

Preliminary Budget

Fiscal Year 2021/22

July 1, 2021 – June 30, 2022



Presented to the Board of Directors by:
Todd Harms, Fire Chief & Ken Campo, Interim Chief Financial Officer
June 10, 2021



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INTRODUCTION



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BOARD OF DIRECTORS

SECRETARY
Cynthia Saylor



DIVISION 1

Grant B. Goold



DIVISION 2

Randy Orzalli



DIVISION 3

Ted Wood



DIVISION 4

PRESIDENT
Jennifer Sheetz



DIVISION 5

D'Elman Clark



DIVISION 6

VICE-PRESIDENT
Matt Kelly



DIVISION 7

Gay Jones



DIVISION 8

Walt White



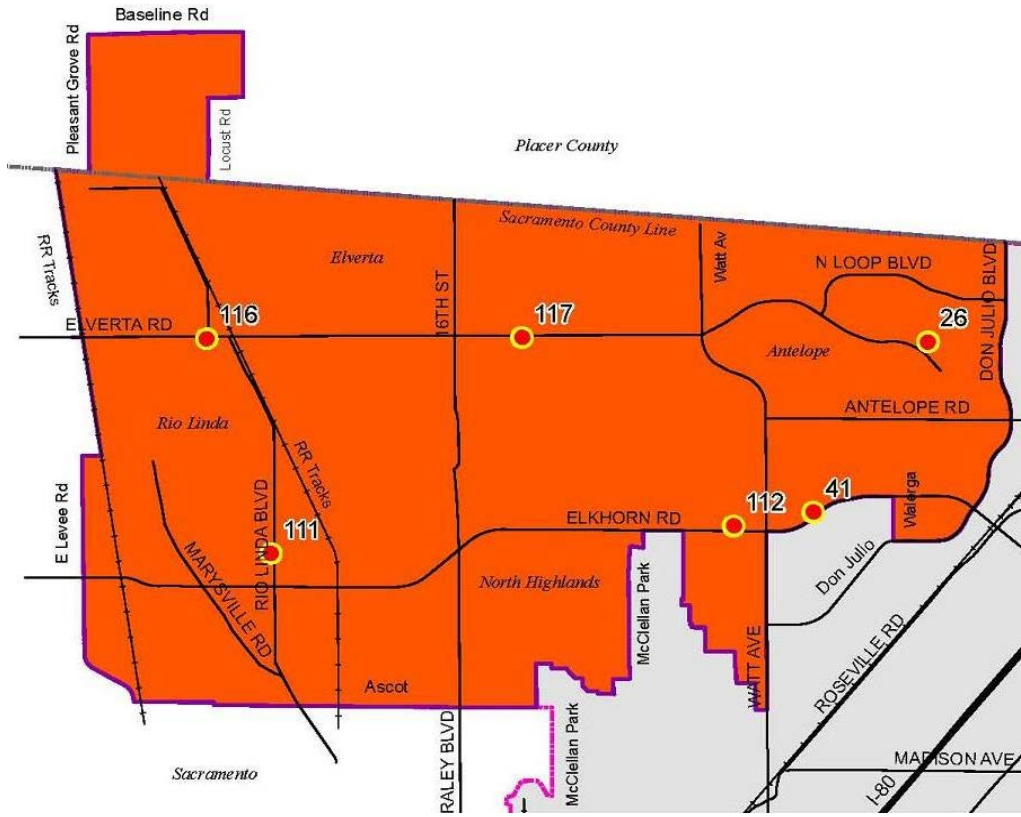
DIVISION 9



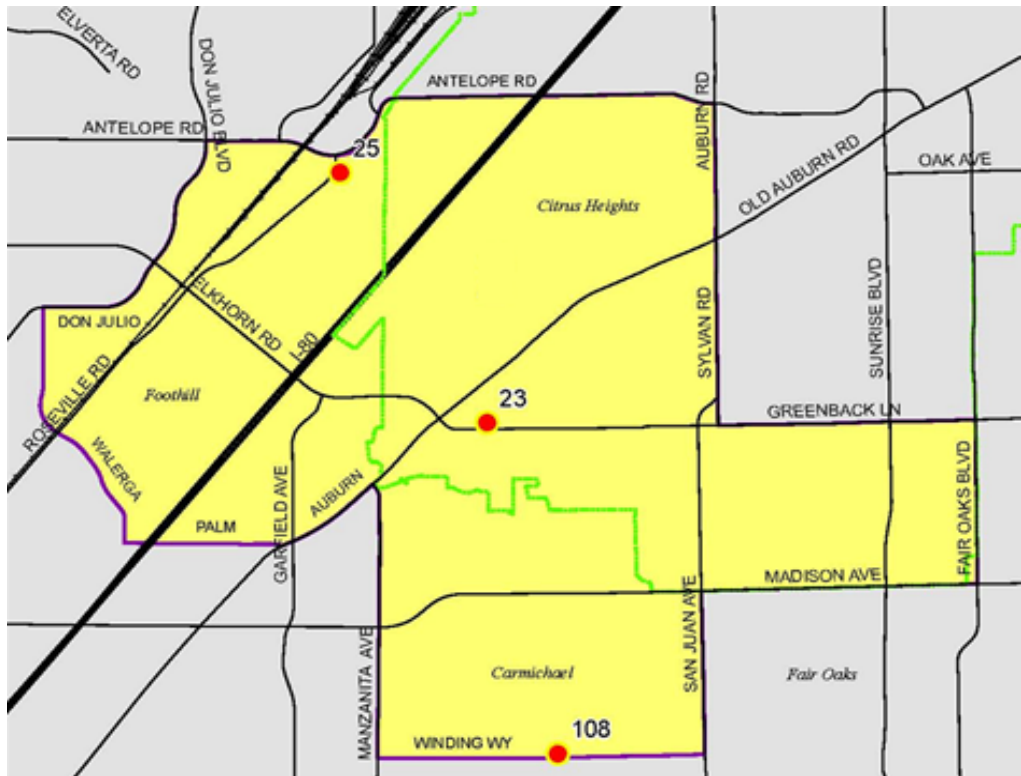
DIVISION BOUNDARY MAPS



DIVISION 1



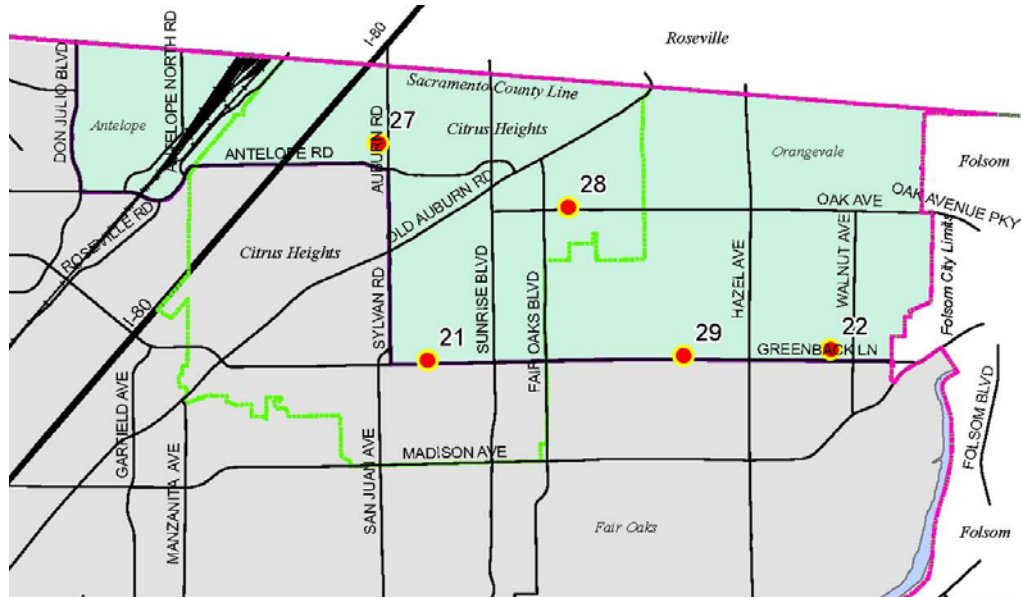
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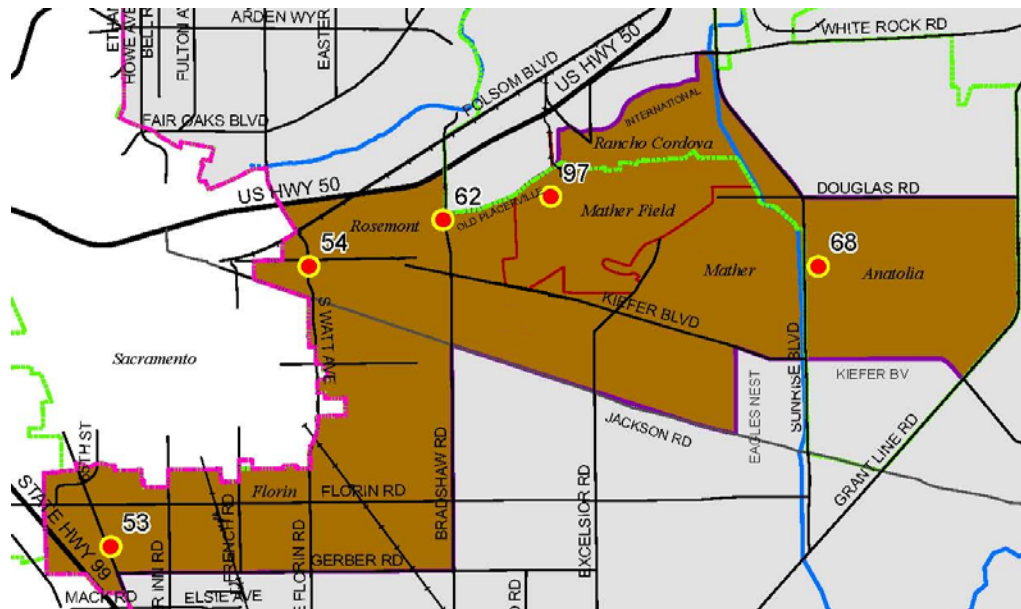
- Fire Station
- Metro Fire



DIVISION 3



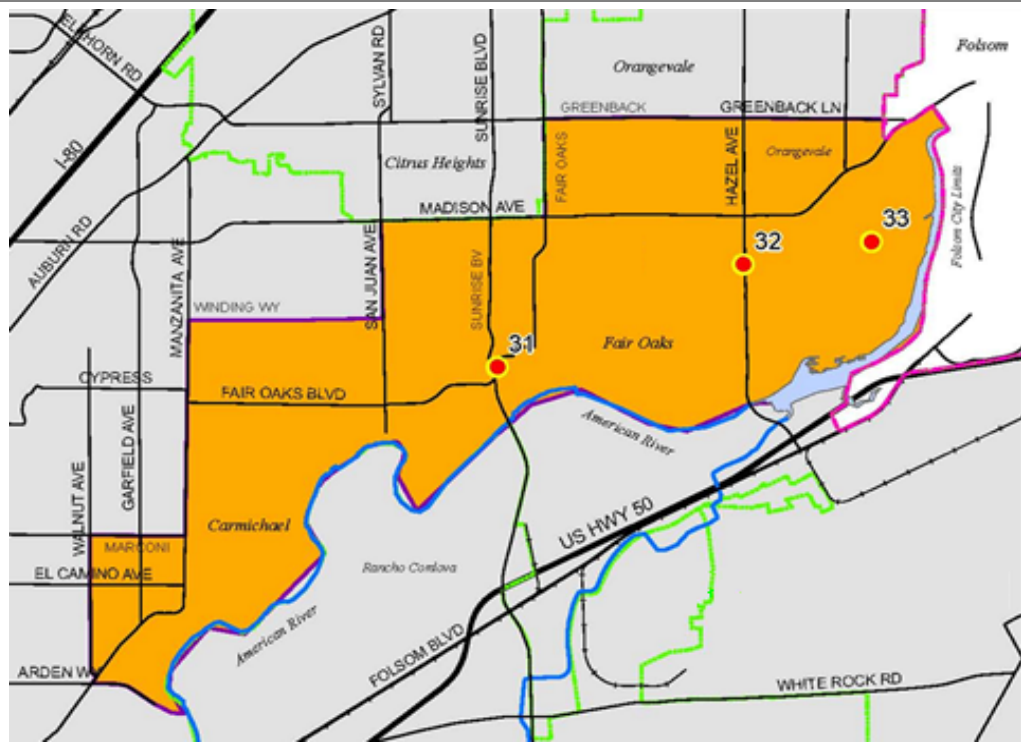
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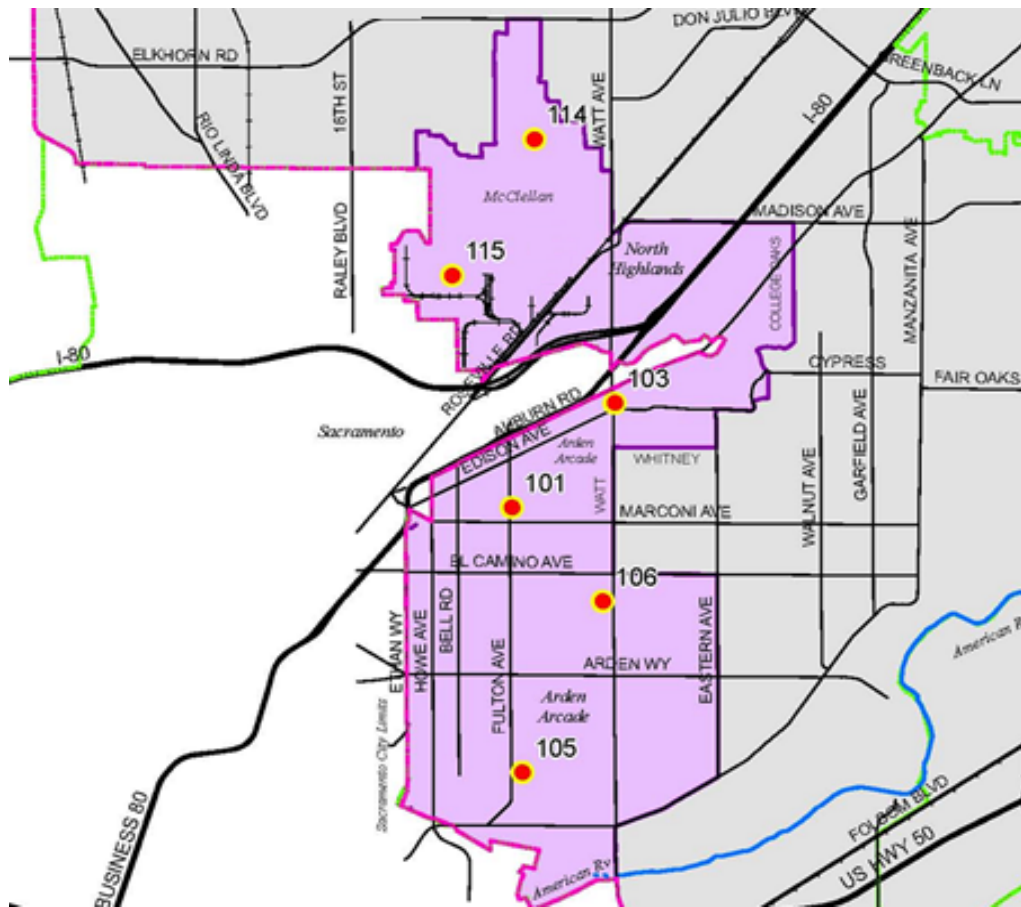
- Fire Station
- Metro Fire



