance their careers through training.

### ***FY2019/20 ACCOMPLISHMENTS:***

- The graduation of Firefighter Academies 19-2 and 20-1
- Conducted performance appraisals of over 110 probationary suppression personnel from the rank of Battalion Chief to Firefighter
- Conducted multiple District-wide hands-on, full-scale exercises at donated structures
- Conducted Captain and Battalion Chief Academies for promotional exams
- Supported and facilitated many certified classes in many disciplines for District members
- Continue to grow the Battalion Chief training officer involvement and training supply caches
- Updated training classrooms in each battalion

### ***BUDGET DISCUSSION:***

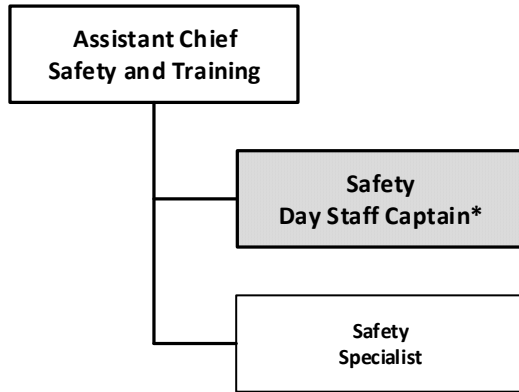
Metro Fire has seen a steady decrease of experience within the ranks. The need for realistic scenario base training which emphasizes comprehension of complex incidents can set our emergency responders up for success. Additional staffing expenditures will need to be committed to narrow this experience gap.

An increase in budget support hours for FY20/21 is due to the increased staffing levels for live fire training, currency training for specialty qualifications and skills evaluations of all ranks. It also includes an engineer mobile training prop to cultivate our vanishing Engineer rank and a mobile all-hazard command simulator which can also be used for community outreach and education. Continued evaluation and mentoring for all personnel is essential in ensuring the highest level of service to the community.



### ***GOALS FOR UPCOMING YEARS:***

- Continue live fire training under intense and realistic conditions in two-story Class A prop
- Increase skills evaluation and mentoring for all ranks
- Increase delivery of full scale exercises, live fire training, and scenario-based training
- Continue to cultivate and expand the number of qualified instructors within Metro Fire



**STAFFING:**

Assistant Chief	.5
Safety Day Staff Captain*	0
Safety Specialist	<u>2</u>
	<u>2.5</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 213,456	\$ 1,382,471	\$ -	\$ 30,000	\$ 1,625,927	0.6%

*\*Position currently vacant and not funded.*



The Safety Division oversees Personal Protective Equipment (PPE), Occupational Safety and Health Administration (OSHA) responsibilities, self-contained breathing apparatus (SCBA) and more. All items requested from the Safety Division are required safety items necessary for personnel to safely do their jobs as well as meet both NFPA and OSHA requirements.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Completed a district-wide full PPE inspection while personnel attended the annual Fit Testing
- In the last budget year safety and logistics washed and inspected over 3500 sets of turnouts.
- Purchased over 150 sets of replacement turnouts for current personnel and new hires.
- Completed wear test evaluation, purchase, and implementation of new structure gloves in addition to particulate blocking hoods.
- Purchased, inventoried and put into service the district new self-contained breathing apparatus.
- Received new wildland PPE, inventoried and put in service over 600 garments.

### ***BUDGET DISCUSSION:***

- Increased the PPE repair line due to the district's new particulate blocking hoods needing annual inspection by a certified I.S.P per NFPA 1851.
- Request possible funding for a second set of Wildland PPE.
- Requested funding to provide training for the new Safety Specialists.
- Due to the global COVID-19 pandemic it is paramount that we restock depleted supplies in addition to creating a large cache in case of future outbreaks.
- Some accounts were moved in order to stream line the safety budget and better monitor spending trends in the future.



### ***GOALS FOR UPCOMING YEARS:***

- Purchase either two new Uni-Mac washers or a Solo Rescue laundry machine for cleaning boots, helmets, gloves, and SCBAs to replace our aging fleet
- Test, purchase and implement an inventory control software for tracking of SCBA inspections, inventory, and repairs.
- Work to fully implement our NFPA 1851 program and get closer to full compliance
- Conduct a fabric evaluation for structural turnouts and if needed conduct a full wear test.



## HEALTH AND FITNESS

Metro Fire’s Health and Fitness division is responsible for providing all members with the opportunity to maintain an appropriate level of health and fitness throughout their career. The District provides comprehensive medical evaluations and annual fitness assessments. It provides professional support members with a fitness program that includes equipping facilities with a complement of fitness equipment and access to health and fitness knowledge and guidance through the District’s Health and Fitness Coach.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Fitness assessments were scheduled by company and occurred at stations
- Completed daily morning PT for multiple academies (SRP, lateral fire fighter and suppression)
- Provided an online, personalized fitness training program for all members



### ***BUDGET DISCUSSION:***

To comply with NIOSH Line of Duty Death report recommendations, as well as NFPA 1582 and the IAFF/IAFC Wellness Fitness Initiative, the plan for FY2020/21 is to continue to have all suppression personnel participate in a comprehensive medical evaluation. This evaluation will also meet the mandates for employee immunizations, DMV medicals as necessary, annual respiratory clearance and annual medical evaluations for those on the Hazmat team.