DIVISION 5



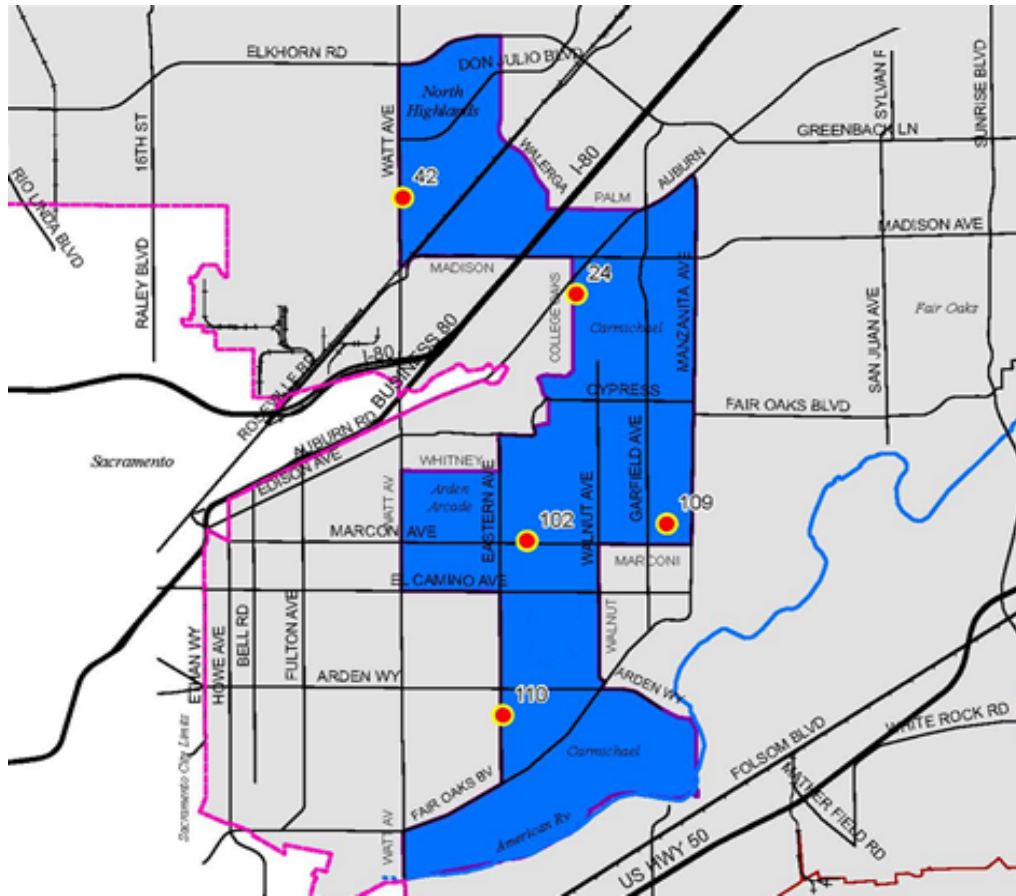
DIVISION 6



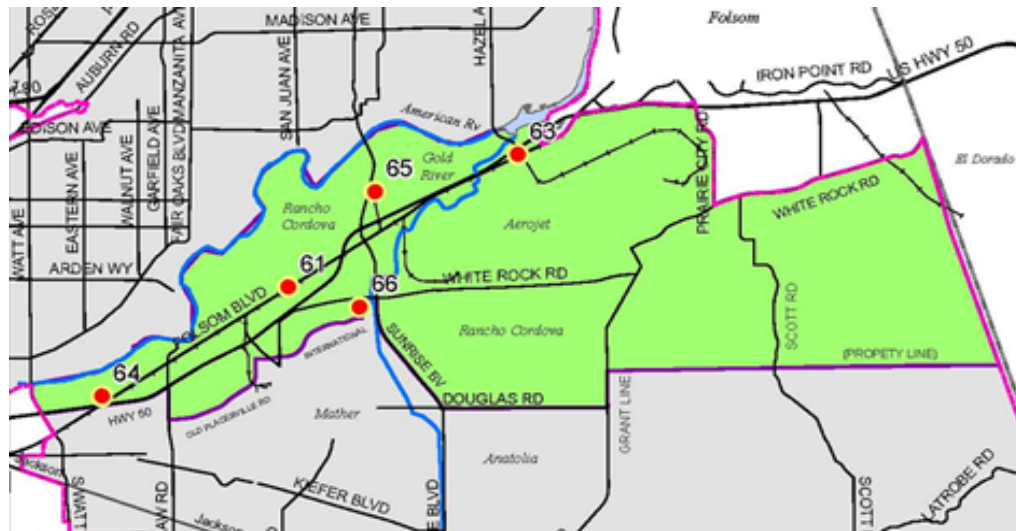
- Fire Station
- Metro Fire



DIVISION 7



DIVISION 8



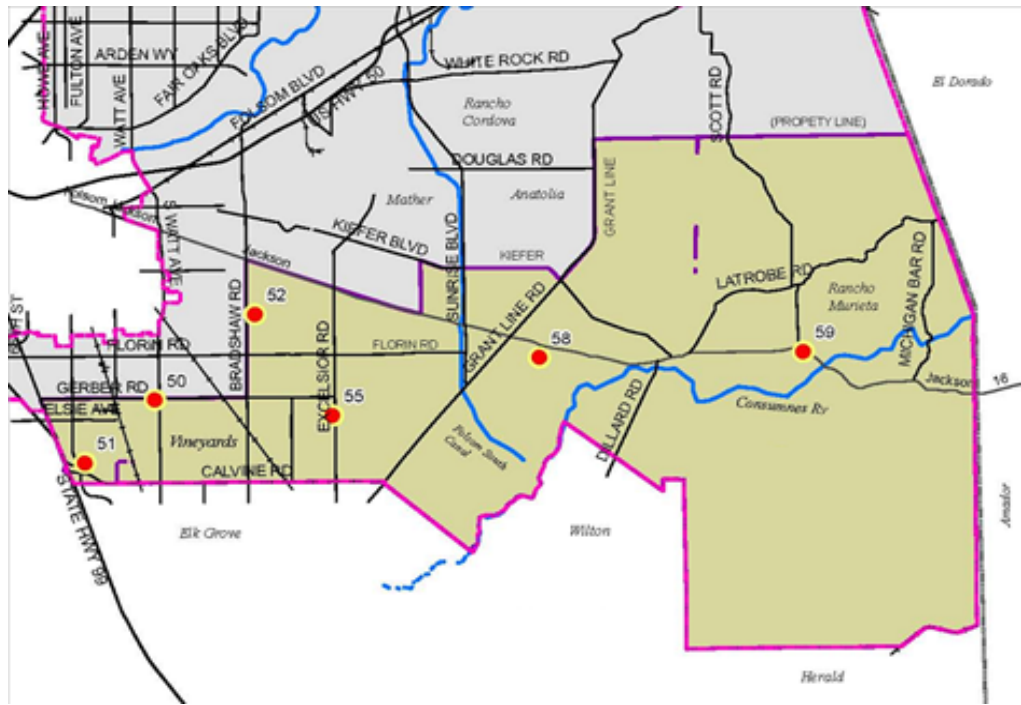
- Fire Station
- Metro Fire



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

Fire Chief Todd Harms

Deputy Chiefs

Administration Greg Casentini

Operations Adam Mitchell

Support Services Tyler Wagaman

Chief Financial Officer (Interim) Ken Campo

Assistant Chiefs

A Shift Michael Lozano

B Shift Chris Greene

C Shift Charles Jenkins

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

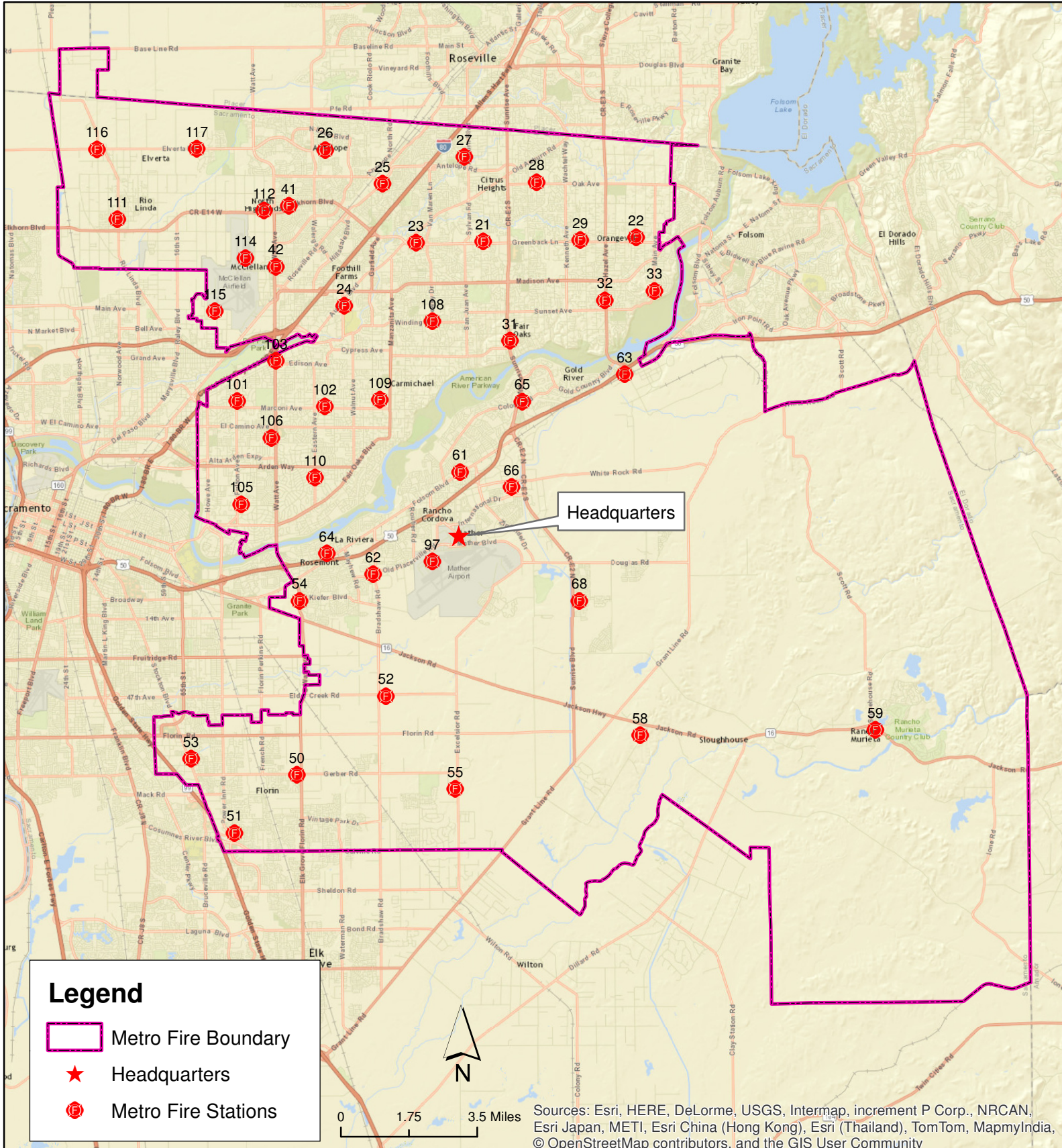
Mission Statement

“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

FIRE CHIEF'S BUDGET REPORT





TODD HARMS
Fire Chief

Sacramento Metropolitan Fire District

10545 Armstrong Ave., Suite 200 · Mather, CA 95655 · Phone (916) 859-4300 · Fax (916) 859-3702

DATE: June 10, 2021

TO: Board of Directors

FROM: Todd Harms, Fire Chief

RE: Preliminary Budget for the Fiscal Year Ending June 30, 2022

BUDGET OVERVIEW

The ongoing COVID-19 pandemic and associated stay at home orders that began in March 2020 introduced a great deal of uncertainty regarding the economic outlook and the potential for negative impacts to District revenues and expenditures in future years. During late FY 2019/20 and the first half of FY 2020/21, the District experienced a reduction in Emergency Medical Services (EMS) revenues and an increase in certain expenditures, particularly overtime related to workers' compensation exposures resulting from the pandemic; however, those impacts appear to have lessened during the second half of FY 2020/21. Property taxes, which represent approximately two thirds of District revenues, have been relatively unaffected by any negative economic impacts of the pandemic, and are expected to experience continued growth in future years, although at more moderate rates than recent years.

Based on estimated property values as of January 1, 2021, assessed property value growth within the District is estimated to result in a \$7 million (4%) increase in property tax revenues received by the District in FY 2021/22, continuing an 8-year trend of increasing property tax revenues following the Great Recession. The FY 2021/22 Preliminary Budget also reflects increased ongoing spending requirements resulting primarily from labor cost escalation, including a \$6 million (11%) increase in retirement costs driven largely by required payments on the District's unfunded pension liability with CalPERS. Overall, the FY 2021/22 Preliminary Budget presented for the Board of Directors' consideration results in an essentially balanced budget for the General Fund, with budgeted expenditures and transfers out roughly equal to expected revenues and transfers in.

The budget for FY 2021/22, as well as projections for future years, will continue to be refined as more information is known. Our overriding goals will be to optimize services to the greatest extent possible given the available sources of funding, ensuring that the ongoing all-risk fire, rescue and emergency medical needs of the District are met, and to provide adequate reserves for future contingencies.

BUDGET DISCUSSION

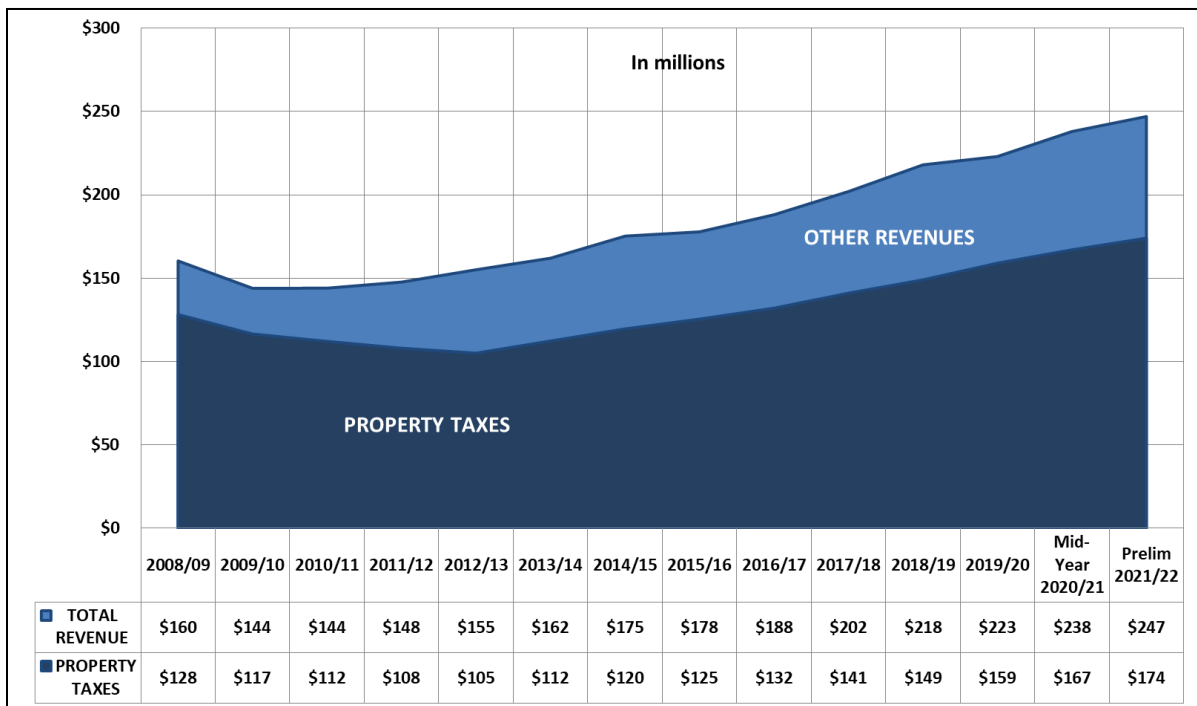
The FY 2021/22 Preliminary Budget is summarized below.

GENERAL FUND

FY 2021/22 General Fund revenue is projected to total \$238 million compared to budgeted General Fund expenditures of \$241 million. After accounting for a transfer in from the Intergovernmental Transfer (IGT) Fund of \$9 million and transfers out to the Capital Facilities Fund of \$6 million, the FY 2021/22 General Fund budget results in budgeted expenditures and financing uses essentially equal to revenues and financing sources.

Revenue

The chart below shows historical General Fund revenues and other financing sources beginning with the pre-recession peak of FY 2008/09 through the FY 2021/22 budget. As shown, FY 2021/22 is expected to represent the ninth consecutive year of property tax revenue growth and eleventh consecutive year of total revenue growth. Property tax revenues are expected to account for 70% of total financing sources in FY 2020/21 compared to 80% in FY 2008/09, reflecting an increasing share of emergency medical services cost recovery over that time period.



Note: FY 2014/15 through FY 2021/22 adjusted to reflect net IGT revenue.

Projected FY 2021/22 General Fund revenues of \$238 million represent an increase of \$9 million compared to the FY 2020/21 mid-year budget of \$229 million. The primary factors contributing to this change include:

- Property Taxes: Property tax revenues of \$174 million account for approximately 70% of total General Fund financing sources and represent an increase of 4.2% over the FY 2020/21 mid-year budget of \$167 million.

- Medic Cost Recovery: Medic cost recovery revenues of \$43 million represent an increase of approximately 4% over the FY 2020/21 mid-year budget of \$41 million, resulting from a combination of a rate increase to reflect cost inflation and increase in expected transport activity compared to the first half of FY 2020/21.
- GEMT Reimbursement: Retroactive payments expected to be received during FY 2021/22 result in a \$2 million budgeted increase in GEMT revenue.

Including the \$9 million transfer in from the IGT Fund, total General Fund financing sources are projected to be \$247 million.

Expenditures

General Fund expenditures of \$241 million represent an \$11 million increase compared to FY 2020/21 budgeted expenditures. Including the \$6 million transfer to the Capital Facilities Fund to fund debt service and capital purchases not being financed, the overall use of General Fund resources is \$247 million.

Highlights of the major changes in expenditures compared to FY 2020/21 are as follows:

Labor

General Fund budgeted labor costs total \$204 million for FY 2021/22, which represents an \$8 million increase compared to the FY 2020/21 mid-year budget.

The largest factor contributing to the increase in General Fund labor expenses is the District's required contribution to the CalPERS Safety Plan, which is budgeted to increase by nearly \$6 million (14%) to approximately \$45 million due to an increase in the required unfunded liability contribution resulting from an actuarial loss for the most recent plan year and increasing payments due on earlier amortization bases. Other factors contributing to the increase in General Fund labor expenses include an increase in the other postemployment benefits (OPEB) contribution, increases in medical premiums, a planned firefighter academy beginning in July 2021, and six months of increased wages compared to FY 2020/21 resulting from a 3% wage increase effective January 1, 2021. The FY 2021/22 Preliminary Budget does not reflect any assumed changes to the terms of the District's labor agreements, which expire on December 31, 2021.

The table on the following page displays the current number of funded full-time positions by division, proposed changes, and the resulting number of recommended funded full-time positions. The only change to the number of funded full-time positions is the addition of a Business Applications Analyst in IT to provide ongoing support for the Oracle ERP system. Additionally, budget savings for wages and benefits have been assumed for certain positions that are expected to be vacant for at least part of the fiscal year.

	Current Funded Full- Time Positions	Proposed Changes	Recommended Funded Full- Time Positions
Office of the Fire Chief	7	0	7
Operations Branch			
Operations	8	0	8
Suppression	510	0	510
Helicopter	1	0	1
Emergency Medical Services	8	0	8
Single Role Paramedic Program	37	0	37
Training/Health and Fitness	6	0	6
Safety	<u>2</u>	<u>0</u>	<u>2</u>
	572	0	572
Support Services Branch			
Support Services	2	0	2
Logistics	11	0	11
Facilities	5	0	5
Fleet	15	0	15
Communications	3	0	3
Community Risk Reduction	29	0	29
Fire Investigations	<u>3</u>	<u>0</u>	<u>3</u>
	68	0	68
Administration Branch			
Administration	1	0	1
Human Resources	6	0	6
Finance	13	0	13
Information Technology	10	1	11
Development	<u>1</u>	<u>0</u>	<u>1</u>
	31	1	32
Total Funded Full-Time Positions	678	1	679

Services and Supplies

The services and supplies budget totals \$33 million, an increase of approximately \$3 million from the prior year. Changes from FY 2020/21 include:

- An increase of \$1.5 million for the District's liability and property insurance premium
- An increase of \$600,000 for the District's contribution to the Sacramento Regional Fire and Emergency Communications Center
- An increase of \$300,000 for safety clothing, supplies, and services related to the firefighter academy
- An increase of \$300,000 for GEMT statewide administration (reimbursable)

Taxes, Licenses, Assessments, Debt Service & Contributions

This expenditure category includes the assessment paid to the County for property tax administration, the assessment paid to the State for the Ground Emergency Medical Transport Quality Assurance Fee (GEMT QAF), General Fund debt service payments and other assessments and fees. FY 2020/21 total expenditures for this category are budgeted at \$4.4 million, which represents a \$300,000 reduction resulting primarily from debt associated with the District's radio financing being fully paid off during FY 2020/21.

General Fund Operating Reserves

The amount of General Fund Operating Reserves is expected to be \$34.4 million at June 30, 2022. This amount represents 15% of net budgeted expenditures, consistent with the 15% minimum target established by the District's Reserve Funding Policy.

As specified in the policy, any unassigned fund balance remaining at fiscal year-end will initially be classified as General Fund Operating Reserves as a means of transitioning to the targeted reserve amount.

INTERGOVERNMENTAL TRANSFER (IGT) FUND

Intergovernmental Transfers (IGT) allow the recovery of federal funds associated with the District's transport of Medi-Cal managed care beneficiaries. The expenditures and revenues associated with these transfers are tracked in a separate fund in order to provide greater transparency, and the net revenue generated is transferred to the General Fund to fund District cost to provide healthcare services.

It is anticipated that IGTs covering activity for the 18 months July 2020 through December 2021 will be completed during FY 2021/22. A total of \$9.5 million is expected to be transferred to the State in order to receive approximately \$24.1 million, for net IGT revenue of \$14.6 million.

Net funding of approximately \$9 million from the IGTs covering activity for FY 2019/20 is anticipated to be received during FY 2020/21 but will be transferred and applied to General Fund expenditures in FY 2021/22.

CAPITAL FACILITIES FUND

The Capital Facilities Fund accounts for the costs of acquiring and financing capital assets. Transfers are required from the General Fund to cover the cost of any assets not financed and to pay debt service.

Budgeted expenditures for FY 2021/22 total \$14.3 million, which includes \$8.5 million for capital outlay and \$5.8 million for debt service. Approximately \$6.6 million of the \$8.5 million in capital outlay is expected to be financed, with an additional \$1.6 million already having been financed in the prior year. The remaining capital expenditures and debt service payments are funded with a \$6 million transfer from the General Fund.

Major capital purchases for FY 2021/22 include:

- Three Type I engines - \$2.1 million
- Two Type III engines - \$1.0 million
- One truck - \$950,000
- Three Type V engines - \$645,000

- One water tender - \$575,000

GRANTS FUND

The FY 2021/22 Grants Fund Preliminary Budget includes approximately \$2 million in budgeted expenditures for completion of the District’s currently open grants, including the Mobile Integrated Health (MIH) program, for which funding was received during FY 2020/21. As additional grants are awarded and accepted, the associated revenues and expenditures will be reflected through revisions to the budget.

LEASED PROPERTIES FUND

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. Total lease revenue for FY 2021/22 and expenses associated with the leased property are both budgeted at approximately \$1.1 million.

DEVELOPMENT IMPACT FEES FUND

Annual development impact fee revenue of \$1.3 million is budgeted for FY 2021/22. Use of this revenue source is restricted to costs related to new fire stations and equipment needed to mitigate the impacts of new development. During FY 2021/22, the District expects to use this funding for construction of Station 68, with \$5.8 million budgeted for this purpose.

ISSUES, PRIORITIES, AND FUTURE CHALLENGES

Through proactive financial planning efforts, the District has identified and begun addressing issues to ensure future financial sustainability. The recommended Preliminary Budget for FY 2021/22 reflects continued emphasis on addressing the issues and priorities described below.

Pension and Other Post-Employment Benefits (OPEB) Unfunded Liabilities

The FY 2021/22 budget reflects an increase of almost \$6 million (14%) in required contributions to CalPERS to fund the District’s pension plans, resulting largely from increased payments on the unfunded liability. Required contributions are expected to continue to increase through FY 2025/26, as an assumed reduction in investment return is fully phased in.

The FY 2021/22 budget also reflects a \$4 million payment to the Sacramento County Employees’ Retirement System in accordance with a funding agreement to address the unfunded liability associated with a predecessor agency. Under this agreement, the District will make annual payments through FY 2036/37.

In accordance with Board policy, \$25.5 million in outstanding Pension Obligation Bond principal was redeemed during FY 2018/19 using amounts set aside each year for this purpose, reducing the District’s outstanding pension bond debt. Approximately \$2 million is being set aside in FY 2021/22 and future years to redeem an additional \$20 million in Pension Obligation Bond principal in 2025.

Regarding OPEB, the District has been pre-funding its retiree medical obligations since 2013, and the FY 2021/22 budget reflects a full funding policy contribution of \$18 million (\$0.5 million increase compared to FY 2020/21) to fund the explicit subsidy liability, budgeted as a combination of retiree medical premium payments and contributions to the California Employers’ Retiree Benefit Trust (CERBT) Fund.

Capital Replacement and Maintenance

The FY 2021/22 budget includes nearly \$15 million in capital outlay. Of that amount, approximately \$8 million is budgeted for the replacement of apparatus and other vehicles. The District expects to have continued significant vehicle replacement needs in the future, resulting in escalating costs.

FY 2021/22 capital outlay also includes \$6 million associated with the design and construction of the new Station 68. As new development continues to occur within the District, future budgets are expected to include additional costs associated with constructing and equipping new fire stations. Additionally, the District’s most recent Facility Condition Assessment (FCA) identified the need for over \$80 million of repairs to existing fire stations and facilities over the next 20 years, as well as \$50 million of modernization costs for these facilities.

Future of IGT Program

Through IGTs, the District has received additional federal funding associated with emergency transports of Medi-Cal managed care beneficiaries in each year since FY 2014/15. The amounts and timing of this supplemental funding have not always been consistent from year to year and, as a result, the District has taken the approach of accounting for this activity separately from the General Fund and budgeting IGT funding as a General Fund financing source only after the amounts are actually known.

The FY 2021/22 budget reflects a continuation of this lagged approach, with a transfer to the General Fund of approximately \$9 million based on prior year activity. Any unanticipated reduction in federal funding could have a significant impact on the net funding received by the District. As a result, opportunities to direct this funding source toward one-time expenditures will continue to be explored as future budgets are developed.

RECOMMENDATION

Staff recommends adopting the Preliminary Budget for the fiscal year ending June 30, 2022.

ALL FUNDS SUMMARIES





BUDGET SUMMARY - ALL FUNDS

Preliminary Budget FY 2021-22

	GENERAL FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
REVENUES							
PROPERTY TAXES	\$ 173,504,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,504,000
USE OF MONEY AND PROPERTY	15,000	-	1,136,596	-	-	-	1,151,596
INTERGOVERNMENTAL	4,155,000	-	-	1,050,644	-	-	5,205,644
CHARGES FOR SERVICES	58,452,946	-	-	-	1,300,000	24,100,000	83,852,946
MISCELLANEOUS	1,705,160	-	-	-	-	-	1,705,160
Total Revenues	237,832,106	-	1,136,596	1,050,644	1,300,000	24,100,000	265,419,346
EXPENDITURES:							
LABOR COSTS	204,019,682	-	-	969,102	-	-	204,988,784
SERVICES & SUPPLIES	32,522,761	-	817,129	635,461	236,000	9,500,000	43,711,351
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,366,235	5,782,330	295,833	-	-	-	10,444,398
CAPITAL OUTLAY	-	8,477,877	-	413,663	5,834,000	-	14,725,540
Total Expenditures	240,908,678	14,260,207	1,112,962	2,018,226	6,070,000	9,500,000	273,870,073
REVENUE LESS EXPENDITURES	(3,076,572)	(14,260,207)	23,634	(967,582)	(4,770,000)	14,600,000	(8,450,727)
OTHER FINANCING SOURCES(USES)							
ISSUANCE OF CAPITAL LEASES	-	6,645,000	-	-	-	-	6,645,000
SALE OF ASSETS	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND A-General	-	6,044,929	-	-	-	(9,400,000)	(3,355,071)
TRANSFERS IN(OUT) FUND D-Cap Fac	(6,044,929)	-	-	-	-	-	(6,044,929)
TRANSFERS IN(OUT) FUND G-Grants	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND L-Leases	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND M-IGT	9,400,000	-	-	-	-	-	9,400,000
Total Transfers	3,355,071	12,689,929	-	-	-	(9,400,000)	6,645,000
CHANGE IN FUND BALANCE	\$ 278,499	\$ (1,570,278)	\$ 23,634	\$ (967,582)	\$ (4,770,000)	\$ 5,200,000	\$ (1,805,727)



FUND BALANCE SUMMARY

Preliminary Budget FY 2021-22

	GENERAL FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
Estimated Fund Balance Available June 30, 2021	\$ 34,145,353	\$ 3,784,888	\$ 1,043,644	\$ 975,419	\$ 5,147,518	\$ 9,001,559	\$ 54,209,264
Revenues	237,832,106	-	1,136,596	1,050,644	1,300,000	24,100,000	265,419,346
Other Financing Sources	9,400,000	12,689,929	-	-	-	-	22,089,929
Release of Committed Funds	-	-	-	-	-	-	-
Estimated Funds Available	281,377,459	16,474,817	2,180,240	2,026,063	6,447,518	33,101,559	341,718,539
Expenditures	(240,908,678)	(14,260,207)	(1,112,962)	(2,018,226)	(6,070,000)	(9,500,000)	(273,870,073)
Other Financing Uses	(6,044,929)	-	-	-	-	(9,400,000)	(15,444,929)
Special Item	-	-	-	-	-	-	-
Estimated Fund Balance at June 30, 2022	\$ 34,423,852	\$ 2,214,610	\$ 1,067,278	\$ 7,837	\$ 377,518	\$ 14,201,559	\$ 52,403,537



SUMMARY OF REVENUES AND OTHER FINANCING SOURCES

Preliminary Budget FY 2021-22

<u>SOURCE</u>	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22
REVENUES				
Taxes	\$ 149,456,504	\$ 158,932,317	\$ 166,535,905	\$ 173,504,000
Charges for Services	72,105,039	65,890,823	72,224,461	83,852,946
Intergovernmental	5,018,802	8,174,218	5,095,312	5,205,644
Miscellaneous	1,300,479	1,014,484	2,549,324	1,705,160
Use of Money or Property	1,761,762	2,184,539	1,261,545	1,151,596
Total Revenues	229,642,586	236,196,381	247,666,547	265,419,346
OTHER FINANCING SOURCES	43,266,770	20,752,016	21,045,978	22,089,929
TOTALS	\$ 272,909,356	\$ 256,948,397	\$ 268,712,525	\$ 287,509,275
FUNDS				
General Fund	\$ 218,106,491	\$ 223,346,819	\$ 238,183,904	\$ 247,232,106
Pension Obligation Bond Fund	25,594,979	66,121	624	-
Capital Facilities Fund	10,400,481	11,485,728	11,599,369	12,689,929
Leased Properties Fund	805,645	994,931	1,115,898	1,136,596
Grants Fund	864,638	4,288,943	1,026,496	1,050,644
Development Impact Fees Fund	1,757,056	1,666,809	1,395,300	1,300,000
IGT Fund	15,380,066	15,099,046	15,390,934	24,100,000
TOTALS	\$ 272,909,356	\$ 256,948,397	\$ 268,712,525	\$ 287,509,275



SUMMARY OF EXPENDITURES AND OTHER FINANCING USES

Preliminary Budget FY 2021-22

OBJECT	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22
EXPENDITURES				
Labor Costs	\$ 174,384,668	\$ 180,388,307	\$ 196,614,700	\$ 204,988,784
Services & Supplies	31,114,150	33,718,699	37,146,321	43,711,351
Taxes, Licenses, Debt Service & Others	9,489,582	12,612,912	11,014,167	10,444,398
Capital Outlay	6,142,172	7,637,847	13,071,337	14,725,540
Total Expenditures	221,130,572	234,357,765	257,846,525	273,870,073
OTHER FINANCING USES	37,752,001	16,159,589	16,800,108	15,444,929
TOTALS	\$ 258,882,573	\$ 250,517,354	\$ 274,646,633	\$ 289,315,002
FUNDS				
General Fund	\$ 233,966,249	\$ 218,374,018	\$ 237,286,713	\$ 246,953,607
Pension Obligation Bond Fund	37,500	-	-	-
Capital Facilities Fund	10,858,240	10,927,842	11,994,289	14,260,207
Leased Properties Fund	838,658	610,548	662,117	1,112,962
Grants Fund	399,824	4,794,750	1,637,443	2,018,226
Development Impact Fees Fund	72,160	473,949	7,066,071	6,070,000
IGT Fund	12,709,942	15,336,247	16,000,000	18,900,000
TOTALS	\$ 258,882,573	\$ 250,517,354	\$ 274,646,633	\$ 289,315,002



DEBT SERVICE SCHEDULE

Preliminary Budget FY 2021-22

	Regular Debt Payments		Sinking Fund	Total
	Principal	Interest		
FUNDS				
General Fund				
Pension Obligation Bonds	\$ 2,430,000	\$ 1,757,188	\$ 2,341,450	\$ 6,528,638
Lease Revenue Bonds	197,234	116,279	-	313,513
P-25 Radio Financing	261,906	8,280	-	270,186
IT Equipment Leases	-	-	-	-
Subtotal	2,889,140	1,881,747	2,341,450	7,112,337
Capital Facilities Fund				
Gurney Lease	209,854	4,198	-	214,052
Apparatus and Equipment Leases	5,235,100	268,965	-	5,504,065
Lease Revenue Bonds	23,816	40,397	-	64,213
Subtotal	5,468,770	313,560	-	5,782,330
Leased Properties Fund				
Lease Revenue Bonds	109,906	186,426	-	296,332
TOTALS	\$ 8,467,816	\$ 2,381,733	\$ 2,341,450	\$ 13,190,999



Expenditures by Division - All Funds

Preliminary Budget FY 2021-22

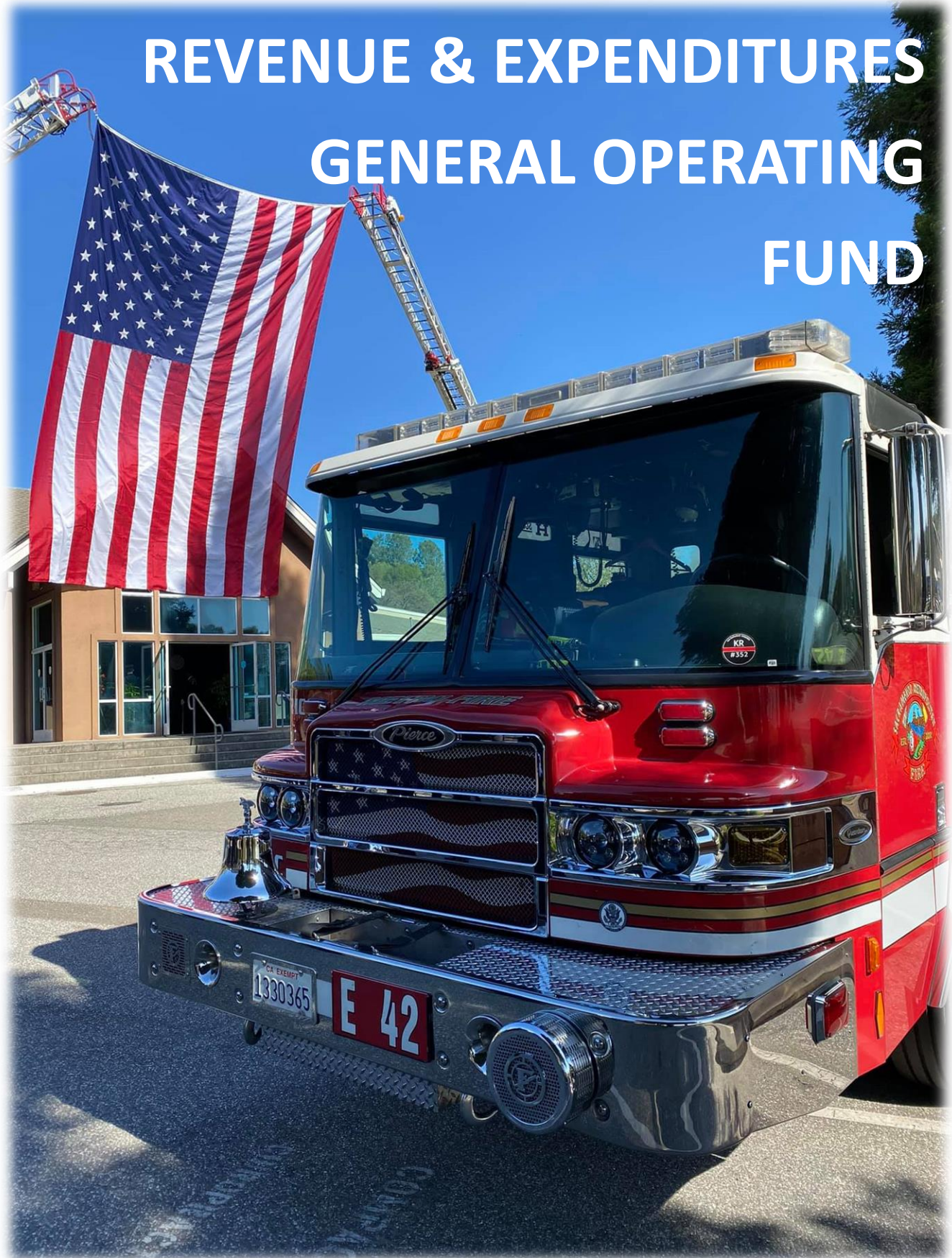
		ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
OFFICE OF THE FIRE CHIEF						
FCH	FIRE CHIEF	2,312,100	2,398,908	2,756,271	2,525,607	-8.4%
DEV	DEVELOPMENT TEAM	419,285	291,856	370,041	410,942	11.1%
BRD	BOARD OF DIRECTORS	279,500	246,539	258,581	260,506	0.7%
COR	COMMUNITY RELATIONS	325,701	334,769	343,537	150,407	-56.2%
ADMINISTRATION						
DCO	DEFERRED COMP	50,737	48,603	55,200	55,200	0.0%
FIN	FINANCE	7,314,086	5,935,108	5,465,585	5,389,934	-1.4%
HRE	HUMAN RESOURCES	1,649,104	1,569,269	1,610,232	1,656,608	2.9%
NDI	NON-DIVISIONAL	36,473,590	38,809,562	46,957,448	53,533,225	14.0%
TEC	INFORMATION TECHNOLOGY	3,485,564	3,667,803	4,079,456	4,434,727	8.7%
WCO	WORKERS COMP	2,906,078	3,154,780	3,392,594	3,300,896	-2.7%
OPERATIONS						
APE	APPARATUS & EQUIP	325,309	383,242	249,534	237,562	-4.8%
CER	COMM EMER RESPONSE TM	5,874	1,907	3,499	3,500	0.0%
CIS	CRITICAL INCIDENT STR MNGT	17,075	21,080	21,600	30,000	38.9%
CPT	AIR OPS	884,791	1,170,936	1,372,756	1,428,283	4.0%
DIS	DISPATCH	4,031,154	4,220,003	4,124,849	4,754,548	15.3%
DZR	DOZER PROGRAM	26,198	17,786	9,380	23,350	148.9%
EMS	EMER MEDICAL SERVICES	6,713,055	7,615,579	10,189,464	8,163,321	-19.9%
EPS	EMER PLANNING SPEC	(8,822)	31,645	5,300	300	-94.3%
HFI	HEALTH & FITNESS	331,877	339,239	380,592	393,793	3.5%
HZM	HAZMAT	48,361	40,425	17,400	23,100	32.8%
MIH	MOBILE INTEGRATED HEALTH	-	2,145	378,000	754,768	99.7%
OPE	OPERATIONS ADMIN	1,782,550	1,500,960	1,823,695	1,903,479	4.4%
RCA	RECRUIT ACADEMY	1,267,997	2,550,629	19,571	1,358,975	6843.8%
RES	RESCUE	56,247	52,631	14,000	40,000	185.7%
RFP	RESERVE FF PROGRAM	7,275	40,105	48,743	62,750	28.7%
RTL	RENTAL PROPERTIES	542,241	123,222	125,837	128,637	2.2%
SAF	SAFETY	1,316,976	6,970,950	1,505,432	1,453,767	-3.4%
SRP	SINGLE ROLE PARA PRG	2,863,264	2,307,678	2,872,123	2,842,483	-1.0%
SUP	SUPPRESSION	126,238,794	129,061,814	138,832,016	143,571,836	3.4%
TEM	TACTICAL EMS	7,105	5,161	1,199	7,600	533.9%
TRA	TRAINING	1,665,059	1,977,623	1,812,350	1,865,524	2.9%
UAV	UNMANNED AERIAL VEHICLE	22,844	12,792	12,138	26,550	118.7%
USR	URBAN SEARCH & RESCUE	-	-	-	-	
UTL	FIRE STATIONS UTILITIES AND CAPITAL OUTLAY	654,681	1,043,654	7,750,259	6,715,735	-13.3%
WTR	WATER RESCUE	13,164	48,724	267,109	205,755	-23.0%
SUPPORT SERVICES						
ARS	ARSON/FIRE INVESTIGATIONS	431,515	546,716	512,424	559,328	9.2%
COM	COMMUNICATION	1,322,588	1,623,826	1,559,873	1,307,675	-16.2%
CRR	COMMUNITY RISK REDUCTION	3,078,422	3,357,138	3,837,005	4,431,958	15.5%
CSE	COMMUNITY SERVICES	(22,510)	45,959	1,756	36,330	1968.9%
FAC	FACILITIES	1,463,694	1,958,494	2,086,988	2,644,943	26.7%
FLE	FLEET	8,180,509	8,106,390	9,981,921	12,704,155	27.3%
LOG	LOGISTICS	2,563,203	2,635,486	2,697,607	4,402,816	63.2%
WIL	WILDLAND	84,337	86,629	43,160	69,200	60.3%
TOTALS:		\$ 221,130,572	\$ 234,357,765	\$ 257,846,525	\$ 273,870,073	6.2%



CAPITAL OUTLAY SUMMARY
PRELIMINARY BUDGET FY 2021-22

<u>Fund</u>	<u>Division</u>	<u>Description</u>	<u>Units</u>	<u>Price</u>	<u>Amount</u>	<u>Principal</u>	<u>Interest</u>	<u>Annual</u>	
								<u>FY 2021-22</u>	<u>Financing</u>
								<u>Costs</u>	<u>Cost</u>
Capital Facilities	TEC:Information Technology	BOARDROOM AUDIO DSP REPLACEMENT		12,700	12,700				
Capital Facilities	TEC:Information Technology	BOARDROOM PROJECTOR REPLACEMENT		17,200	17,200				
Capital Facilities	TEC:Information Technology	BOARDROOM STREAMING SERVER		8,200	8,200				
Capital Facilities	TEC:Information Technology	FIREWALL		50,000	50,000				
Capital Facilities	TEC:Information Technology	SWITCHES		15,500	15,500				
Capital Facilities	TEC:Information Technology	MAC PRO COMPUTER - FDC (TRAINING)		16,500	16,500				
Capital Facilities	TEC:Information Technology	APPLE PRO DISPLAY - FDC (TRAINING)		7,000	7,000				
Capital Facilities	CPT:Helicopter	COPTER 3 CONVERSION	1	250,000	250,000	23,896	2,500	26,396	52,791
Capital Facilities	CPT:Helicopter	ROTOR BALANCER	1	35,000	35,000				
Capital Facilities	SAF:Safety	UNI MAC PPE EXTRACTOR	2	17,500	35,000				
Capital Facilities	SAF:Safety	SOLO RESCUE SCBA PPE WASHER	1	30,000	30,000				
Capital Facilities	SAF:Safety	DOWN-DRAFT EXPOSURE CONTROL TABL	1	17,500	17,500				
Capital Facilities	UAV:Unmanned Aerial Vehicles	MAVIC 2 ENTERPRISE ADVANCED	1	6,000	6,000				
Capital Facilities	COM:Communication	STATION ALERTING INSTALL FOR ARSON STATION							
Capital Facilities	FAC:Facility Maintenance	STATION 65 SHED	1	6,000	6,000				
Capital Facilities	FAC:Facility Maintenance	STATION 106 SHED	1	6,000	6,000				
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - AMBULANCE	3	218,793	656,379				
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - AMBULANCE REMOU	2	138,875	277,750				
Capital Facilities	FLE:Fleet Maintenance	AMBULANCE - NEW	2	225,000	450,000	43,012	4,500	47,512	95,024
Capital Facilities	FLE:Fleet Maintenance	AMBULANCE - REMOUNT	2	140,000	280,000	26,763	2,800	29,563	59,126
Capital Facilities	FLE:Fleet Maintenance	ENGINE - TYPE I	3	715,000	2,145,000	205,024	21,450	226,474	452,947
Capital Facilities	FLE:Fleet Maintenance	ENGINE - TYPE V	3	215,000	645,000	61,650	6,450	68,100	136,201
Capital Facilities	FLE:Fleet Maintenance	ENGINE - TYPE III	2	510,000	1,020,000	97,494	10,200	107,694	215,387
Capital Facilities	FLE:Fleet Maintenance	TRUCK - STICK	1	950,000	950,000	90,803	9,500	100,303	200,606
Capital Facilities	FLE:Fleet Maintenance	WATER TENDER	1	575,000	575,000	54,960	5,750	60,710	121,419
Capital Facilities	FLE:Fleet Maintenance	SUV/PICKUP - BC	1	60,000	60,000	5,735	600	6,335	12,670
Capital Facilities	FLE:Fleet Maintenance	PICKUP - FACILITIES	1	90,000	90,000	8,602	900	9,502	19,005
Capital Facilities	FLE:Fleet Maintenance	PICKUP HYBRID - LOGISTICS	1	65,000	65,000	6,213	650	6,863	13,726
Capital Facilities	FLE:Fleet Maintenance	VAN - FACILITIES	1	75,000	75,000	7,169	750	7,919	15,837
Capital Facilities	FLE:Fleet Maintenance	DOZER TENDER							
Capital Facilities	FLE:Fleet Maintenance	HELI TENDER							
Capital Facilities	FLE:Fleet Maintenance	FORKLIFT - FLEET	1	40,000	40,000	3,823	400	4,223	8,447
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - BOX TRUCK LOGISTIC	1	104,811	104,811				
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - SUV OPS	2	41,424	82,848				
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - TYPE V ENGINE	2	203,532	407,064				
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - SUV MIH	1	41,425	41,425				
Subtotal: Capital Facilities					8,477,877	635,143	66,450	701,593	1,403,186
Federal Grants	WTR:Water Rescue	BOATS - SHSGP19		113,663	113,663				
Federal Grants	FAC:Facility Maintenance	GENERATORS - PPS20		300,000	300,000				
Development Impact	068:Fire Station 068	STATION 68 BUILD		5,800,000	5,800,000				
Development Impact	068:Fire Station 068	STATION 68 EQUIPMENT		34,000	34,000				
Grand Totals					14,725,540	635,143	66,450	701,593	1,403,186