### ***GOALS FOR UPCOMING YEARS:***

- Continue medical wellness exam for NIOSH SCBA compliance and preventive medical screening based on the hazards of the career.
- Continue fitness equipment replacement plan to include updating equipment to current modern standards for functional, fire-specific workouts
- Restart the Peer Fitness Program, including additional tactical fitness training
- Physical therapy partnerships to increase injury prevention and reduce recover time and fiscal liability
- Start bi-monthly hard copy newsletter

**Health and Fitness  
Program Manager**

### ***STAFFING:***

Program Manager     1

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 90,625	\$ 409,250	\$ -	\$ -	\$ 499,875	0.2%



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# Support Services Branch

**Brian Shannon**  
**Deputy Chief**



**Communications**

**Facilities**

**Fleet**

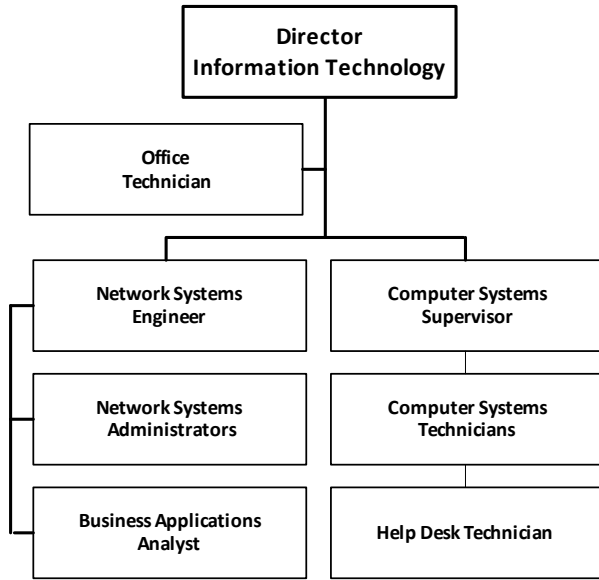
**Information Technology**

**Logistics**



# INFORMATION TECHNOLOGY

**STAFFING:**



Director	1
Network Systems Engineer	1
Computer Systems Supervisor	1
Network Systems Administrator	2
Business Applications Analyst	1
Computer Systems Technician	2
Help Desk Technician	1
Office Technician	<u>1</u>
	<u>10</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,412,962	\$ 2,567,139	\$ -	\$ 188,425	\$ 4,168,526	1.6%



## INFORMATION TECHNOLOGY

The Information Technology (IT) Division includes Computer Systems and Network Systems. Under the direction of the Director of Information Technology, the IT Division manages the District's data center, network security, LAN/WAN, VoIP system, building fire/security/access control systems, mobile devices, and computer systems for 41 fire stations and four administrative buildings.



### ***FY2019/20 ACCOMPLISHMENTS:***

- Replace several servers for our virtual environment
- Upgraded mobile data computers to Windows 10
- Implemented Oracle ERP
- Upgraded the exchange and virtual environments as well as the access control system
- Installed classrooms throughout the District for training
- Installed cellular gateways for district-wide life pack 15's
- Replaced and upgraded network switches
- Migrated to new circuits for fire stations

### ***BUDGET DISCUSSION***

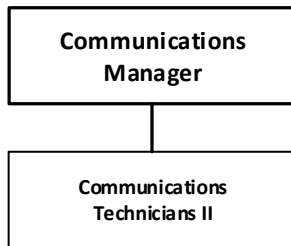
This year's budget is higher than last fiscal year due to increased costs in supporting the District's Oracle ERP system and hardware replacements.

### ***GOALS FOR UPCOMING YEARS:***

- Upgrade remaining servers to Windows Server 2016
- Upgrade all PCs to Windows 10
- Upgrade our virtual PC environment and several servers
- Replacement of several servers and network switches



## COMMUNICATIONS



**STAFFING:**

Communications Manager	1
Communications Technician II	<u>2</u>
	<u>3</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 517,273	\$ 873,028	\$ 270,186	\$ -	\$ 1,660,487	0.6%



## COMMUNICATIONS

The Metro Fire Communications Division is responsible for the operation, maintenance, and repair of all District communication equipment and vehicle emergency lighting. Equipment includes: 800 MHz radios, VHF radios, pagers, Mobile Data Computers (MDCs), vehicle modems, vehicle intercom systems, code 3 lighting, station emergency (red) phones, fire station alerting systems, and traffic signal Opticom systems.