REVENUE & EXPENDITURES GENERAL OPERATING FUND





BUDGET SUMMARY - GENERAL FUND

Preliminary Budget FY 2021-22

	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
REVENUES					
Property Taxes	\$ 149,456,504	\$ 158,932,317	\$ 166,535,905	\$ 173,504,000	\$ 6,968,095
Use of Money/Property	666,431	655,638	11,425	15,000	3,575
Intergovernmental	4,559,172	3,990,014	4,247,232	4,155,000	(92,232)
Charges for Services	55,347,344	49,534,575	55,440,018	58,452,946	3,012,928
Miscellaneous Revenue	1,300,479	1,014,484	2,549,324	1,705,160	(844,164)
Total Revenues	211,329,930	214,127,028	228,783,904	237,832,106	9,048,202
EXPENDITURES:					
LABOR COSTS	173,997,424	180,277,563	196,409,009	204,019,682	7,610,673
OTHER EXPENDITURES:					
Services & Supplies	24,395,780	26,608,934	29,604,442	32,522,761	2,918,319
Taxes, Licenses, Debt Service & Others	4,594,231	4,547,932	4,614,588	4,366,235	(248,353)
Total Expenditures	202,987,435	211,434,429	230,628,039	240,908,678	10,280,639
REV LESS EXP	8,342,495	2,692,599	(1,844,135)	(3,076,572)	(1,232,437)
OTHER FINANCING SOURCES(USES)					
Issuance of Capital Leases	-	-	-	-	-
Sale of Assets	3,374	(209)	-	-	-
Transfers in	6,773,187	9,220,000	9,400,000	9,400,000	-
Transfers out	(5,478,814)	(6,939,589)	(6,658,674)	(6,044,929)	613,745
Total Other Financing Sources(Uses)	1,297,747	2,280,202	2,741,326	3,355,071	613,745
REV LESS EXP PLUS TRANSFERS	9,640,242	4,972,801	897,191	278,499	(618,692)
Less: Increase/Transfer to Committed Fund Balance	(2,989,245)	(3,453,397)	-	-	-
CHANGE IN FUND BALANCE	6,650,997	1,519,404	897,191	278,499	(618,692)



REVENUES & OTHER FINANCING SOURCES - GENERAL FUND

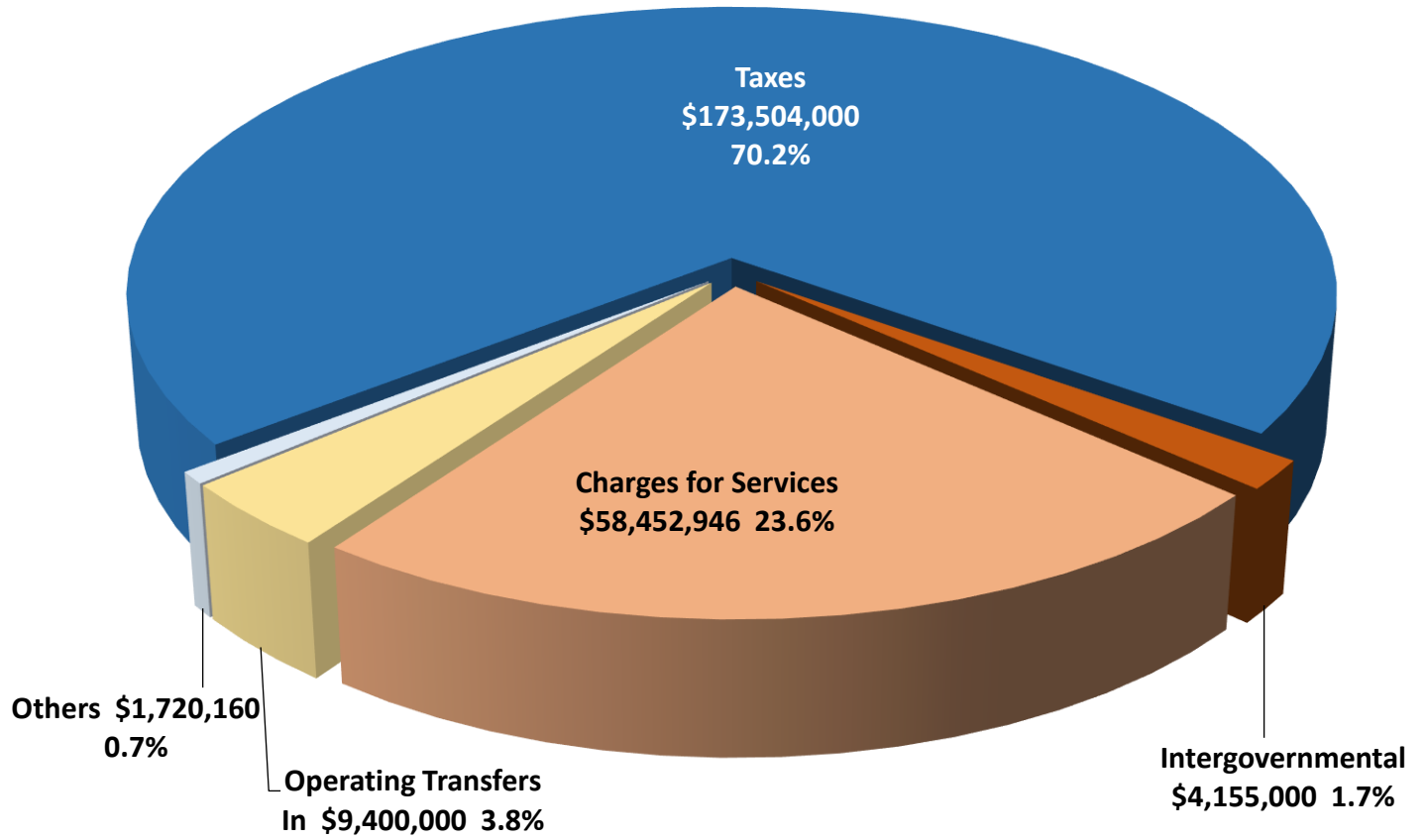
Preliminary Budget FY 2021-22

	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET	
910100	CURRENT SECURED PROPERTY TAXES	\$ 137,354,972	\$ 146,239,369	\$ 153,882,000	\$ 160,210,000	\$ 6,328,000
910200	CURRENT UNSECURED PROPERTY TAXES	5,021,293	5,433,699	5,743,000	5,743,000	-
910300	SUPPLEMENTAL PROPERTY TAXES	3,843,051	3,948,077	3,300,000	3,913,000	613,000
910400	TAXES-SECURED "TEETER" FUNDS	1,015,202	1,013,324	1,305,513	1,374,000	68,487
910500	TAXES-SECURED "TEETER" FUNDS	200,124	217,882	201,392	153,000	(48,392)
910600	UNITARY CURRENT SECURED TAXES	1,603,847	1,637,412	1,604,000	1,604,000	-
912000	SECURED REDEMPTION TAXES	5,648	7,276	6,000	6,000	-
913000	PRIOR UNSECURED PROPERTY TAXES	55,246	71,457	130,000	137,000	7,000
914000	PROPERTY TAX PENALTIES	26,116	24,696	25,000	25,000	-
976200	SPECIAL TAX ASSESSMENTS	331,005	339,125	339,000	339,000	-
PROPERTY TAXES		149,456,504	158,932,317	166,535,905	173,504,000	6,968,095
941000	INTEREST INCOME	666,431	655,638	11,425	15,000	3,575
942000	FAIR VALUE ADJUSTMENT	-	-	-	-	-
USE OF MONEY/PROPERTY		666,431	655,638	11,425	15,000	3,575
919600	RDA RESIDUAL DISTRIBUTION	2,078,413	1,502,520	1,579,000	1,641,000	62,000
952200	HOMEOWNERS PROPERTY TAX REVENUE	1,403,461	1,390,559	1,403,000	1,403,000	-
953100	AID/OTHER LOCAL GOV'T AGENCY	-	-	193,462	-	(193,462)
953300	REDEVELOPMENT AGENCY-PASSTHRU	1,074,787	1,016,935	1,069,000	1,111,000	42,000
956900	STATE AID AND OTHER MISC REVENUES	2,511	-	2,770	-	(2,770)
957000	CAPITAL CONTRIBUTIONS	-	80,000	-	-	-
INTERGOVERNMENTAL		4,559,172	3,990,014	4,247,232	4,155,000	(92,232)
963900	DEPLOYMENTS/OTHER FIRE SERVICE REIMBURSEMENTS	5,626,335	732,827	3,413,608	3,462,000	48,392
964300	FEES-INSPECTIONS, PERMITS & PLAN REVIEW	2,307,493	2,346,805	2,382,649	2,340,000	(42,649)
964320	PERMITS & KNOX LOCK FEES	3,627	-	-	-	-
964330	PLAN REVIEW FEES	1,626,649	1,777,246	1,573,121	1,600,000	26,879
964340	CODE ENFORCEMENT INSPECTION FEES	559,963	470,001	722,003	650,000	(72,003)
964360	FIREWORK FEES	77,268	66,968	55,609	60,000	4,391
964370	PLANNING LETTERS (COUNTY)	39,986	32,590	31,916	30,000	(1,916)
964800	FIRE CONTROL SERVICE (ALARM FEES)	61,822	47,273	41,184	50,000	8,816
964900	COPYING SERVICE	6,030	4,271	11,305	11,000	(305)
966900	MEDICAL CARE (MEDIC FEES)	40,224,372	39,918,301	41,190,539	42,925,000	1,734,461
966910	GEMT REIMBURSEMENT	1,342,915	-	1,000,000	3,000,000	2,000,000
969300	EDUCATION TRAINING SERVICE	429,998	688,841	430,000	430,000	-
969900	CONTRACT SERVICE REVENUE	5,348,379	5,796,257	6,970,733	6,234,946	(735,787)
CHARGES FOR SERVICES		55,347,344	49,534,575	55,440,018	58,452,946	3,012,928
931000	VEHICLE CODE FINES	112	-	2,594	5,000	2,406
932000	OTHER COURT FINES	4,360	13,553	5,057	5,000	(57)
973000	DONATIONS - CERT DONATION FROM FOUNDATION	-	-	200	-	(200)
974000	INSURANCE PROCEEDS	147,635	33,801	-	-	-
979000	REVENUE - GEMT ADMIN FEE + OTHER	1,136,713	951,806	1,437,588	1,695,160	257,572
979900	REVENUE - OTHER	11,659	15,324	3,885	-	(3,885)
MISCELLANEOUS REVENUE		1,300,479	1,014,484	1,449,324	1,705,160	255,836
Total General Operating Revenues		211,329,930	214,127,028	227,683,904	237,832,106	10,148,202
986200	PROCEEDS FROM SALE OF ASSETS	3,374	(209)	-	-	-
987010	OTHER PRIVATE FUNDING SOURCES	-	-	1,100,000	-	(1,100,000)
599100	OPERATING TRANSFERS IN (From FUND M - IGT)	6,773,187	9,220,000	9,400,000	9,400,000	-
OTHER FINANCING SOURCES		6,776,561	9,219,791	10,500,000	9,400,000	(1,100,000)
TOTAL REVENUES AND OTHER FINANCING SOURCES		\$ 218,106,491	\$ 223,346,819	\$ 238,183,904	\$ 247,232,106	\$ 9,048,202



REVENUES & OTHER FINANCING SOURCES - GENERAL OPERATING FUND 212A

Preliminary Budget FY 2021-22





Expenditures and Other Financing Uses - General Fund 212A

Preliminary Budget FY 2021-22

	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
EXPENDITURES					
LABOR COSTS	\$ 173,997,424	\$ 180,277,563	\$ 196,409,009	\$ 204,019,682	\$ 7,610,673
SERVICES & SUPPLIES	24,395,780	26,608,934	29,604,442	32,522,761	2,918,319
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,594,231	4,547,932	4,614,588	4,366,235	(248,353)
Total Expenditures	202,987,435	211,434,429	230,628,039	240,908,678	10,280,639
OTHER FINANCING USES					
TRANSFERS OUT	30,978,814	6,939,589	6,658,674	6,044,929	(613,745)
Total Expenditures and Other Financing Uses	\$ 233,966,249	\$ 218,374,018	\$ 237,286,713	\$ 246,953,607	\$ 9,666,894

Acct	Description	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
110000	WAGES	\$ 101,578,103	\$ 101,038,642	\$ 106,849,740	\$ 106,976,221	\$ 126,481
120000	BENEFITS	72,419,321	79,238,921	89,559,269	97,043,461	7,484,192
Total Labor Costs		173,997,424	180,277,563	196,409,009	204,019,682	7,610,673
200500	ADS/LEGAL NOTICES	7,541	4,260	6,812	7,812	1,000
201500	PRINT & COPY SERVICES	15,416	8,988	17,400	17,400	-
202100	BOOKS, SUBSCRIPTION SERVICE	8,280	10,993	12,452	15,518	3,066
202200	BOOKS, SUBSCRIPTION (PERM LIB)	13,796	44,424	17,858	35,771	17,913
202300	AUDIO VIDEO PRODUCTION SERVICES	9,684	10,142	8,450	8,400	(50)
202900	BUSINESS/CONFERENCE	262,633	168,533	90,031	263,220	173,189
203100	BUSINESS ACTIVITY EXP (NON-EE)	10,089	9,628	13,000	22,000	9,000
203500	EDUC/TRAINING SERVICES	459,809	258,376	395,343	565,137	169,794
203600	EDUCATION/TRAINING SUPPLIES	141,032	135,106	69,998	215,625	145,627
203800	EMPLOYEE AWARDS	7,558	5,493	17,250	29,100	11,850
203900	EMPLOYEE TRANSPORTATION	1,713	308	514	1,000	486
204100	OFFICE EQUIP NOT INVENTORIED	7,134	5,014	10,000	8,600	(1,400)
204500	FREIGHT/SHIPPING	8,405	5,416	7,501	7,500	(1)
205100	INSURANCE LBLTY,PPTY,W/C,ETC.	1,313,673	1,881,347	2,423,123	3,965,410	1,542,287
206100	MEMBERSHIPS	39,744	38,393	45,085	54,893	9,808
206600	PHOTO SUPPLY	7,712	305	750	828	78
207600	OFFICE SUPPLIES	56,472	46,350	55,073	64,606	9,533
208100	POSTAGE/SUPPLY/METER RNTL/LSE	7,758	10,280	24,775	17,450	(7,325)
208500	PRINTING/BINDING	24,523	21,640	23,114	26,400	3,286
210300	LNDSVC SVC/WEED ABTM/PEST CTRL	109,224	102,683	120,731	120,597	(134)
210400	LANDSCAPE SUPPLY	16,163	15,532	12,000	14,000	2,000
211100	BUILDING SERVICE	438,023	701,210	586,349	615,445	29,096
211200	BUILDING SUPPLY	56,424	80,385	47,107	36,600	(10,507)
213100	ELECTRICAL SERVICE	39,868	21,657	29,000	48,000	19,000
213200	ELECTRICAL SUPPLY	33,437	28,299	36,500	33,500	(3,000)
215100	MECH SYSTEMS SVC	61,796	54,275	55,032	54,032	(1,000)
215200	MECH SYSTEMS SUP	64,881	43,337	63,000	60,000	(3,000)
216100	PAINTING SERVICE	5,100	6,940	40,000	57,000	17,000
216200	PAINTING SUPPLY	12,998	8,505	5,500	11,000	5,500
216700	PLUMBING SERVICE	61,406	64,953	51,500	27,225	(24,275)
216800	PLUMBING SUPPLY	5,248	5,865	20,000	25,000	5,000
217100	REAL PROPERTY RENTAL	14,619	14,502	14,812	15,275	463
219100	ELECTRICITY	513,688	502,670	603,716	537,039	(66,677)
219200	NATURAL GAS	119,335	111,887	117,635	141,450	23,815
219300	REFUSE SERVICE	41,178	37,360	40,931	38,678	(2,253)
219500	SEWAGE SERVICE	38,477	40,510	40,131	35,716	(4,415)
219700	TELEPHONE SVCE:LINE FEES & CALLS	752,988	760,352	785,391	854,368	68,977
219800	WATER SERVICE	124,506	128,467	148,491	139,524	(8,967)
220500	VEHICLE MAINT SVC	1,335,165	1,468,137	1,668,779	1,482,000	(186,779)
220600	VEHICLE MAINT SUP	679,222	1,086,726	1,042,529	1,044,700	2,171

Acct	Description	ACTUALS		MID-YEAR	PRELIMINARY	VARIANCE W/
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	MID-YEAR BUDGET
222600	EXPENDABLE TOOLS	9,282	11,455	22,649	17,250	(5,399)
223100	FIRE EQUIP SVC (NON-SCBA)	57,605	48,030	72,949	55,300	(17,649)
223200	FIRE EQUIP SUPPLY	445,104	870,851	783,883	432,012	(351,871)
223600	FUEL, OILS & LUBRICANTS	1,219,576	1,135,127	1,053,985	1,182,900	128,915
225100	MEDICAL EQUIP SVC	17,422	101,101	242,001	178,501	(63,500)
225200	MEDICAL EQUIP SUP	11,344	196,190	70,000	12,500	(57,500)
226400	OFFICE EQUIPMENT/FURNITURE	3,801	8,113	23,000	2,000	(21,000)
226500	COMPUTER INVENTORIAL EQUIPT.	138,248	82,112	153,603	101,150	(52,453)
226600	STATION FURNISHINGS	54,295	99,124	93,300	85,000	(8,300)
227100	COMM EQUIP SERVICE	19,196	21,163	25,678	27,400	1,722
227200	COMM EQUIP SUPPLY	347,543	517,951	541,771	538,150	(3,621)
227500	EQUIPMENT RENTAL	176,867	176,478	222,264	291,500	69,236
228100	SHOP EQUIP SERVICE	84,155	43,470	11,367	17,800	6,433
228200	SHOP EQUIP SUPPLY	17,046	42,889	25,600	15,450	(10,150)
229100	OTHER EQUIP SERV	40,975	50,035	34,036	36,750	2,714
229200	OTHER EQUIP SUPPLY	176,408	113,290	79,623	117,250	37,627
231300	CLOTHING REPAIRS	124,444	135,817	130,000	135,000	5,000
231400	SAFETY CLOTHING AND SUPPLIES	863,416	1,011,532	589,748	911,067	321,319
232100	CUSTODIAL SERVICE	45,402	59,986	80,005	94,865	14,860
232200	CUSTODIAL SUPPLY	109,313	109,224	125,000	115,000	(10,000)
233200	FOOD SUPPLY	75,125	53,678	50,746	72,816	22,070
234200	KITCHEN SUPPLY	3,488	3,810	4,500	4,500	-
235100	LAUNDRY SERVICE	29,101	33,301	40,000	30,000	(10,000)
244300	MEDICAL SERVICES	246,621	125,824	215,022	221,253	6,231
244400	MEDICAL SUPPLIES	1,226,601	915,286	1,579,580	1,487,750	(91,830)
250200	ACTUARIAL SERVICE	40,069	26,093	13,750	33,200	19,450
250500	FINANCIAL SERVICE	120,427	132,263	144,936	147,280	2,344
253100	LEGAL SERVICE	277,850	260,347	440,413	323,000	(117,413)
254100	PERSONNEL SERVICE	197,215	172,266	168,222	171,440	3,218
254200	TREASURER SERVICES	6,054	5,722	10,166	11,304	1,138
259100	OTHER SERVICE	5,232,620	5,367,140	7,093,994	7,128,480	34,486
281100	COMPUTER SERVICES	986,667	1,260,439	1,324,371	1,476,590	152,219
281200	COMPUTER SUPPLY	6,922	21,789	10,881	34,085	23,204
281300	SALES TAX ADJUSTMENT	-	65	-	-	-
281700	ELECTION SERVICE	39,927	-	11,322	-	(11,322)
285100	PHYSICAL FITNESS SERVICE	19,713	16,325	20,000	30,000	10,000
285200	PHYSICAL FITNESS SUPPLIES	87,223	133,376	102,060	98,000	(4,060)
288000	PRIOR YEAR SVC/SUP	-	-	-	-	-
289800	OTHER SUPPLIES	3,539	90,360	67,827	35,850	(31,977)
289900	OTHER SERVICES	682,950	776,921	794,237	1,138,500	344,263
292300	GS MESSENGER SERVICES	2,644	2,886	2,935	3,000	65
293100	DISPATCH SERVICE	4,031,154	4,220,003	4,124,849	4,754,548	629,699
293400	PUBLIC WORKS SVC	17	-	2,030	3,000	970
296200	GENERAL SERVICE PARKING CHARGE	6,445	6,281	7,478	9,536	2,058
298400	RADIO SYSTEMS	185,248	201,573	226,998	223,965	(3,033)
Total Services and Supplies		24,395,780	26,608,934	29,604,442	32,522,761	2,918,319
321000	INTEREST EXPENSE	230,170	213,390	207,066	194,116	(12,950)
322000	PRINCIPAL PAYMENTS	536,091	373,719	382,292	120,737	(261,555)
345000	ASSESSMENTS	3,611,635	3,724,082	3,900,688	3,789,382	(111,306)
370000	CONTRIBUTIONS TO OTHER AGENCY	216,335	236,741	124,542	262,000	137,458
Total Tax, License, & Assessments		4,594,231	4,547,932	4,614,588	4,366,235	(248,353)

Total General Operating Expenditures \$ 202,987,435 \$ 211,434,429 \$ 230,628,039 \$ 240,908,678 \$ 10,280,639

Account Description	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
Transfer Out to Fund D - Capital Facilities	\$ 4,796,489	\$ 6,835,895	\$ 6,611,469	\$ 6,044,929	\$ (566,540)
Transfer Out to Fund G-Grants	377,596	103,694	47,205	-	(47,205)
Transfer Out to Fund L-Leases	304,729	-	-	-	-

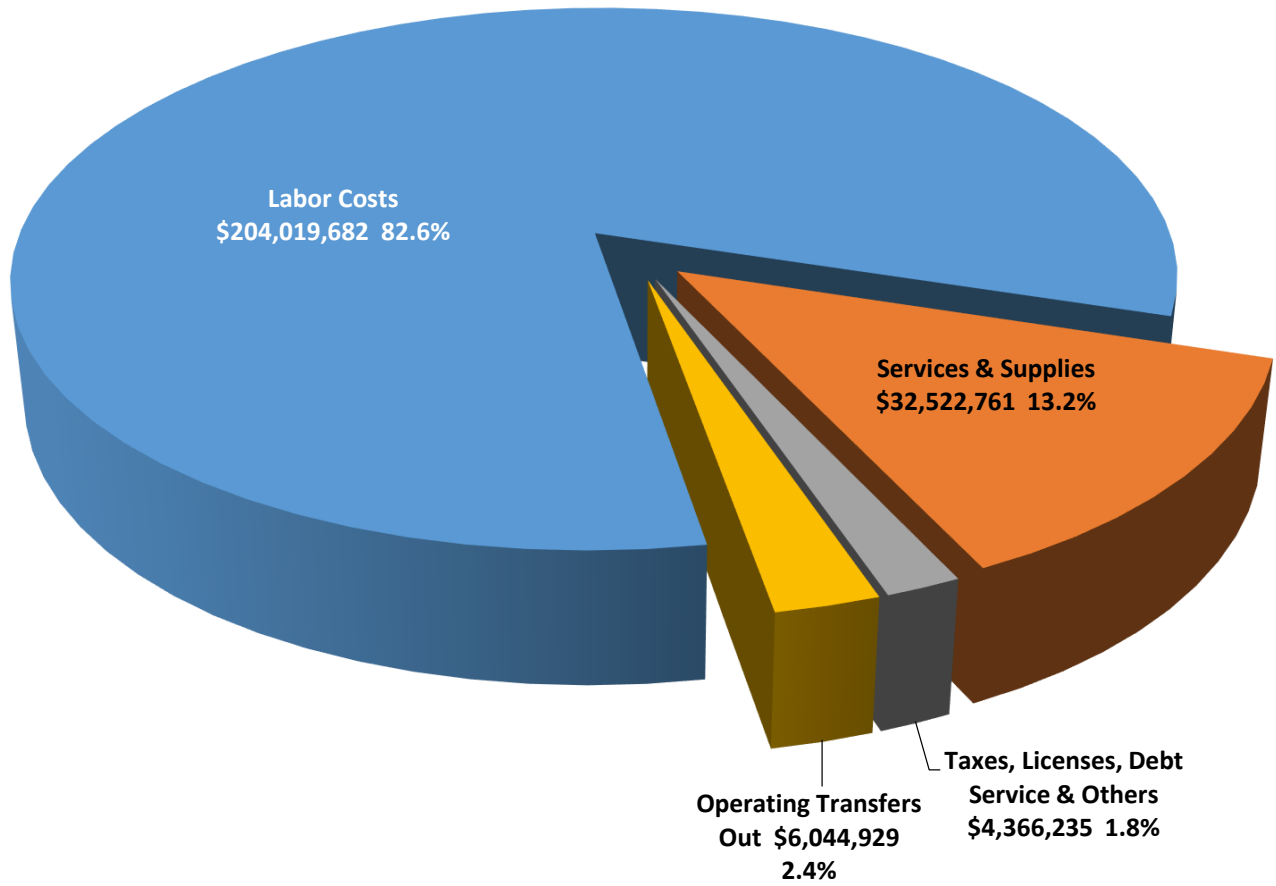
Total Other Financing Uses \$ 5,478,814 \$ 6,939,589 \$ 6,658,674 \$ 6,044,929 \$ (613,745)

Total Expenditures and Other Financing Uses \$ 208,466,249 \$ 218,374,018 \$ 237,286,713 \$ 246,953,607 \$ 9,666,894



EXPENDITURES AND OTHER FINANCING USES - GENERAL FUND 212A

Preliminary Budget FY 2021-22





Labor Costs - General Fund Preliminary Budget FY 2021-22

		ACTUALS	ACTUALS	MID-YEAR	PRELIMINARY	VARIANCE W/ MID-YEAR	
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	\$ Change	% Change
WAGES							
111000	Wages	\$ 58,792,170	\$ 61,962,905	\$ 63,949,757	\$ 67,654,277	\$ 3,704,520	5.8%
112100	Reserve F/F-Rio Linda	57,725	35,052	28,893	50,000	21,107	73.1%
112400	Directors	17,971	18,633	19,551	20,000	449	2.3%
113120	Overtime - Shift	2,206,217	1,765,439	1,800,266	1,854,271	54,005	3.0%
113210	FLSA	1,397,032	1,485,382	1,553,093	1,623,272	70,179	4.5%
113110	Constant Staffing-Callback	23,031,218	18,930,231	22,397,568	17,868,474	(4,529,094)	-20.2%
113220	Overtime - Day	313,339	444,183	296,839	472,571	175,732	59.2%
114110	Out of Class	45,058	98,778	96,933	100,000	3,067	3.2%
114111	Fire Staff Premium	289,790	295,283	249,383	214,938	(34,445)	-13.8%
114120	EMT	2,215,294	2,365,010	2,472,680	2,564,571	91,891	3.7%
114130	Paramedic	2,865,586	3,135,613	3,279,065	3,410,684	131,619	4.0%
114140	Education	3,294,337	3,521,318	3,731,704	3,961,266	229,562	6.2%
114160	Haz-Mat	401,881	413,617	393,350	393,707	357	0.1%
114170	Longevity Pay	1,585,556	1,556,980	1,511,195	1,440,841	(70,354)	-4.7%
114200	Standby Pay	19,118	27,370	32,088	35,305	3,217	10.0%
114310	Uniform Allowance	15,378	9,957	15,771	13,600	(2,171)	-13.8%
114320	Tool Allowance	16,500	16,500	16,500	16,500	-	0.0%
115110	Annual PTO/VL Buy Back	795,943	858,853	712,737	797,736	84,999	11.9%
115114	Holiday Pay Prem.	2,980,960	2,808,894	2,940,269	3,087,700	147,431	5.0%
115130	Sick Leave Buy Back/Annual	1,237,030	1,288,644	1,352,098	1,396,508	44,410	3.3%
TOTAL WAGES		101,578,103	101,038,642	106,849,740	106,976,221	126,481	0.1%
BENEFITS							
Retirement							
121011	CalPERS Safety	31,462,343	36,126,570	39,381,769	44,893,313	5,511,544	14.0%
121020	CalPERS Misc.	1,651,105	1,898,669	2,096,862	2,336,079	239,217	11.4%
121022	Pension Bonds Principal Payment	2,465,000	2,250,000	4,771,450	5,318,090	546,640	11.5%
121040	SCERS Safety Retirement	3,141,977	3,530,927	4,735,416	4,407,807	(327,609)	-6.9%
121041	Pension Bonds Interest Payment	1,994,962	1,876,888	1,757,188	1,627,912	(129,276)	-7.4%
Total Retirement		40,715,387	45,683,054	52,742,685	58,583,201	5,840,516	11.1%
Medical							
123010	Employees	11,417,963	12,788,894	14,035,734	15,241,429	1,205,695	8.6%
123011	Retirees	9,688,257	10,491,103	11,204,177	11,604,797	400,620	3.6%
123013	Pay In-Lieu of Medical	184,800	30,300	-	-	-	
123015	PERS OPEB	5,336,033	4,981,191	6,171,556	6,248,548	76,992	1.2%
123020	Dental	1,086,508	1,102,211	1,024,161	1,003,984	(20,177)	-2.0%
123030	Vision	135,440	136,543	135,238	138,245	3,007	2.2%
123040	Employee Assistance Program (EAP)	20,290	26,834	30,283	33,512	3,229	10.7%
123050	LT Disability	40,935	42,513	43,908	46,214	2,306	5.3%
123060	Life/AD&D	119,812	121,044	123,393	128,924	5,531	4.5%
123080	Employee Retirement Consulting	23,955	24,144	23,910	24,656	746	3.1%
Total Medical:		28,053,993	29,744,777	32,792,360	34,470,309	1,677,949	5.1%
122020	OASDHI	1,446,664	1,415,518	1,489,414	1,521,595	32,181	2.2%
122030	PARS	6,817	6,491	7,298	6,836	(462)	-6.3%
124000	Workers Compensation Claims	2,166,608	2,355,226	2,503,512	2,400,000	(103,512)	-4.1%
125000	Unemployment	29,852	33,855	24,000	61,520	37,520	156.3%
TOTAL BENEFITS		72,419,321	79,238,921	89,559,269	97,043,461	7,484,192	8.4%
TOTAL LABOR COSTS		\$ 173,997,424	\$ 180,277,563	\$ 196,409,009	\$ 204,019,682	\$ 7,610,673	3.9%



Expenditures by Division - General Fund

Preliminary Budget FY 2021-22

		ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
OFFICE OF THE FIRE CHIEF						
FCH	FIRE CHIEF	2,312,100	2,398,908	2,756,271	2,525,607	-8.4%
DEV	DEVELOPMENT TEAM	281,969	291,856	370,041	410,942	11.1%
BRD	BOARD OF DIRECTORS	279,500	246,539	258,581	260,506	0.7%
COR	COMMUNITY RELATIONS	325,701	334,769	343,537	150,407	-56.2%
ADMINISTRATION						
CRR	COMMUNITY RISK REDUCTION	3,078,422	3,357,138	3,575,487	4,302,358	20.3%
CSE	COMMUNITY SERVICES	(22,510)	45,959	1,756	36,330	1968.9%
DCO	DEFERRED COMP	50,737	48,603	55,200	55,200	0.0%
FIN	FINANCE	5,494,300	5,240,823	5,464,633	5,389,934	-1.4%
HRE	HUMAN RESOURCES	1,649,104	1,569,269	1,610,232	1,656,608	2.9%
NDI	NON-DIVISIONAL	25,752,329	27,024,072	34,105,821	38,029,114	11.5%
WCO	WORKERS COMP	2,900,759	3,154,780	3,392,594	3,300,896	-2.7%
OPERATIONS						
APE	APPARATUS & EQUIP	297,687	357,503	223,534	237,562	6.3%
ARS	ARSON/FIRE INVESTIGATIONS	431,515	459,317	512,424	559,328	9.2%
CER	COMM EMER RESPONSE TM	5,874	1,907	3,499	3,500	0.0%
CIS	CRITICAL INCIDENT STR MNGT	17,075	21,080	21,600	30,000	38.9%
CPT	AIR OPS	872,211	1,126,302	1,327,776	1,143,283	-13.9%
DIS	DISPATCH	4,031,154	4,220,003	4,124,849	4,754,548	15.3%
DZR	DOZER PROGRAM	26,198	17,786	9,380	23,350	148.9%
EMS	EMER MEDICAL SERVICES	6,499,987	7,402,511	9,976,069	7,949,269	-20.3%
EPS	EMER PLANNING SPEC	(8,822)	31,645	5,300	300	-94.3%
HFI	HEALTH & FITNESS	331,877	333,827	380,592	393,793	3.5%
HZM	HAZMAT	48,361	40,425	17,400	23,100	32.8%
MIH	MOBILE INTEGRATED HEALTH	-	2,145	378,000	-	-100.0%
OPE	OPERATIONS ADMIN	1,782,550	1,500,960	1,823,695	1,903,479	4.4%
RCA	RECRUIT ACADEMY	1,267,997	2,550,629	19,571	1,358,975	6843.8%
RES	RESCUE	56,247	21,199	14,000	40,000	185.7%
RFP	RESERVE FF PROGRAM	7,275	40,105	48,743	62,750	28.7%
SAF	SAFETY	1,290,184	1,655,767	1,476,074	1,371,267	-7.1%
SRP	SINGLE ROLE PARA PRG	2,863,264	2,307,678	2,872,123	2,842,483	-1.0%
SUP	SUPPRESSION	125,856,869	128,951,070	138,628,873	143,185,002	3.3%
TEM	TACTICAL EMS	7,105	5,161	1,199	7,600	533.9%
TRA	TRAINING	1,665,059	1,905,670	1,718,320	1,758,464	2.3%
UAV	UNMANNED AERIAL VEHICLE	22,844	12,792	12,138	20,550	69.3%
USR	URBAN SEARCH & RESCUE	-	-	-	-	
UTL	FIRE STATIONS UTILITIES	647,244	637,339	750,259	715,735	-4.6%
WIL	WILDLAND	84,337	86,629	43,160	69,200	60.3%
WTR	WATER RESCUE	13,164	11,300	25,900	31,900	23.2%
SUPPORT SERVICES						
COM	COMMUNICATION	1,322,588	1,564,329	1,559,873	1,307,675	-16.2%
FAC	FACILITIES	1,463,859	1,713,338	1,579,040	1,644,451	4.1%
FLE	FLEET	4,119,103	4,530,020	4,626,947	4,738,878	2.4%
LOG	LOGISTICS	2,563,203	2,635,486	2,601,498	4,306,707	65.5%
TEC	INFORMATION TECHNOLOGY	3,299,015	3,577,790	3,912,050	4,307,627	10.1%
TOTALS:		\$ 202,987,435	\$ 211,434,429	\$ 230,628,039	\$ 240,908,678	4.5%



REVENUE & EXPENDITURES

OTHER FUNDS



BUDGET SUMMARY - CAPITAL FACILITES FUND 212D

Preliminary Budget FY 2021-22

	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
INVESTMENT INCOME	\$ 92,455	\$ 57,197	\$ 596	\$ -	\$ (596)
INTERGOVERNMENTAL	142	-	-	-	-
MISCELLANEOUS	-	-	-	-	-
Total Revenues	92,597	57,197	596	-	(596)
EXPENDITURES:					
SERVICES & SUPPLIES	137,316	(20)	-	-	-
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,598,769	5,518,161	6,103,247	5,782,330	(320,917)
CAPITAL OUTLAY	6,122,155	5,409,701	5,891,042	8,477,877	2,586,835
Total Expenditures	10,858,240	10,927,842	11,994,289	14,260,207	2,265,918
REVENUE LESS EXPENDITURES	(10,765,643)	(10,870,645)	(11,993,693)	(14,260,207)	(2,266,514)
OTHER FINANCING SOURCES(USES)					
ISSUANCE OF CAPITAL LEASES	5,231,839	4,510,000	3,985,000	6,645,000	2,660,000
SALE OF ASSETS	279,556	82,636	68,488	-	(68,488)
TRANSFERS IN(OUT) Fund A	4,796,489	6,835,895	6,611,469	6,044,929	(566,540)
TRANSFERS IN(OUT) Fund G	-	-	741,434	-	(741,434)
TRANSFERS IN(OUT) Fund E	-	-	192,382	-	(192,382)
Total Other Financing Sources (Uses)	10,307,884	11,428,531	11,598,773	12,689,929	1,091,156
REV LESS EXP PLUS TRANSFERS	\$ (457,759)	\$ 557,886	\$ (394,920)	\$ (1,570,278)	\$ (1,175,358)

SERVICES & SUPPLIES

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

TAXES, LICENSES, DEBT SERVICE & OTHERS

321000	INTEREST	403,409	408,551	339,385	313,560	(25,825)
322000	PRINCIPAL	4,195,360	5,109,610	5,763,862	5,468,770	(295,092)

CAPITAL OUTLAY

410100	LAND ACQUISITION	-	-	-	-	-
420100	STRUCTURES	-	-	61,875	-	(61,875)
420200	NON-STRUCTURE	-	59,280	158,125	-	(158,125)
430100	VEHICLES	4,002,763	3,498,560	5,331,736	7,925,277	2,593,541
430200	OPHTHER EQUIPMENT	-	-	-	75,000	75,000
430300	EQUIPMENT	299,606	1,157,576	338,982	477,600	138,618
440300	SOFTWARE	1,819,786	694,285	324	-	(324)



BUDGET SUMMARY - GRANTS FUND 212G

Preliminary Budget FY 2021-22

	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
INTERGOVERNMENTAL	\$ 459,488	\$ 4,184,204	\$ 848,080	\$ 1,050,644	\$ 202,564
INVESTMENT INCOME	27,554	1,045	131,211	-	(131,211)
Total Revenues	487,042	4,185,249	979,291	1,050,644	71,353
EXPENDITURES:					
LABOR COSTS	387,244	110,744	205,691	969,102	763,411
SERVICES & SUPPLIES	-	611,938	510,023	635,461	125,438
TAXES, LICENSES, DEBT SERVICE & OTHERS	-	2,250,237	-	-	-
CAPITAL OUTLAY	12,580	1,821,831	180,295	413,663	233,368
Total Expenditures	399,824	4,794,750	896,009	2,018,226	1,122,217
REVENUE LESS EXPENDITURES	87,218	(609,501)	83,282	(967,582)	(1,050,864)
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) FUND A	377,596	103,694	47,205	-	(47,205)
TRANSFERS IN(OUT) FUND D	-	-	(741,434)	-	-
Total Other Financing Sources (Uses)	377,596	103,694	(694,229)	-	(47,205)
REV LESS EXP PLUS TRANSFERS	\$ 464,814	\$ (505,807)	\$ (610,947)	\$ (967,582)	\$ (1,098,069)