The Communications Division is committed to providing the highest level of service to Metro Fire staff to help reduce unit response times and ensure communications stay intact. Communication Technicians handle all equipment repairs and radio programming out in the field. Metro Fire's Communications Manager represents the District in Radio System Enhancement Committee meetings, Radio System Management Group (SMG) meetings, and sits on the Technical Advisory Committee (TAC) for the Sacramento Regional Radio Communications System (SRRCS). This enables Metro Fire to have a voice on how the regional radio system is managed.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Replaced all vehicle internet modems with new Cradlepoint modems.
- Incorporated the first GPS activated Opticom traffic intersections in the District's jurisdiction
- Converted all fire station alerting systems to fully integrate with the WestNet server at dispatch.



### ***BUDGET DISCUSSION:***

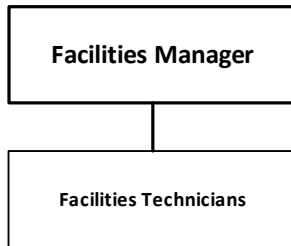
The internet modems in Metro Fire vehicles were failing at an alarming rate, proving to be unreliable. The Communications Division budgeted \$197K to replace all vehicle modems with new Cradlepoint IBR900 modems. This drastically improved internet connection and practically eliminated failures. The Communications Division incorporated the first GPS intersection Opticom system. The cost to configure one intersection is \$3,500 - \$6,000, depending on the equipment needed. With GPS, vehicles can preempt an intersection from 2,500 feet, as opposed to 500 feet with the infrared system. The Communications Division also finished converting all Metro stations to be fully integrated with WestNet Station Alerting platform. Metro's cost share for the server at dispatch was approximately \$300K. The WestNet system enables dispatches to go out quicker and reduces dispatch times.

### ***GOALS FOR UPCOMING YEARS:***

- Install Opticom emitters on additional intersections throughout Sacramento County
- Enable radio system access from District owned smart phones
- Work with the Communications Center to integrate Automatic Voice Dispatch (AVD) and Automatic Vehicle Locator (AVL) in the dispatching process
- Update paging system to newer, more reliable system
- Enable GPS location through portable radios



## FACILITIES



**STAFFING:**

Facilities Manager	1
Facilities Technicians	<u>4</u>
	<u>5</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 605,757	\$ 1,356,795	\$ -	\$ 268,000	\$ 2,230,552	0.9%



## FACILITIES

The Facilities Division is tasked with the maintenance, repair, and refurbishment of the District's fire stations, administrative buildings, and other District-owned properties being leased out. These tasks include completing maintenance and repair requests for existing buildings and physical grounds, and completing refurbishment of District properties to meet operational needs. The mission of the Facilities Division is to keep all District properties in good working condition and to keep the fire stations as fully functional and comfortable environments for our firefighters.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Response to over 100 monthly repair requests
- District-wide restroom assessment and signage upgrades
- District-wide fire sprinkler system certifications
- Multi-site flooring replacements (7 stations)
- Multi-site ice machine replacements (6 stations)
- Multi-site LED lighting retrofits (17 sites)
- Multi-site A/V room refurbishments (7 stations)
- Multi-site station security projects including fencing and gates (4 stations)
- Station 117 roof replacement
- Station 106 dorm refurbishment
- Station 24 shower room addition
- Apparatus bay cooling replacements (Stations 31 and 27)
- HQ heater replacement and HVAC software upgrade
- HQ window re-sealing and landscape drainage improvement
- Installation of vehicle charging station at HQ
- Installation of Legacy Wall at HQ

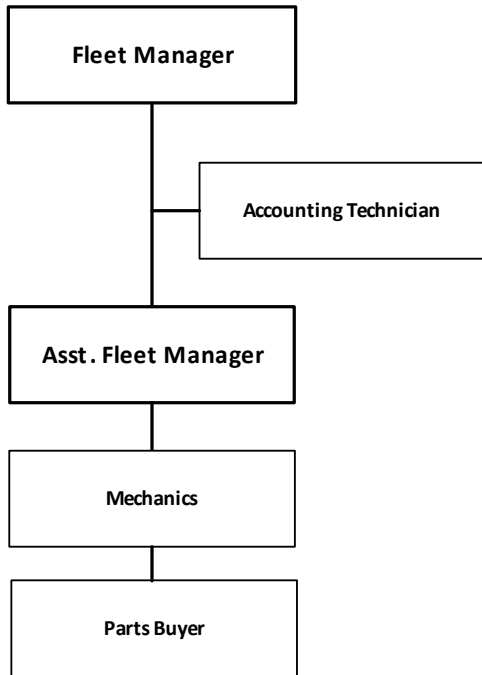


### ***BUDGET DISCUSSION:***

Funding for the FY2020/21 budget is requested to continue providing routine maintenance, repairs, and replacements, as well as emergency service to support the operation of the plumbing, electrical, mechanical, and structural systems for District properties. Additionally, funding is requested for projects including multi-site security enhancements, Phase Two of the multi-station flooring replacement project, and various interior and exterior refurbishment projects in order to keep District properties functionally efficient to support the ongoing operational needs of the District.

### ***GOALS FOR UPCOMING YEARS:***

- Continuing multi-station flooring replacement projects, station security enhancements, and restroom compliance
- Addressing needs identified in Facility Condition Assessment
- Supporting projects identified in Capital Improvement Plan



**STAFFING:**

Fleet Manager	1
Assistant Fleet Manager	1
Mechanics	11
Parts Buyer	1
Accounting Technician	<u>1</u>
	<u>15</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 2,288,460	\$ 2,413,204	\$ -	\$ 5,353,736	\$ 10,055,400	3.9%





Fleet Maintenance Division's primary mission is to support District operational readiness by maintaining 360 vehicles and apparatus in safe, effective, and reliable working order. This is achieved through comprehensive fleet management practices including acquisition, inspection, maintenance, repair, testing, recordkeeping, and disposition of equipment. The Division monitors and maintains a daily pre-trip inspection program for all line vehicles, assessing reported defects and assigning them as immediate need, mobile field repair, or deferral to full service. Additionally, Fleet Maintenance staff provides vehicle familiarization and usage training, manages apparatus specification development while ensuring compliance with all applicable state, local and federal laws and regulations, and serves on several of the District's oversight teams.

### ***FY2019/20 ACCOMPLISHMENTS:***

- Increased the volume of full services and decreased the intervals between services.
- Implemented phase II (parts rooms) of the Operative IQ Fleet Software system.
- Ordered the following vehicles: Air Unit, Ambulances (3), Type I Engines (2), Battalion Chief Pick-ups (2), Fleet Service Truck, Administration SUV, Arson SUV, EMS 24 SUV, Logistics Van, and Water Tenders (2).
- Purchased new tools to be able to repair more failures in-house.
- Provided 24-hour mobile response services.
- Provided apparatus training to new SRPP employees, Recruit Firefighters, and current line personnel.



### ***BUDGET DISCUSSION:***

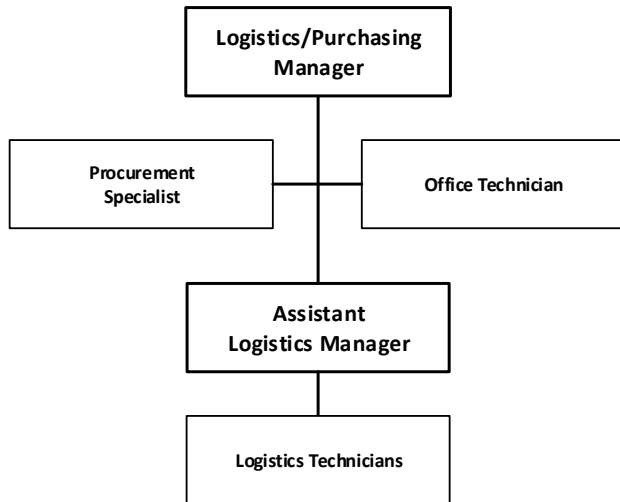
Fleet Maintenance Division's projected budget includes adjustments that are necessary to run day-to-day operations. The budget reflects increases to the service and parts lines to cover our increased work throughput and increased parts costs. This fiscal year, funds have again been allocated to repair some of the existing equipment in the Fleet facility. Additionally, the equipment and training budget for Fleet's personnel has been prioritized to give our Mechanics the tools and education they need to keep up with ever changing diesel engine technology. This will result in continued cost savings by reducing the number of repairs that are being outsourced, increasing efficiency, and decreasing the down time of our vehicles and apparatus.

### ***GOALS FOR UPCOMING YEARS:***

- Implement the pre-trip portion of the Operative IQ software program.
- Reduce the number of fire apparatus that are outsourced for repairs by providing factory training and tools to our Mechanics.
- Reestablish the ranks of Shop Assistant and Master Mechanic to make the division more efficient.
- Reopen a southern satellite shop at Station 50.



## LOGISTICS/PURCHASING



### STAFFING:

Logistics/Purchasing Manager	1
Assistant Logistics Manager	1
Logistics Technicians	7
Procurement Specialist	1
Office Technician	<u>1</u>
	<u><u>11</u></u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,056,891	\$ 1,659,550	\$ 50,000	\$ -	\$ 2,766,441	1.1%



## LOGISTICS/PURCHASING

Logistics is the central hub of warehouse operations for all District supplies and equipment. Our inventory supplies all 41 fire stations, Armstrong Headquarters, Fleet Division, Communication Division, and the Logistics/Training Facility. Deliveries of all inter-office mail is routed to all of these locations daily. While performing this task, we are able to deliver custodial supplies, office supplies, fire suppression equipment, oxygen tanks and EMS supplies for medics, and replenish SCBA bottles. Logistics keeps the District in compliance with NFPA standards by regularly testing ladders and hoses, and doing regular cleaning, inspection, and maintenance of turnouts. Logistics administers the District's Hazardous Materials Plans and submits all required documentation and information to the County of Sacramento Environmental Management Department. Logistics is responsible for coordinating the repairs on fire station appliances and purchases replacement appliances when needed. Finally, Logistics supports numerous District functions and training operations by delivering supplies and equipment.