LABOR COSTS

110000	WAGES	\$ 203,627	\$ 110,744	\$ 205,691	\$ 868,643	\$ 662,952
120000	BENEFITS	183,617	-	-	100,459	100,459

SERVICES & SUPPLIES

203500	EDUCATION/TRAINING SERVICES	-	61,328	-	2,500	2,500
203600	EDUCATION/TRAINING SUPPLIES	-	-	13,030	13,030	-
205100	INSURANCE LBLTY, PPTY, W/C, ETC.	-	-	-	500	500
208500	PRINTING/BINDING	-	-	230	13,260	13,030
220500	VEHICLE MAINT SVC - MEDIC	-	-	-	5,000	5,000
223200	FIRE EQUIP SUPPLY	-	425,787	-	-	-
223600	DIESEL	-	-	-	6,000	6,000
225200	MEDICAL EQUIP SUP	-	-	96,109	111,109	15,000
227200	COMM EQUIP SUPPLY	-	-	-	10,000	10,000
229200	OTHER EQUIP SUPPLY	-	87,399	-	-	-
231400	SAFETY CLOTHING & SUPPLIES	-	37,424	60,914	60,192	(722)
244300	MEDICAL SERVICES	-	-	-	-	-
259100	OTHER SERVICE	-	-	339,740	297,870	(41,870)
289800	OTHER SUPPLIES	-	-	-	70,000	70,000
289900	OTHER SERVICES	-	-	-	46,000	46,000

TAXES, LICENSES, DEBT SERVICE & OTHERS

342000	EQUIPMENT	-	2,250,237	-	-	-
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CAPITAL OUTLAY

430300	EQUIPMENT	12,580	1,821,831	180,295	413,663	233,368
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BUDGET SUMMARY - DEVELOPMENT IMPACT FEES FUND 212I

Preliminary Budget FY 2021-22

	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
CHARGES FOR SERVICES	\$ 1,600,941	\$ 1,492,492	\$ 1,393,509	\$ 1,300,000	\$ (93,509)
INVESTMENT INCOME	156,115	174,317	1,791	-	(1,791)
Total Revenues	1,757,056	1,666,809	1,395,300	1,300,000	(95,300)
EXPENDITURES:					
SERVICES & SUPPLIES	64,723	67,634	66,071	236,000	169,929
CAPITAL OUTLAY	7,437	406,315	7,000,000	5,834,000	(1,166,000)
Total Expenditures	72,160	473,949	7,066,071	6,070,000	(996,071)
REVENUE LESS EXPENDITURES	1,684,896	1,192,860	(5,670,771)	(4,770,000)	900,771
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
REV LESS EXP PLUS TRANSFERS	\$ 1,684,896	\$ 1,192,860	\$ (5,670,771)	\$ (4,770,000)	\$ 900,771



BUDGET SUMMARY - LEASED PROPERTIES FUND 212L

Preliminary Budget FY 2021-22

	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
RENTAL INCOME	\$ 479,405	\$ 978,738	\$ 1,115,664	\$ 1,136,596	\$ 20,932
INVESTMENT INCOME	14,640	14,081	190	-	(190)
MISCELLANEOUS	6,871	2,112	44	-	(44)
Total Revenues	500,916	994,931	1,115,898	1,136,596	20,698
EXPENDITURES:					
SERVICES & SUPPLIES	542,076	313,966	365,785	817,129	451,344
TAXES, LICENSES, DEBT SERVICE & OTHERS	296,582	296,582	296,332	295,833	(499)
CAPITAL OUTLAY	-	-	-	-	-
Total Expenditures	838,658	610,548	662,117	1,112,962	450,845
REVENUE LESS EXPENDITURES	(337,742)	384,383	453,781	23,634	(430,147)
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) FUND A	304,729	-	-	-	-
Total Other Financing Sources (Uses)	304,729	-	-	-	-
REV LESS EXP PLUS TRANSFERS	\$ (33,013)	\$ 384,383	\$ 453,781	\$ 23,634	\$ (430,147)

SERVICES & SUPPLIES						
210300	LANSCAPE SCV/PEST CONTROL	\$ (165)	\$ 19,476	\$ 19,711	\$ 19,711	\$ -
211100	BUILDING SERVICE	416,741	29,919	67,797	77,389	9,592
211200	BUILDING SUPPLY	140	2,604	17,500	17,500	-
213100	ELECTRICAL SERVICE	-	2,410	5,588	5,508	(80)
215100	MECH SYSTEMS SERVICE	-	48,530	37,831	482,831	445,000
216700	PLUMBING SERVICES	-	1,695	2,407	2,609	202
219100	ELECTRICITY	79,333	90,504	88,143	87,753	(390)
219200	NATURAL GAS	12,168	11,392	11,665	15,604	3,939
219300	REFUSE SERVICE	3,095	2,399	2,723	2,448	(275)
219500	SEWER SERVICE	9,306	8,216	7,751	6,589	(1,162)
219800	WATER SERVICE	17,858	17,587	16,585	16,243	(342)
232100	CUSTODIAL SERVICE	-	75,418	84,145	78,808	(5,337)
281300	SALES TAX ADJUSTMENTS	-	(46)	-	-	-
296200	PARKING CHARGES	3,600	3,862	3,939	4,136	197
TAXES, LICENSES, DEBT SERVICE & OTHERS						
321000	INTEREST	197,325	191,295	186,426	181,298	(5,128)
322000	PRINCIPAL	99,257	105,287	109,906	114,535	4,629
CAPITAL OUTLAY						
410100	LAND ACQUISITION	-	-	-	-	-
420100	STRUCTURES/IMPROVEMENTS	-	-	-	-	-



BUDGET SUMMARY - IGT FUND 212M

Preliminary Budget FY 2021-22

	ACTUALS FY 2018-19	ACTUALS FY 2019-20	MID-YEAR FY 2020-21	PRELIMINARY FY 2021-22	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
CHARGES FOR SERVICES	\$ 15,156,754	\$ 14,863,756	\$ 15,390,934	\$ 24,100,000	\$ 8,709,066
INVESTMENT INCOME	223,312	235,290	-	-	-
Total Revenues	15,380,066	15,099,046	15,390,934	24,100,000	8,709,066
EXPENDITURES:					
SERVICES & SUPPLIES	5,936,755	6,116,247	6,600,000	9,500,000	2,900,000
Total Expenditures	5,936,755	6,116,247	6,600,000	9,500,000	2,900,000
REVENUE LESS EXPENDITURES	9,443,311	8,982,799	8,790,934	14,600,000	5,809,066
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT)	(6,773,187)	(9,220,000)	(9,400,000)	(9,400,000)	-
Total Other Financing Sources (Uses)	(6,773,187)	(9,220,000)	(9,400,000)	(9,400,000)	-
REV LESS EXP PLUS TRANSFERS	\$ 2,670,124	\$ (237,201)	\$ (609,066)	\$ 5,200,000	\$ 5,809,066



BUDGETARY AND FINANCIAL FRAMEWORK

BUDGETARY FUND STRUCTURE

The FY 2021/22 Preliminary 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
UNASSIGNED FUND BALANCE		
1) Operating Reserves ¹	1.8 months (15%)	6 months (50%)
COMMITTED FUND BALANCE		
2) Self-Insurance Reserves ¹	Short-term liability	Total liability
3) Compensated Absence Reserves ¹	Amount expected to be paid in next 12 months	Total obligation owed to all employees
4) Capital Replacement Reserves ²	Annual depreciation	Accumulated depreciation
5) Early Debt Extinguishment Reserves ¹	Ratable amount needed to retire pension obligation bonds at call dates	Total outstanding pension obligation bond principal
RESTRICTED RESERVES		
6) Capital Improvement Program (CIP) Reserves ³	10% of current year planned CIP expenditures	Amount needed to fully fund the CIP
7) Debt Service Reserves ^{1 2 4}	Amount required by bond documents	None
9) Post-Retirement Medical Reserves (CERBT) ⁵	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 30th: Adoption of the Preliminary Budget for the following fiscal year
- On or before October 1st: Adoption of the Final Budget for the current fiscal year
- After December 31st: 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 2nd Quarter review serves as the basis for the District's Mid-Year Budget changes, which are based on actual results through December 31st 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

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.

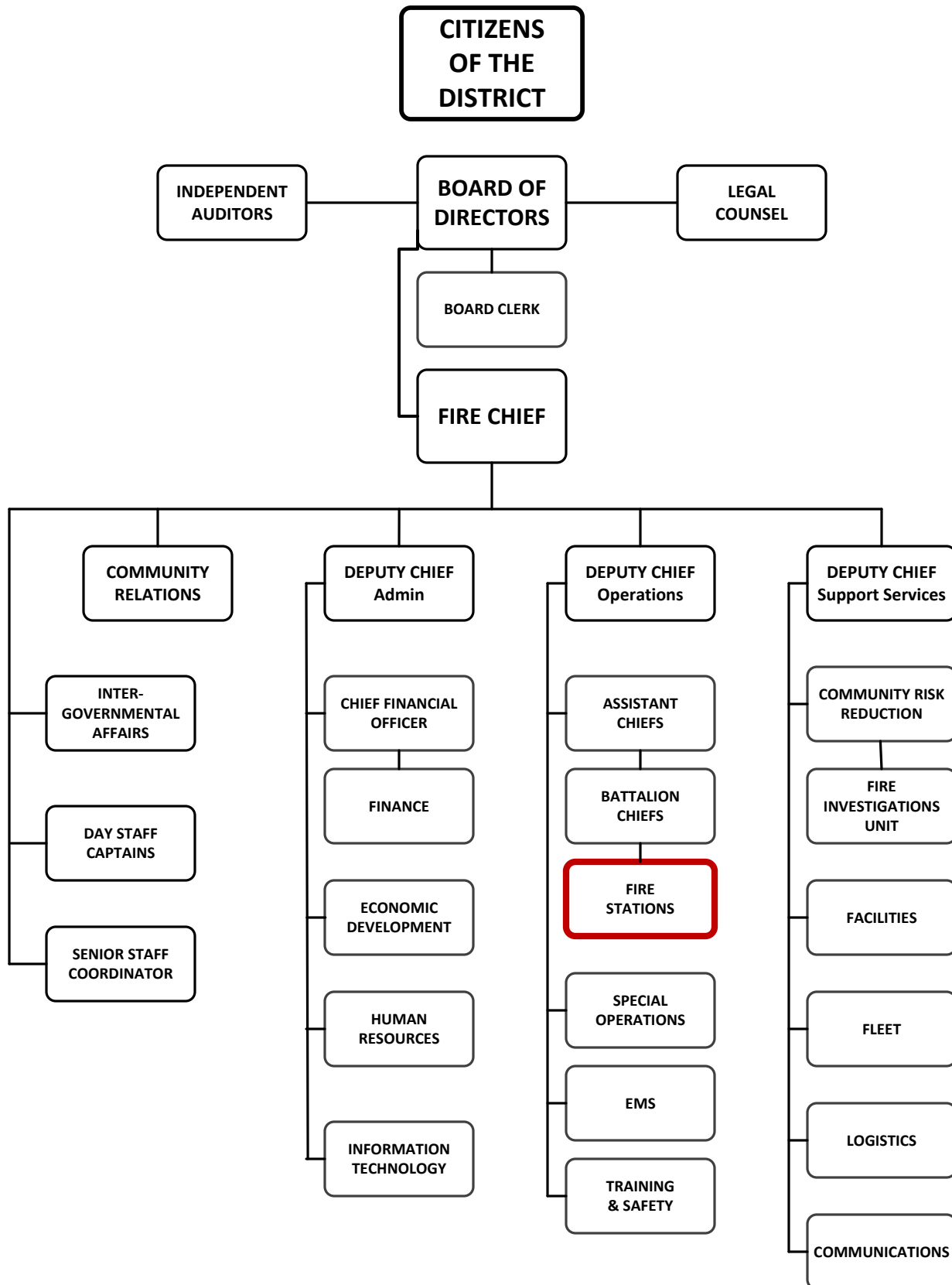
The ongoing COVID-19 pandemic and associated stay at home orders that began in March 2020 introduced a great deal of uncertainty regarding the economic outlook and the potential for negative impacts to District revenues and expenditures in future years. During late FY 2019/20 and the first half of FY 2020/21, the District experienced a reduction in Emergency Medical Services (EMS) revenues and an increase in certain expenditures, particularly overtime related to workers' compensation exposures resulting from the pandemic; however, those impacts appear to have lessened during the second half of FY 2020/21. Property taxes, which represent approximately two thirds of District revenues, have been relatively unaffected by any negative economic impacts of the pandemic, and are expected to experience continued growth in future years, although at more moderate rates than recent years.



DIVISIONS

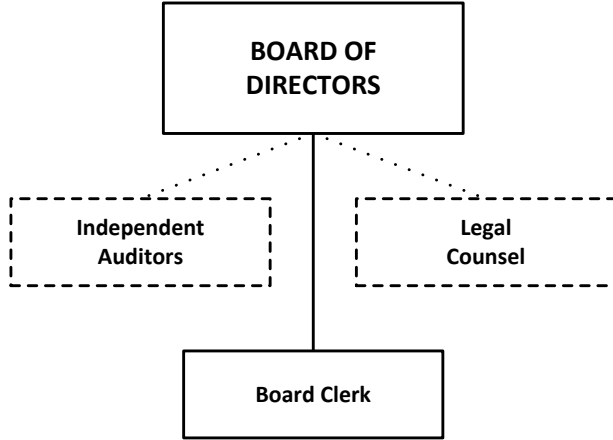


ORGANIZATIONAL CHART





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
FY2021/22	\$ 179,196	\$ 81,310	\$ -	\$ -	\$ 260,506	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.

FY2020/21 ACCOMPLISHMENTS:

- Maintained a fiscally responsible budget due to the Covid-19 pandemic, which limited training and conference attendance to virtual platforms.
- Worked with the County of Sacramento Voter Registration and Election to select incumbents Director Goold, Director Wood, Director Sheetz, Director Clark, and Director Jones who will serve citizens for another four year term, and Director White who was selected to serve the remainder of Division 9’s two year term.

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. 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. With the Strategic Plan now in the second year, the Board will continue to work with the Fire Chief to maintain the Strategic Plan allowing staff to focus measurable efforts to ensure the Board’s goals are met.



Office of the Fire Chief

Todd Harms Fire Chief

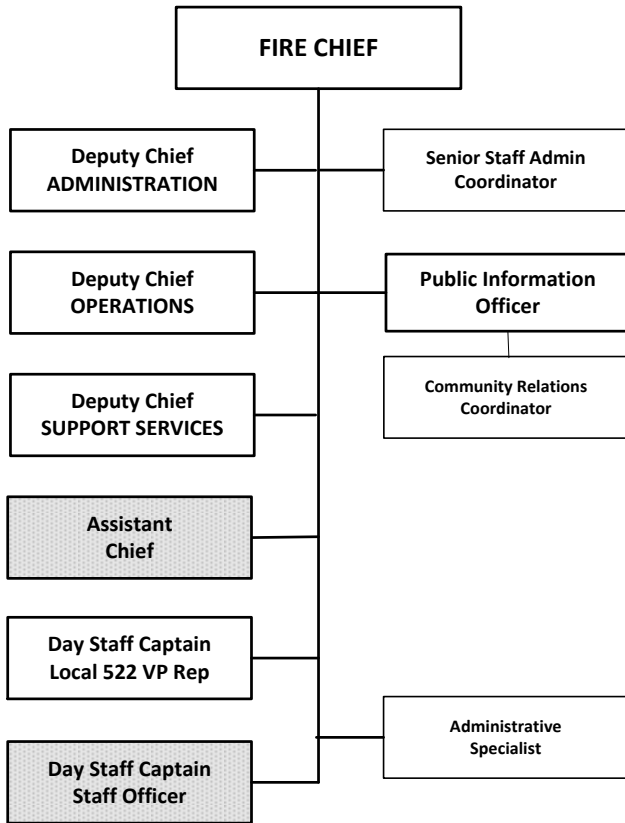


Peer Support

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
FY2021/22	\$ 2,170,653	\$ 354,953	\$ -	\$ -	\$ 2,525,606	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. These agencies 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.



FY2020/21 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 and address the five key strategies set forth in the District's Strategic Plan.
- 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.
- Finalized The Metro Way Doctrine which articulates 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

- In conjunction with SRFEC board approval, continued to provide an assistant chief to serve as Executive Director of the Sacramento Regional Fire/EMS Communications Center (SRFECC).
- Provided guidance and overall management of the District's response and recovery efforts for the COVID-19 pandemic, including operational and fiscal impacts and resources. With members of Metro Fire serving tirelessly as vital frontline responders during the pandemic, collectively, labor-management implemented changes to how service is provided, including PPE protocols, patient care protocols, supply utilization and stocking, health and safety procedures, staffing plans, and exposure reporting, among a multitude of others. In addition to these operational shifts, worked alongside other special district partners in advocating for direct access to federal stimulus funding to offset the impact of response and recovery efforts.

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

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.

FY2020/21 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

As the entire world and fire service was challenged in fiscal year 2020/2021 by the COVID-19 pandemic, Metro Fire’s Community Relations Division (COR) adapted and overcame to continue its priority to provide timely, accurate, and responsive information to the Sacramento Region regarding our emergency service delivery, educational messages, and to promote the District.



Public Information Officer’s (PIO) provide incident coverage, conduct press conferences, and market and enhance Metro Fire’s activities and reputation in the Sacramento Region. Last year, we worked with our partners in the media market to ensure our ability to be the primary source for local fire and emergency service topics, meeting their need to conduct interviews in a virtual format that were able to by syndicated throughout California and the Nation.



Our Community Relations Coordinator was tasked with developing new products for the District that reflected the unknown nature of the COVID-19 pandemic. These included our multi lingual “Stay Home Safety with Metro Fire” social media campaign to address expected human behavior and the subsequent risks due to the statewide stay at home order.

In FY20/21 we began to recognize Metro Fire’s 20th year with a new graphics and logos package, and place commemorative decals on every apparatus. We also provided our membership with 20th anniversary uniform patches. This past year we supported the State of California by deploying a PIO to the Creek Fire (the largest fire in state history by acreage), the Sacramento Regional IMT for civil unrest. COR also supported the funeral services for Metro Fire Engineer Kyle Rutherford by providing internal and external information, planning, and day of funeral production and technology support.



FY2020/2021 ACCOMPLISHMENTS:

- Provided high quality virtual media interviews to the Sacramento media market
- Continued 24/7/365 PIO and Communications coverage
- Developed “Stay Home Safely with Metro Fire” social media campaign
- Provide PIO representation on Sacramento Regional IMT and to California on major fire incidents

BUDGET DISCUSSION:

In FY2021/2022 COR will continue to present Metro Fire Sacramento’s premier all risk emergency service provider by soliciting and responding to local and national media opportunities. 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 upgrading and replacing equipment to meet the publics expectations of professional content.



GOALS FOR UPCOMING YEARS:

- Improve livestream and event broadcasting quality
- Continue providing Operations Division with wildland live fire opportunities while achieving objectives in vegetation management
- Acquire training to provide new skills for existing COR personnel and train new members to baseline qualification

Administration Branch

Greg Casentini Deputy Chief

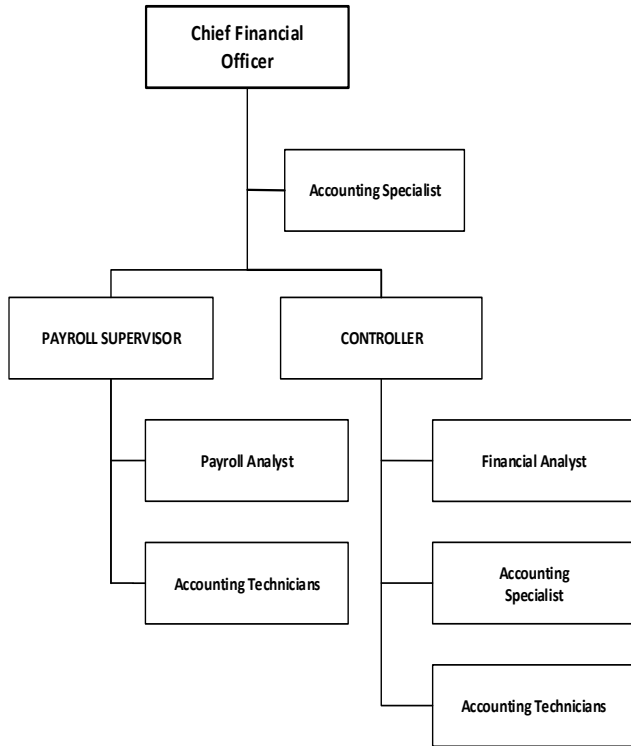


Finance

Human Resources

Information Technology

Non-Divisional



STAFFING:

Chief Financial Officer	1
Controller	1
Payroll Supervisor	1
Payroll Analyst	1
Financial Analyst	1
Accounting Specialists	2
Accounting Technicians	<u>5</u>
	<u><u>12</u></u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 1,572,296	\$ 242,639	\$ 3,572,000	\$ -	\$ 5,386,935	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.

FY2020/21 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 sixth consecutive year
- Obtained a clean audit opinion for the ninth straight year
- Received the California Society of Municipal Finance Officers' Meritorious Award for the third straight year for the Fiscal Year 2020/21 Operating Budget
- Received the Award for Outstanding Achievement in Popular Financial Reporting from the Government Finance Officers Association (GFOA) for the second straight year for the District's Community Annual Report (CAR) for FY 2018/19
- Completed online accounting manual for payroll functions
- Reviewed and updated the District's Reserve Funding Policy



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 managing capital project planning and implementation, and representing the District's long-term goals and objectives to local government, land developers, and the community.

FY2020/21 ACCOMPLISHMENTS:

- Submitted eight grant proposals totaling over \$16 million for projects including firefighter dehydration relief, generator installation, cardiac monitor/defibrillator replacements, staffing (21 firefighters), access control, hazmat trace detection analyzer, incident management team supply/equipment cache, and COVID-19 pandemic response.
- Managed grant awards totaling over \$1.6 million including the completion of flammable liquids advanced bulk storage foam training (\$162,150), completion of a flood response program (\$134,524), completion of a hazardous materials incident response plan (\$16,673), swift-water rescue boat replacement (\$113,663), fire ground survival training (\$478,316), community risk assessment (\$261,518), COVID-19 pandemic response supplies/equipment (\$171,678), and a generator installation project (\$300,000).
- Executed a construction agreement and broke ground on Future Fire Station 68 in Rancho Cordova.
- Continued development of a District-wide Capital Improvement Plan (CIP).
- Completed a Capital Facilities Impact Fee Study Update.



BUDGET DISCUSSION:

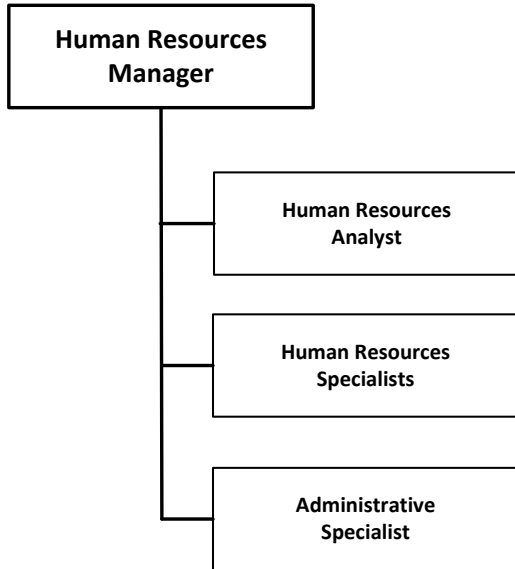
In FY2021/22, the Economic Development Division will continue to focus on the management of District properties, planning for future growth, anticipating legislative impacts to the District, and securing grant funding to fulfill District needs.

GOALS FOR UPCOMING YEARS:

- Complete construction of Fire Station 68 in Rancho Cordova (Strategic Plan: Capital Assets 1a-b).
- Analyze proposed legislation for anticipated impact on the District (Strategic Plan: All Strategies).
- Complete Capital Improvement Plan (CIP) for the District (Strategic Plan: Capital Assets 1-3).
- Develop and implement the Standards of Cover which will serve as the District's service delivery evaluation tool (Strategic Plan: Service Delivery 3a and 3b).
- Continued service delivery evaluation and future fire station planning (Strategic Plan: Service Delivery 3a).
- Continued identification and submission 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
FY2021/22	\$ 919,113	\$ 737,494	\$ -	\$ -	\$ 1,656,607	0.6%



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.

FY2020/21 ACCOMPLISHMENTS:

During fiscal year 20/21, the Human Resources Division recruited for a Firefighter academy but due to Covid-19, it was deferred. HR recruited for the Single Role Paramedic Program and 13 SPR's finished their academy in October 2020. Additionally HR recruited and helped to fill the following open positions: Administrative Specialist, 4 Fire Inspectors, 2 Logistics Technicians, 2 Facilities Technicians, Safety Specialist, and Office Technician. The HR Division held 3 promotional exams including: Fire Engineer, Battalion Chief and Supervising Inspector.

BUDGET DISCUSSION:

The Human Resources Division budget includes the following:

- Projected recruitment of 25 new Firefighters, and 20 new SRP Paramedics and EMT's. Recruitment costs include: advertising, testing, interviewing, background investigations, and medical evaluations.
- HR anticipates conducting the following promotional exams: Fire Captain and Fire Engineer.
- 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 Fire Engineer and Fire Captain. These recruitments contribute directly and indirectly to Board Strategies 2 and 6.

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 \$18 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 \$7 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 predecessor agencies that participated in SCERS. 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 \$9.5 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 \$24.1 million.

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 32,957,330	\$ 13,872,931	\$ 6,175,963	\$ -	\$ 53,006,224	19.4%

Operations Branch

Adam Mitchell Deputy Chief



Operations

Emergency Medical Services

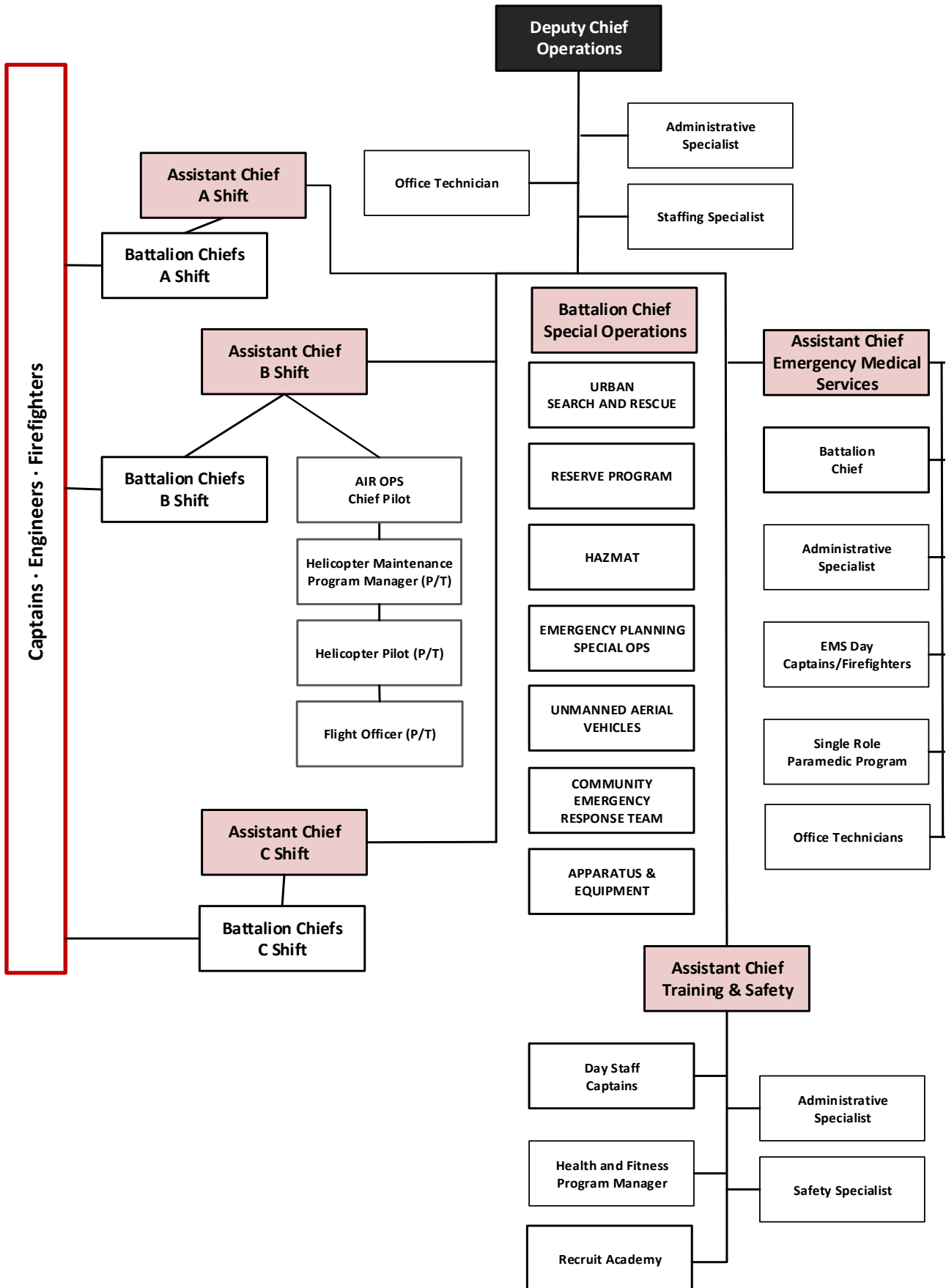
Single Role Paramedic
Program

Training

Health & Fitness



OPERATIONS





OPERATIONS

Deputy Chief	1	Helicopter Pilots (P/T)	3
Assistant Chiefs	5	Battalion Chiefs	14
Administrative Specialist	1	Captains	132
Staffing Specialist	1	Engineers	124
Office Technicians	1	Firefighters	<u>231</u>
Helicopter Chief Pilot	1		<u>514</u>

<i>Administrative</i>	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 1,878,617	\$ 24,862	\$ -	\$ -	\$ 1,903,479	0.7%

<i>Suppression</i>	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 143,746,838	\$ -	\$ -	\$ -	\$ 143,746,838	52.5%



The Operations Division oversees all aspects of the District's all-hazard emergency services delivered from 41 stations with daily shift staffing of 185 personnel. The Operations Branch answered over 98,000 calls for service in 2020. These calls for service are answered by five battalion chiefs, 36 first-out engine companies, seven truck companies, 14 fire-based medics and four single role paramedic units.

Metro Fire has several special operations and all-hazard response programs that are managed under the Operations Division. These include Air Operations, Aircraft Rescue and Firefighting (ARFF), Community Emergency Response Team, the Dozer Program, Hazardous Materials (HazMat), Technical Rescue, Urban Search and Rescue (US&R), Water Rescue, Tactical Emergency Medical Support (TEMS), Unmanned Aerial Vehicle (UAV) Program, and Wildland.

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 air operations 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. ARFF units supply response to emergencies at McClellan Airfield.

FY20/21 ACCOMPLISHMENTS:

- Implemented an internal pilot career track within Air Operations.
- Completed and published the Command Doctrine.
- Established a new ARFF live fire training agreement with IEC.
- Established a new IRB and jet boat refresher training program.
- Placed a UAV deployment vehicle into service.
- Completed two River and Flood Operations classes, two Boat Technician classes, and one subsurface rescue class.
- Implemented a voluntary swim evaluation process for Boat Technician.
- Sent five dozer operators to Camp Pendleton training.
- Developed a relationship with Bay Area UASI.



BUDGET DISCUSSION:

The FY21/22 Operations budget reflects the union of service delivery and fiscal responsibility. Due to the ongoing impacts of the COVID-19 pandemic, budget amounts throughout the division and programs will remain constant from the previous year and allow for the continuation of essential training and maintenance.

GOALS FOR UPCOMING YEARS:

- Review and edit internal Standard Operating Procedures.
- Continued training and career development for the current dozer operators.
- Recruit and begin training two additional apprentice dozer operators.
- Provide dozer familiarization training to our regional partners.

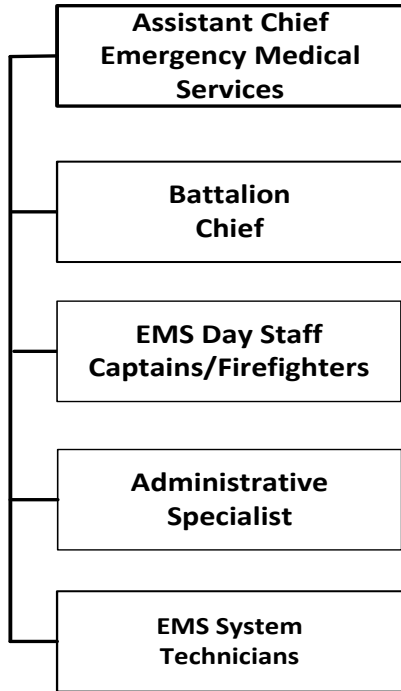


OPERATIONS

- Continue to strengthen the working relationship with Cal Fire AEU and NEU.
- Evaluate and improve regional and local aid agreements.
- Implement training and operational response capabilities for grant-acquired jon boats for flood response.
- Receive, equip, and place in service new grant-funded jet boat.
- Continue required annual training for Technical Rescue.
- Reestablish the regional rescue training program placed on hold due to COVID.
- Continue our annual required ARFF live fire training.
- Improve/enhance copter maintenance capacity.
- Expand Air Ops capability to include air ambulance with a public-private partnership.
- Recruit and hire additional reserve firefighters.
- CERT training & drills and regular deployment practice.
- 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.



EMERGENCY MEDICAL SERVICES



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 1,435,929	\$ 6,513,339	\$ 209,854	\$ -	\$ 8,159,122	3.0%

*Temporarily filled by an out-of-class Captain

** One position temporarily filled with an out-of-class Firefighter/Paramedic



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/CQI Manager, three Captain/Paramedics, one Mobile Integrated Health Program Manager, 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 District's Emergency Medical Services (EMS) Division supports the third largest fire-based Advanced Life Support (ALS) transporting program in the State of California, currently operating 19 Advanced Life Support (ALS) ambulances, five reserve ALS ambulances, and 43 ALS engine and truck companies. Metro Fire employs over 490 paramedics, 70 EMTs, and 10 first responders to staff these units, as well as Community Care Response Units (CCRU) watercraft, an ALS rescue capable helicopter, a Tactical Emergency Medical Services (TEMS) team, and bike medic teams for special events.

The year 2020 brought a number of challenges that inspired adaptive change and a coordinated response to unprecedented circumstances. The ensuing mobilization of resources is a testament to the commitment of Metro Fire's team of professionals in serving the community, and highlights the many successes enjoyed by the District to the benefit of the public.

Metro Fire continues to be an innovator in the provision of EMS in the Sacramento region. In response to the pandemic, the District partnered with Sacramento County Public Health in 2020 to provide mobile COVID-19 assessment and testing, and we will commence operation of the Sacramento Mobile Integrated Health (SacMIH) pilot project in 2021.

FY2020/21 ACCOMPLISHMENTS:

- Entered into an ALS Provider Agreement with Sacramento County EMS Agency (SCEMSA) and secured acknowledgement from Sacramento County of our Health & Safety Code 1797.201 rights.
- Hosted all Regional EMS Chief's meetings in 2020.
- Implemented enhanced decontamination procedures for District ambulances and medical equipment utilizing the AMBUstat disinfecting foggers.
- Entered into a contract with Sacramento County Public Health (SCPH) to provide Community Care Response Units (CCRU) support for COVID-19 testing in long term care facilities.
- Delivered expanded scope of practice training on oropharyngeal and nasopharyngeal swab testing to support the SCPH mass COVID-19 testing efforts at Cal Expo and community locations.
- Developed and delivered expanded scope of practice training for influenza and COVID-19 vaccination.
- Implemented the District's member COVID-19 testing & contact tracing program.
- The inaugural UCD EMS Fellow began riding along with Metro Fire medics and attending all Peer Review meetings as an advisor.
- Began using the Continuum Module in ImageTrend to enhance continuous quality improvement initiatives.





EMERGENCY MEDICAL SERVICES

- Represented public ambulance service providers on the Sacramento County Emergency Medical Advisory Group.
- Completed an advanced airway CQI audit.
- Supported the Districts COVID-19 vaccination pod.
- Provided mandatory infection control training and COVID-19 specific updates.
- Partnered with Cascade Training Center to provide Handtevy Pediatric System recertification training for all line personnel.
- Provided mandatory skills training to maintain EMT and paramedic certifications to all personnel.
- Partnered with Sutter Roseville Hospital to support the Mobile Intensive Care Nurse Certification course.
- Secured a 2nd grant from the California Department of Healthcare Services for pre-load nasal Narcan.
- Upgraded the Knox Med Vaults to a cloud based service to allow for remote update of user access codes.
- Participated in regional multidisciplinary work group to develop the Sacramento County Strangulation Protocol: Education, Identification, Documentation and Follow-Up.
- EMS System Technicians attended continuing education to maintain privacy and compliance certifications.
- EMS Day Captains attended Designated Infection Control & Certified Ambulance Documentation Specialist Training.
- Submitted Annual Quality Improvement Plan Update & core measures to SCEMSA.



BUDGET DISCUSSION:

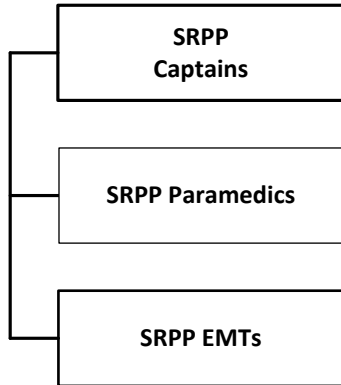
The EMS Division is responsible for the management of the emergency medical system, ensuring that our Emergency Medical Technician (EMT) and paramedic personnel are trained and equipped to serve the public at the highest levels. Of foremost concern is ensuring fiscal resources sufficient to overcome 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. As the EMS Division looks to fiscal year 21/22 and beyond, there is a clear recognition of the ongoing need to assess and refine the District's training, equipment, and practices in a manner best suited to support its EMTs and paramedics in providing the best patient care.

GOALS FOR UPCOMING YEARS:

- Revamp the Continuous Quality Improvement Program to include a dedicated CQI Manager
- Identify sustainable funding for the SacMIH pilot 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
- Replace cardiac monitor/defibrillators
- Update hardware and software for the tracking, accountability, and security of controlled substances
- Provide Certified Ambulance Documentation Specialist training to all line personnel



SINGLE ROLE PARAMEDIC PROGRAM



STAFFING:

SRPP Captains*	3
SRPP Paramedics	26
SRPP EMTs	<u>7</u>
	<u>36</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 2,827,383	\$ 15,100	\$ -	\$ -	\$ 2,842,483	1.0%

**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, nearly 60 percent of the program graduates have made the intended transition to Firefighter/Paramedic, and a number of members have since promoted to Engineer and Captain.

The SRPP is managed in the field by three supervisors (“EMS24”) that alternate by platoon to oversee the operation of up to five 24-hour medic units assigned throughout multiple battalions in Metro Fire’s jurisdiction. The deployment model is structured to maximize ambulance coverage as staffing levels allow.



FY2020/21 ACCOMPLISHMENTS:

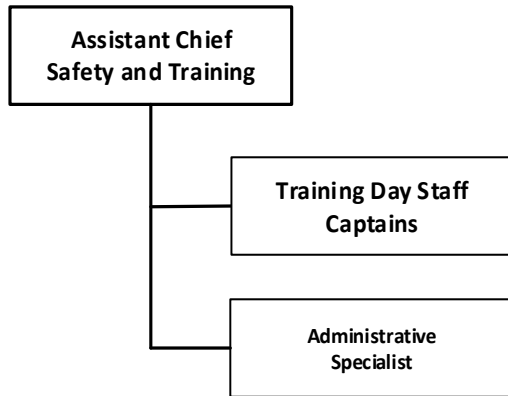
- Graduated one SRPP Recruit Academy and scheduled the start of a second academy for May of 2021
- Hired 10 Paramedics
- Hired 8 Emergency Medical Technicians (EMTs)
- Promoted 7 EMTs to Paramedic
- Established an Eligibility List of 16 program members for promotion to Firefighter/Paramedic
- Provided paramedic internships for 5 program members
- Continued 24-hour schedule to optimize utilization of available staff
- Recruited new SRP Paramedics into the Peer Review Committee
- Trained additional SRP members as paramedic preceptors and Field Training Officers (FTOs)
- Incorporated SRP members into instructor cadre for District-wide EMS skills training
- Integrated SRPP members as supplemental staffing for Special Event assignments (e.g. Bike Medic, Air Show)

BUDGET DISCUSSION:

The SRPP celebrated its eighth year on March 1, 2021. 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/FTOs 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
FY2021/22	\$ 1,121,780	\$ 558,745	\$ 185,000	\$ -	\$ 1,865,525	0.7%



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.