The Purchasing Manager and Procurement Specialist are responsible for administering the Districts Purchasing Policy. We review all purchase requisitions for correct budget expenditure and issue purchase orders for all requests over \$1,000. Staff works with budget officers for the procurement of services and supplies over \$45,000 up to \$100,000 requiring bid documentation. We review documents and offer advice for sourcing and cost savings. Purchasing handles all formal bids for the procurement of services and supplies over \$100,000, working with budget officers to develop scopes of work and publishing all formal bid documents. We facilitate bid openings and bid/proposal evaluations. Our division maintains vendor information in the District's financial system. We upkeep insurance documentation for all vendors doing business with the District. Purchasing is the repository of all District contracts and agreements. Contract terms and pricing are routinely reviewed for invoice accuracy. Notifications regarding expiration dates will be sent to staff for contract renewals.

### ***FY2019/20 ACCOMPLISHMENTS:***

- With the implementation of Operative IQ at the stations, Logistics is able to track every item that is ordered by a station, and now is capturing a history of all orders. This created an efficiency in the ordering process where we now know the part numbers of all items that a station orders.
- Continuing to manage the ladder testing, hose testing and PPE cleaning processes mandated by NFPA.

### ***BUDGET DISCUSSION:***

The Logistics budget is a direct reflection of District needs requested by all divisions. The Logistics and Purchasing Division continues to seek value through cost savings research.

### ***GOALS FOR UPCOMING YEARS:***

- Continue to organize the logistics warehouse ordering, receiving and storing of goods.
- Continue to find ways to deliver professional service to the District and all its programs.



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# PERSONNEL





**POSITIONS AND AUTHORIZATION DOCUMENT (PAD)**

**Final Budget FY2020-21**

<b>SUMMARY</b>				
<b>Full-time Positions</b>				
	<b>Authorized Positions</b>	<b>Actual Filled Positions</b>	<b>Funded Positions</b>	<b>Proposed Changes</b>
<b>Office of the Fire Chief</b>	<b>9</b>	<b>7</b>	<b>7</b>	<b>0</b>
<b>Operations</b>	<b>613</b>	<b>569</b>	<b>576</b>	<b>0</b>
<b>Support Services</b>	<b>45</b>	<b>41</b>	<b>45</b>	<b>0</b>
<b>Administration</b>	<b>50</b>	<b>43</b>	<b>50</b>	<b>0</b>
<b>Total</b>	<b>717</b>	<b>660</b>	<b>678</b>	<b>0</b>



## POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final Budget FY2020-21

OFFICE OF THE FIRE CHIEF					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Fire Chief	1	1	1		Todd Harms
Assistant Chief	1	0	0		<i>Vacant - not funded</i>
Day Staff Captain, Staff Officer	1	0	0		<i>Vacant - not funded</i>
Day Staff Captain, PIO (Ops oversight)	1	1	1		Chris Vestal
Community Relations Coordinator	1	1	1		Chris Dargan
Day Staff Local 522 VP-Representative	1	1	1		Michael McGoldrick
Sr Staff Administrative Coordinator	1	1	1		Jill Guzman
Administrative Specialist, Office of the Fire Chief	1	1	1		Erin Castleberry
Board Clerk	1	1	1		Melissa Penilla
	9	7	7	0	



**POSITIONS AND AUTHORIZATION DOCUMENT (PAD)**

**Final Budget FY2020-21**

OPERATIONS BRANCH							
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments		
Deputy Chief, Operations	1	1	1		Eric Bridge		
Administrative Specialist, Operations Branch	1	1	1		Carmen Gandara		
Assistant Chief, Operations (A-B-C)	4	4	4		M. Lozano	C. Greene A. Mitchell T. Wagaman (assigned as Executive Director of SRFECC)	
Day Battalion Chief, Special Operations	1	1	1		Charlie Jenkins		
Staffing Specialist	1	1	1		Lara Kelley		
Office Technician, Operations Branch	1	1	1		Larsen Roundy		
<b>FIRE SUPPRESSION</b>					<b>A</b>	<b>B</b>	<b>C</b>
Battalion Chiefs	15	15	15		T. Bailey C. Reed R. Carollo D. Durham S. Daly	C. Simmons M. Stone J. Fiorica J. Vestal J. Rudnicki	G. Russell A. Peck M. Johnson J. Graf K. Keeley
Fire Captains	135	131	132		Numbers do not include Day Staff & SRP Capts.		
Fire Engineers	135	119	132				
Firefighters	237	245	231				
<b>SINGLE ROLE PARAMEDIC PROGRAM (SRPP)</b>							
Captains	3	3	3		Stephen Craig, Eric Sacht (filled with FF), Roy Rud (Eng)		
Paramedics (FT)	40	18	16				
Emergency Medical Technicians (EMT)	18	9	18				
<b>EMERGENCY PREPAREDNESS - SPECIAL OPERATIONS</b>							
Chief Pilot	1	1	1		Montie Vanlandingham		
<b>EMERGENCY MEDICAL SERVICES (EMS)</b>							
Assistant Chief, EMS	1	1	1		B. Law		
Day Staff Battalion Chief, EMS	1	1	1		B. Benton (filled with Captain on temp basis)		
Day Staff Captain, EMS	3	3	3		Shani Cornell, Greg Markel, Phil Hart (filled with FF on temp basis)		
Administrative Specialist, EMS	1	1	1		Yuri Torres		
EMS System Technician	2	2	2		Marcy Mateo, Cynthia Hamilton		
<b>TRAINING/SAFETY</b>							
Assistant Chief, Training	1	1	1		Adam House		
Day Staff Captain, Training	3	3	3		Daniel Hoy, Corey Kuebler, Joe Aldrich		
Health & Fitness Program Manager	1	1	1		Patrick Gallagher		
Administrative Specialist, Training	1	1	1		Dana Lipps		
<b>SAFETY</b>							
Day Staff Captain, Safety	1	0	0		<i>Vacant - not funded</i>		
Safety Specialist	2	2	2		Robert Sestito, Brian Spence		
<b>ARSON</b>							
Supervising Investigator	1	1	1		Chris Rogers		
Fire Investigator II	2	2	2		Steve Johnson, Paul Tualla		
	<b>613</b>	<b>569</b>	<b>576</b>	<b>0</b>			



# POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final Budget FY2020-21

SUPPORT SERVICES BRANCH					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Deputy Chief, Support Services	1	1	1		Brian Shannon
<b>LOGISTICS</b>					
Logistics/Purchasing Manager	1	1	1		Mark Jones
Assistant Logistics Manager	1	1	1		Mark Siebert
Logistics Technician	7	5	7		Crusto, Lamons, Putman, Thomas, Graham, 2 <i>Vacant</i>
Procurement Specialist	1	1	1		Courtney Moore
Office Technician	1	1	1		Amanda Berkey
<b>FACILITIES</b>					
Facilities Manager	1	1	1		George Gravin
Facilities Technician	4	3	4		John Raeside, Joe Eachus, Aldrey Almeria, <i>Vacant</i>
<b>FLEET MAINTENANCE</b>					
Fleet Manager	1	1	1		Shea Pursell
Assistant Fleet Manager	1	1	1		Tim Swank
Fire Mechanic	11	11	11		Courtney, Davison, Geaney, Mansel, Moose, Morell, Mull, Petruzzi, Rhodes, Snuffer, Stites
Parts Buyer	1	1	1		Matthew Freeman
Accounting Technician	1	1	1		Amy Peterson
<b>INFORMATION TECHNOLOGY (IT)</b>					
Director, Information Technology	1	1	1		Mat Roseberry
Office Technician	1	0	1		changing from 1/2 time Comms and 1/2 IT to full-time IT
Business Applications Analyst	1	1	1		Sherri Martucci
Network Systems Engineer	1	1	1		Ken Lin
Network Systems Administrator	2	2	2		May Foroudi, Ben Miller
Computer Systems Supervisor	1	1	1		Arthur Hong
Computer Systems Technician	2	2	2		Santiago Naranjo, Alex Vasquez
Help Desk Technician	1	1	1		Ethan Foster
<b>COMMUNICATIONS DIVISION</b>					
Communications Manager	1	1	1		Steve Jordan
Communications Technician II	2	2	2		James Day, Alex Ybarra
	<b>45</b>	<b>41</b>	<b>45</b>	<b>0</b>	





# POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final Budget FY2020-21

ADMINISTRATIVE BRANCH					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Deputy Chief, Administration	1	1	1		Greg Casentini
<b>HUMAN RESOURCES</b>					
Human Resources Manager	1	1	1		Melisa Maddux
Administrative Specialist	1	1	1		Michelle Dehoney
Human Resources Analyst	1	1	1		Olesya Melnichuk
Human Resources Specialist	3	3	3		Giovanna Read, Leslie Miller, Candace Sarlis
<b>FINANCE</b>					
Chief Financial Officer	1	1	1		Amanda Thomas
Controller	1	1	1		Ronald Empedrad
Payroll Supervisor	1	1	1		Sarah Ortiz
Payroll Analyst	1	1	1		Robyn Almeida
Financial Analyst	1	1	1		Tara Maeller
Accounting Specialist	2	2	2		RMarie Jones, Natividad Manalo
Accounting Technician	6	5	6		Brown, Cheung, Falls, Guerrero, Houston, <i>vacant</i>
<b>DEVELOPMENT</b>					
Chief Development Officer	1	1	1		Jeff Frye
<b>COMMUNITY RISK REDUCTION</b>					
Fire Marshal	1	1	1		Lisa Barsdale
Deputy Fire Marshal	1	1	1		Chrishana Fields
Administrative Specialist	1	1	1		Lisa Gates
Plan Intake Specialist	3	3	3		Shana Mamulski, Cora Zielinski, Michael Toney
Office Technician	3	3	3		Joanna Navarro, Allie Zablotskiy, Nanette Goodwin
Supervising Inspector	3	3	3		A. Nygren, M. Hambrick, D. Schmidt
Fire Inspector II	14	4	7		Callison, Ganea, Hampton, Olivares
Fire Inspector I		5	7		Aney, Batiz, Kauppi, Klets, Young (5 <i>Vacant between Inspector II &amp; I</i> )
Geographic Information Specialist II	1	0	1		<i>Vacant</i>
Community Relations Specialist	2	2	2		Brenda Briggs, Rebecca Alessandri
	<b>50</b>	<b>43</b>	<b>50</b>	<b>0</b>	



## POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final Budget FY2020-21

<b>PART-TIME, TEMPORARY, RETIRED ANNUITANTS, RESERVE &amp; REIMBURSED</b>					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Retired Annuitants (part-time)	17	14	11		
Reserve Firefighters	14	8	14		Barnes, Berry, Burwell, Driver, Golosinskiy, Manley, Siebert, Spiegelberg
Helicopter Pilot (part-time)	4	3	4		Combs, Cotter, Smith, <i>Vacant</i>
Part-Time Helicopter Maintenance Program Manager	1	0	0		
Air Ops Manager/Special Ops Capt	1	1	0		<i>Not Funded - part-time position filled by a suppression Captain</i>

**California Fire and Rescue Training Authority (CFRTA)**

Deputy Executive Director, Planning and Facilities	1	0	0		<i>Vacant</i>
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**Urban Area Security Initiative**

Planning and Exercise Coordinator	1	1	1		Jon Rudnicki, Reimbursed Position
	38	26	29	0	

\*Shown in two locations on the PAD

**SACRAMENTO METROPOLITAN FIRE DISTRICT**

Pay Schedule for Fiscal Year 2020-21

Effective as of 05/01/2020

Monthly Base Pay				
Step 1	Step 2	Step 3	Step 4	Step 5

<b>Fire Chief</b>				
				\$ 22,854.29
<b>Senior Management Staff - Unrepresented Confidential</b>				
Chief Deputy				\$ 21,856.53
Deputy Chief				20,815.74
Assistant Chief			18,216.67	19,123.73
Fire Marshal			18,216.67	19,123.73
Chief Financial Officer			15,801.35	16,588.62
Chief Development Officer			15,801.35	16,588.62

<b>Management Staff - Unrepresented Confidential</b>					
Director of Information Technology	\$ 10,618.34	\$ 11,146.31	\$ 11,701.00	\$ 12,283.61	\$ 12,895.31
Economic Development Manager	8,844.94	9,284.51	9,746.18	10,231.11	10,739.30
Facility Manager	8,844.94	9,284.51	9,746.18	10,231.11	10,739.30
Controller	8,844.94	9,284.51	9,746.18	10,231.11	10,739.30
Fleet Manager	8,844.94	9,284.51	9,746.18	10,231.11	10,739.30
Human Resource Manager	8,844.94	9,284.51	9,746.18	10,231.11	10,739.30
Logistics Manager	8,844.94	9,284.51	9,746.18	10,231.11	10,739.30
Communications Manager	8,844.94	9,284.51	9,746.18	10,231.11	10,739.30
CQI Manager	8,765.86	9,200.78	9,657.81	10,138.10	10,641.60
Chief Pilot	8,674.01	9,104.27	9,555.47	10,028.77	10,526.49
Grant / Economic Dev Coor	8,655.40	9,085.67	9,536.86	10,011.32	10,509.05
Assistant Logistics Manager	7,861.14	8,251.87	8,661.22	9,091.49	9,542.67
Assistant Fleet Manager	7,861.14	8,251.87	8,661.22	9,091.49	9,542.67

<b>Unrepresented Confidential - Exempt</b>					
Network Systems Engineer	\$ 8,494.92	\$ 8,917.06	\$ 9,360.10	\$ 9,825.27	\$ 10,313.67
Computer Systems Supervisor	7,983.25	8,379.79	8,796.10	9,233.35	9,691.52
Purchasing Agent	7,441.35	7,809.96	8,197.22	8,604.23	9,031.00
Accounting Supervisor	7,245.97	7,605.32	7,982.09	8,378.63	8,794.95
Human Resources Analyst	7,107.59	7,459.94	7,829.75	8,218.13	8,626.34
Facilities Supervisor	7,009.91	7,357.60	7,722.76	8,106.51	8,508.86
Administrative Analyst	6,969.21	7,314.59	7,677.39	8,058.83	8,458.87
Business Application Analyst	6,969.21	7,314.59	7,677.39	8,058.83	8,458.87
Payroll Analyst	6,969.21	7,314.59	7,677.39	8,058.83	8,458.87
Financial Analyst	6,969.21	7,314.59	7,677.39	8,058.83	8,458.87
Board Clerk	6,376.13	6,692.43	7,023.84	7,371.57	7,736.72
Office Manager / Workers' Comp Spec	6,376.13	6,692.43	7,023.84	7,371.57	7,736.72
Staffing Specialist	6,376.13	6,692.43	7,023.84	7,371.57	7,736.72
Sr. Staff Adm Coor/Fire Chief's Secty	5,885.38	6,177.26	6,483.11	6,804.07	7,141.31
Procurement Specialist	4,705.06	4,937.64	5,181.84	5,437.68	5,706.31
Accounting Specialist	4,705.06	4,937.64	5,181.84	5,437.68	5,706.31
Human Resources Specialist	4,705.06	4,937.64	5,181.84	5,437.68	5,706.31
Payroll Specialist	4,705.06	4,937.64	5,181.84	5,437.68	5,706.31
Administrative Specialist	4,705.06	4,937.64	5,181.84	5,437.68	5,706.31

<b>Unrepresented Confidential - Non-Exempt</b>					
Network Systems Administrator	\$ 7,680.89	\$ 8,062.33	\$ 8,462.35	\$ 8,882.16	\$ 9,322.88
Database Technician	7,245.97	7,605.32	7,983.25	8,379.79	8,796.10
Communications Technician III	6,477.30	6,798.25	7,135.50	7,489.02	7,861.14
Communications Technician II	6,316.81	6,629.63	6,958.73	7,304.11	7,666.95
Computer Systems Technician	5,305.09	5,567.92	5,842.35	6,131.93	6,435.44
Warehouse Supervisor	5,243.47	5,502.78	5,774.91	6,060.98	6,361.01
Health & Fitness Program Manager	4,966.70	5,212.07	5,470.23	5,741.18	6,024.93
Help Desk Technician	4,170.12	4,375.97	4,591.11	4,817.87	5,056.26

<b>Administrative Support Personnel</b>					
Facilities Technician	\$ 6,377.29	\$ 6,693.61	\$ 7,025.02	\$ 7,373.88	\$ 7,740.20
Facilities Assistant	4,884.13	5,124.85	5,378.37	5,644.67	5,923.76
Safety Specialist	4,705.06	4,937.64	5,181.84	5,437.68	5,706.31
Plan Intake Specialist	4,705.06	4,937.64	5,181.84	5,437.68	5,706.31
Video Technician	4,628.31	4,857.39	5,096.96	5,349.30	5,613.27
Logistic Technician	4,379.44	4,595.74	4,822.50	5,060.89	5,310.90
Accounting Technician	4,178.28	4,384.09	4,600.39	4,827.15	5,065.55
EMS Systems Technician	4,178.28	4,384.09	4,600.39	4,827.15	5,065.55
Office Technician	3,667.75	3,848.01	4,037.55	4,236.42	4,445.75

Hourly Rate		
Step 1	Step 2	Step 3

SRPP - Paramedic	\$ 20.16	\$ 21.15	\$ 22.21
SRPP - EMT	\$ 17.87	\$ 18.75	\$ 19.70

**SACRAMENTO METROPOLITAN FIRE DISTRICT**

Pay Schedule for Fiscal Year 2020-21

Effective as of 05/01/2020

	Monthly Base Pay						
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
<b>Local 522</b>							
Recruit Firefighter					\$ 5,027.19		
Firefighter	\$ 5,793.52	\$ 6,079.61	\$ 6,379.61	\$ 6,694.76	\$ 7,026.18	\$ 7,373.88	\$ 7,739.04
Fire Engineer	7,052.94	7,401.81	7,768.11	8,153.03	8,556.56		
Fire Captain	7,893.71	8,284.43	8,694.92	9,125.19	9,577.57		
Battalion Chief	9,591.53	10,067.14	10,566.02	11,090.49	11,640.54		
Fire Inspector I	5,233.00	5,490.01	5,760.97	6,044.71	6,342.41		
Fire Inspector II	7,056.42	7,405.30	7,771.60	8,156.51	8,560.04		
Fire Supervising Inspector	7,897.19	8,287.91	8,698.42	9,128.69	9,581.06		
Deputy Fire Marshal	9,394.99	9,860.15	10,348.57	10,861.40	11,399.82		
Fire Investigator I	5,229.51	5,486.52	5,757.47	6,041.20	6,338.92		
Fire Investigator II	7,052.94	7,401.81	7,768.11	8,153.03	8,556.56		
Fire Supervising Investigator	7,893.71	8,284.43	8,694.92	9,125.19	9,577.57		
Public Education Technician	4,649.25	4,877.16	5,116.72	5,369.06	5,633.04		
Community Relations Specialist	5,103.92	5,355.11	5,619.08	5,895.84	6,186.58		
Community Relations Coordinator	5,577.22	5,851.66	6,140.07	6,443.57	6,762.20		
Geographic Information Specialist I & II	5,176.03	5,430.69	5,698.16	5,978.41	6,273.79		
Shop Assistant	3,593.33	3,768.92	3,953.84	4,148.02	4,351.54		
Parts Buyer	5,188.81	5,444.65	5,713.28	5,994.71	6,290.08		
Fire Mechanic	6,438.91	6,756.39	7,090.13	7,440.18	7,807.65		
Master Fire Mechanic	7,162.25	7,515.76	7,887.89	8,278.60	8,687.95		

Hourly Positions	
	Hourly Rate
Hourly Employees	\$ 13.00
PT Helicopter Pilot	60.00
PT Helicopter Mechanic	45.00

Revised as of 05/01/2020 and adopted by the Board as of 6/11/2020