FY2020/21 ACCOMPLISHMENTS:

- Conducted performance appraisals of over 80 probationary suppression personnel from the rank of Battalion Chief to Firefighter
- Conducting multiple district wide hands on full scale exercises at donated structures
- Continue to grow the Battalion Chief training officer involvement and training supply caches
- During COVID-19 pandemic, the Training Division was able to make a quick transition from training and drills to setting up and running the District's EOT
- During the COVID-19 pandemic, the Training Division was able to quickly establish a plan for a vaccine clinic which ran for 6 weeks and was able to administer over 460 vaccinations



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.

GOALS FOR UPCOMING YEARS:

- Search Drill
- Advanced Auto-X
- Commercial Building Construction Class with Chief Naum
- Project Mayday with Don Abbott
- IFF FF Survival Grant Award



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
FY2021/22	\$ 214,800	\$ 1,156,467	\$ -	\$ 82,500	\$ 1,453,767	0.5%

**Position currently vacant and not funded.*



SAFETY

The Safety Division oversees Personal Protective Equipment (PPE) and self-contained breathing apparatus (SCBA) in addition to purchasing all personnel protective equipment for the District. 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.

FY2020/21 ACCOMPLISHMENTS:

- In the last budget year safety and logistics washed and inspected over 3500 sets of turnouts.
- Purchased over 75 sets of replacement turnouts for current personnel and new hires.
- Issued over 2,200 particulate hoods and over 1,100 set of gloves.
- Finalized the purchase and implementation of a second set of wildland gear for all line personnel.

BUDGET DISCUSSION:

- Recruit academy budgets were increased to match the District need to run two 30 person academies.
- Requested funding to attend FIERO PPE symposium in Greenville, South Carolina. This is the larger multi-day conference that Metro Fire hosted last year.
- 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.



GOALS FOR UPCOMING YEARS:

- Finish out the updating of the district PPE cleaning facility by outfitting the PPE area with two additional Uni-Mac turnout extractors.
- Add additional cleaning abilities by purchasing a Solo rescue industrial cleaner. This will let logistics and safety personnel clean gloves, boots, helmets and SCBA's.
- Enhance protection while cleaning turnouts by purchasing a down draft table with HEPA filtration to help eliminate exposure risk to logistics and safety personnel.
- Work to fully implement our NFPA 1851 program and get closer to full compliance
- Finish up the turnout fabric evaluation for Structure turnouts
- Conduct a full wear trial of Firefighting turnouts once the PPE Team has finalized its fabric composite.





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.

FY2020/21 ACCOMPLISHMENTS:

- Fitness assessments were scheduled by company and occurred at stations
- Completed daily morning PT for one Fire and one SRP academy
- Assisted in the Covid-19 EOT and vaccination EOT
- Provided an online, personalized fitness training program for all members
- Improved our fitness equipment preventative maintenance program
- Provided informational articles to FDC newsletter related to health and fitness



BUDGET DISCUSSION:

Approximately 80% of existing stations have seen upgrades in fitness equipment to meet the needs of our members both on the line and professional staff. Due to the age of existing treadmills and cable machines, we are recommending to budget for replacement equipment. In the past the goal was to get our members to increase their fitness levels. Now the goal is to keep our assets properly maintained and to replace broken equipment due to the high amounts of use they are getting.

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 repair and/or replacement
- Continue to build the Peer Fitness Program
- Physical therapy partnerships to increase injury prevention and reduce recover time and fiscal liability
- Incorporate Behavior Health prevention with Wellness Program

Health and Fitness Program Manager

STAFFING:

Program Manager 1

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 91,668	\$ 302,125	\$ -	\$ -	\$ 393,793	0.1%

Support Services Branch

Tyler Wagaman Deputy Chief

Communications

Community Risk Reduction

Fire Investigations

Facilities

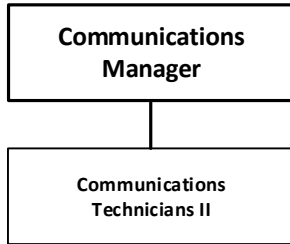
Fleet

Logistics





COMMUNICATIONS



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 497,116	\$ 810,560	\$ -	\$ -	\$ 1,307,676	0.5%



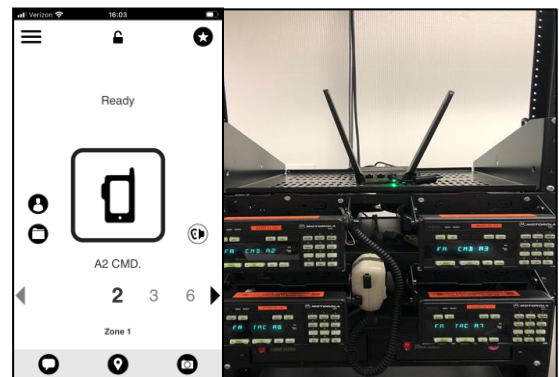
COMMUNICATIONS

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.

FY2020/21 ACCOMPLISHMENTS:

- Provided access to four Radio Channels through District owned smart phones.
- Conducted trial and identified replacement Mobile Data Computers (MDCs) to remove older equipment that is no longer available.
- Installed emergency lighting and communication equipment packages in new vehicles.



BUDGET DISCUSSION:

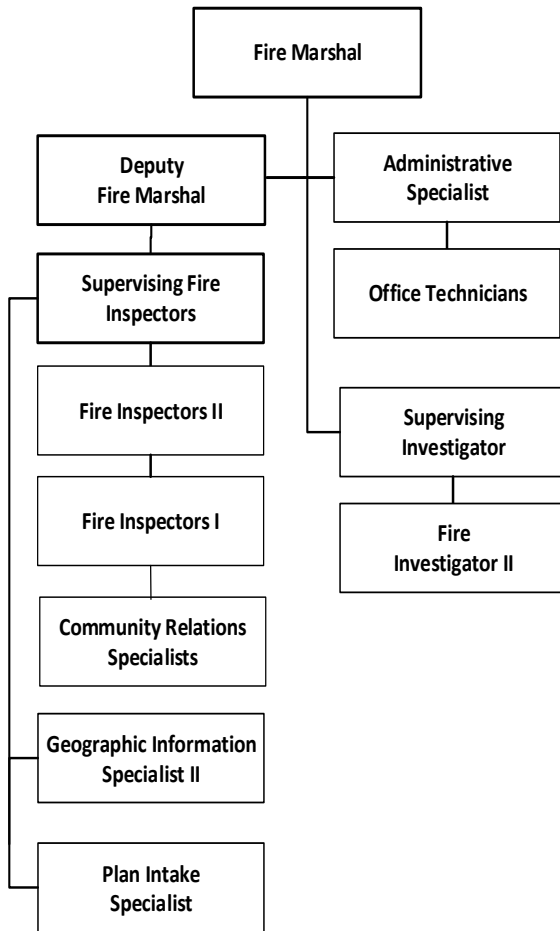
The Sacramento Radio System only guarantees radio coverage within Sacramento County and certain southern areas of Placer County. Some Chief Officers and PIO personnel have residence outside of the coverage area and were unable to monitor incidents. An interface was created between the radio system and District owned smart phones by using a specialized internet modem to create a Radio Over Internet Protocol (ROIP) system to enable continued access to the radio system while out of the coverage area. The initial cost was \$15,000 for equipment and setup. Ongoing cost is approximately \$500 per radio channel per year. The Mobile Data Computer (MDC) used in fire apparatus is no longer manufactured or available. A Panasonic Toughbook CF-33 MDC was trialed and selected to be the standard going forward. \$211,500 was budgeted to purchase the first batch of replacement MDCs to remove the oldest models from service. \$300,000 was budgeted to purchase emergency lighting and communication equipment packages for new apparatus. Metro Fire Communication Technicians performed the installs in house to guarantee quality and prevent additional labor costs.

GOALS FOR UPCOMING YEARS:

- Install Opticom emitters on additional intersections throughout Sacramento County
- Expand radio system access from District owned smart phones from four channels to eight.
- Replace VHF radios
- Enable paging feature in District owned Radios
- Enable GPS location through portable radios
- Enable Over the Air Programming for both 800 MHz and VHF Radios



COMMUNITY RISK REDUCTION & COMMUNITY SERVICES



STAFFING:

Fire Marshal	1
Deputy Fire Marshal	1
Supervising Fire Inspectors	3
Fire Inspectors II	4
Fire Inspector I	8
Supervising Investigator	1
Fire Investigator II	2
Community Relations Specialists	2
Geographic Information Spec II	0
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
FY2021/22	\$ 4,021,819	\$ 410,140	\$ -	\$ -	\$ 4,431,959	1.6%

Community Services	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ -	\$ 36,330	\$ -	\$ -	\$ 36,331	0.0%

Fire Investigations	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 536,052	\$ 23,276	\$ -	\$ -	\$ 559,328	0.2%



COMMUNITY RISK REDUCTION & COMMUNITY SERVICES

The Community Risk Reduction Division (CRRD) provides new construction, code enforcement, public education, and fire investigation services to the unincorporated portions of Sacramento County, City of Citrus Heights, and City of Rancho Cordova communities. The CRRD New Construction and Code Enforcement team 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.

CRRD Community Relation Specialists cultivate community safety through various safety presentations, school age educational programs, fire extinguisher training, fire evacuation training, and other community programs. Lastly, through coordinated efforts with suppression personnel, the GIS Specialist provides detailed District maps and pre-fire drawings for use in emergency response.



FY2020/21 ACCOMPLISHMENTS:

- Began Community Risk Assessment to identify, prioritize, and mitigate risks within our communities.
- Began cost of recovery study for CRRD related activities.
- Implemented process to respond after fire incidents to determine effectiveness of fire prevention features and to assist with re-opening/rebuilding.
- Implemented on-call Inspector program to assist Operations personnel, to facilitate repair of suppression and alarm systems out of service, and to evaluate and facilitate safe re-entry after fire events.
- Implemented early notification for exterior hazard mitigation of identified parcels and for defensible space around parcels located within our high-hazard areas.
- Re-implemented addition of high-risk occupancies to current inspection program.
- Facilitated successful task book completion for 2 new Fire Inspector I's and 1 Fire Inspector II.
- Implemented K-2nd grade fire safe education program.
- Began implementation of 3rd-6th grade fire safety education program.

BUDGET DISCUSSION:

The Community Risk Reduction Division (CRRD) saw an approximate 4% decrease in construction inspections during FY2019/20. Though COVID-19 reduced many business activities, construction initially slowed, but overall remained fairly steady. Complaints (primarily alarm and suppression systems out of service) significantly increased by approximately 29 percent. Increased complaint and code enforcement inspections result in a larger workload. Through attrition and in consideration of the increased number of inspections, the division will backfill with Fire



COMMUNITY RISK REDUCTION & COMMUNITY SERVICES

Inspector I positions (which entails a one-year training program) or Lateral Fire Inspector II positions (which includes completion of an Inspector I & Inspector II task book).

In FY2019/20, approximately 40% of plan reviews were outsourced, down from 52% in FY 2018/19. During initial COVID restrictions, CRRD re-evaluated and streamlined plan review processes enabling the return of many plan reviews completed by CRRD Inspectors. This has ensured consistency and provided increased service to our business community.

Additionally, CRRD continues to build and nurture strong working relationships with other agencies and has worked to become more involved in interagency associations. CRRD members currently hold board positions in the Sacramento Regional Fire Prevention Officers and Northern California Fire Prevention Officers groups. We are also working toward enhancing our professional development through applicable Fire Service conference and workshops (e.g. National Fire Protection Association (NFPA) conferences, Community Risk Reduction (CRR) conferences, California Conference of Arson Investigators, etc.).



GOALS FOR UPCOMING YEARS:

- Utilize Community Risk Assessment and resulting Community Risk Reduction Plan to implement targeted prevention and education programs.
- Provide fire investigation training to staff ranks from Inspector I to Deputy Fire Marshal.
- Implement Fire Inspector investigation support during fireworks season and as needed.
- Enhance coordination between the Fire Investigation Unit (FIU) and Inspectors in enforcing Fire and building codes and subsequent violations through the legal system.
- Enhance communication to business community by establishing collaborative working groups such as Building Industry Association, Sunrise Market Place and Fulton Avenue Association.
- Ensure plan check turnaround time of 10 working days is maintained.
- Ensure upcoming fire inspections and plan reviews are conducted efficiently.
- Establish and implement administrative citation process.
- Evaluate and enhance existing community education programs.
- Support Operations personnel, businesses, and community members with response to structure fire incidents.
- Coordination of target hazards with Operations personnel.



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 is an important component to our Community Risk Reduction Division (CRRD) and works collaboratively with our Inspection staff 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.

FY2020/21 ACCOMPLISHMENTS:

- The FIU conducted a total of 442 investigations for 2020 noting a 30% increase from 2019. As of April 20, 2021 a total of 81 investigations have been conducted.
- In 2020, there were a total of 17 cases closed by arrest with 120 cases determined to be arson related. 43 fires were determined to be fireworks related during this timeframe.
- The FIU investigated a total of 2 civilian fatality fires and 13 fires resulting in civilian injuries in 2020.
- In 2020, the FIU was staffed with three full-time investigators, with three part-time retired annuitant investigators utilized to augment full-time investigators during mandatory training and/or vacancies for 24-hour investigator duty coverage.
- Implementation of a new reporting system utilizing the Fire Investigation Module in Image Trend.



BUDGET DISCUSSION:

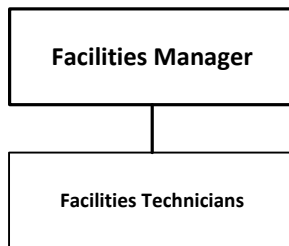
In September of 2020, the FIU was reassigned under the Community Risk Reduction Division to further coordinate Metro Fire's commitment to minimizing the risk of life and property loss from fire and other emergencies. Thorough fire investigations, evaluation of occupant safety and fire protection features facilitate business recovery and acts to reduce District liability after a fire event. Currently the FIU reports directly to the Fire Marshal and is in the process of creating a plan to provide greater support, consistency and stability for the Unit. The FIU will continue to maintain and expand its working partnerships with our fire and law enforcement agencies on local, State and Federal levels.

GOALS FOR UPCOMING YEARS:

- Launch pilot program assigning the Supervising Inspector to a 6 month day assignment.
- Provide Fire Investigation training to Fire Inspection staff to utilize as additional resources for origin and cause investigations.
- Continue to create adequate storage space for a District Evidence facility and implement a District evidence tracking system.
- Evaluate, update and/or create new policies, procedures and standards specific to the FIU.
- Increase efficiencies and tracking for all fire investigation case files.



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
FY2021/22	\$ 672,255	\$ 1,660,688	\$ -	\$ 312,000	\$ 2,644,943	1.0%



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 fully functional and comfortable for our firefighters.

FY2020/21 ACCOMPLISHMENTS:

- Response to over 100-monthly repair requests.
- District-wide generator annual service
- District-wide fire sprinkler system certifications
- Multi-site ice machine installations (4 sites)
- Multi-site LED lighting retrofits (10 sites)
- Multi-site security fencing upgrades (3 stations)
- Multi-site exterior painting (3 stations)
- Multi-site backflow replacements (2 sites)
- Multi-site kitchen range replacements (2 stations)
- UAV training area rock installation at Zinfandel
- Station 50/Fleet Satellite Mechanic Shop site upgrades
- HQ northeast side CRRD/MTC remodel support
- Station 112 carport installation
- Station 24 refurbishment
- Draft commander (pump pod) installation at Fleet facility
- Fleet asphalt repair and replacement project

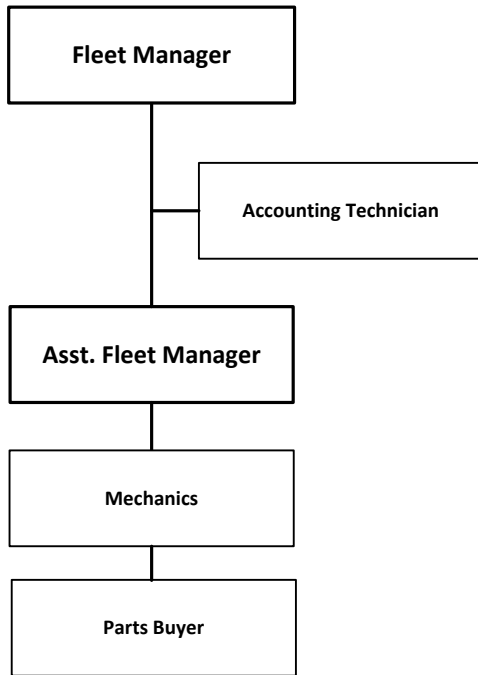


FY2021/22 BUDGET:

Funding for the FY2021/22 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, continuing multi-station flooring replacement projects, various interior and exterior painting projects, and various annual projects that keep District properties functionally efficient in order to support the ongoing operational needs of the District.

GOALS FOR UPCOMING YEARS:

- Continue annual maintenance/inspection of fire and life safety building systems and back-up generators.
- Continuing multi-station flooring replacement projects, additional station security enhancement projects, and interior/exterior painting projects at several sites.
- Provide support to Economic Development Division as needed in the implementation of projects that address needs identified in the Facility Condition Assessment.
- Provide support to the Economic Development Division as needed in implementing 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	\$ 2,387,470	\$ 2,351,408	\$ -	\$ 7,965,277	\$ 12,704,155	4.6%



Fleet Maintenance Division's primary mission is to support District operational readiness by maintaining 345 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.

FY2020/21 ACCOMPLISHMENTS:

- Increased the volume of full services and decreased the intervals between services.
- Staffed a south shop at station 50 with two full time mechanics.
- Ordered the following vehicles: Ambulances (3 new, 2 remounts), Type I Engines (3), Type V Engines (2), Rescue Boat (grant funded), Staff SUVs (3), Staff Pick-ups (2), Electric Cart (CERT), Staff Van, and a large box van (Logistics).
- Purchased an above ground fire pump testing station to be located at fleet.
- Provided 24-hour mobile response services.
- Provided apparatus training to new SRPP employees, Recruit Firefighters, and current line personnel.



BUDGET DISCUSSION:

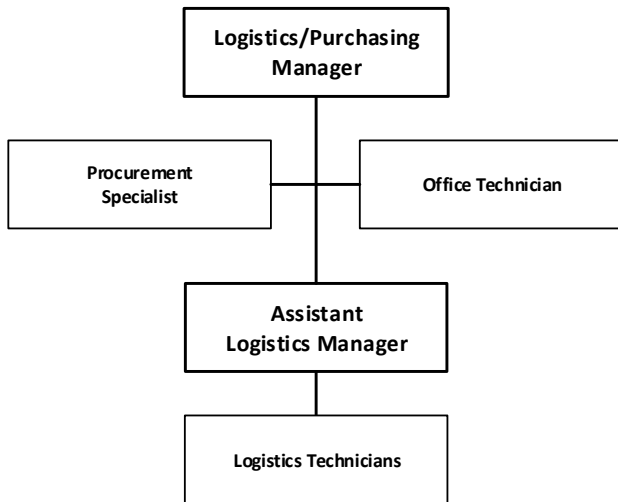
The Fleet Maintenance Division's projected budget includes adjustments that are necessary to run day-to-day operations and for replacement apparatus. The budget reflects minor adjustments to the service and parts lines to match our work throughput, parts costs, and outsourcing. Additionally, funds were added to increase the number of leased vehicles in our fleet, enabling the reduction of staff vehicles we own that are past their end-of-life cycle and costly to maintain. As in years past, 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 a new app-based pre-trip inspection program for our line personnel.
- 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.
- Increase the number of leased vehicles in our fleet, to reduce the total cost of ownership for our aging staff vehicles.
- Increase the number of Hybrid and Zero Emission vehicles in our fleet.



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	\$ 1,207,512	\$ 3,315,304	\$ 55,000	\$ -	\$ 4,577,816	1.7%



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 through our new eProcurement application ProcureNow. 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.

FY2020/21 ACCOMPLISHMENTS:

2020 was a very challenging year for the Logistics Division. With the onset of the Covid-19 pandemic, our division still needed to locate and provide supplies to keep the District in full operation for the community we support. The supply chain for cleaning supplies and EMS supplies was hit the hardest with the whole world in need of these items. Logistics managed to keep our supply above the minimum level needed to keep all the station and medic inventory stocked. The close working relationship we have with our vendors allowed our agency to receive goods as quickly as the supply chain could handle. There was not a point at the station level where inventory was compromised. The Logistics supply inventory has been restored to pre Covid-19 levels and our ordering process will allow us to handle any future interruptions in the supply chain.

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:

Move the management of the EMS supply inventory from the EMS Division into the Logistics Division. Work on getting additional personnel to handle EMS inventory at all of the medic stations, to organize and provide cycle counting. This will virtually eliminate supplies from expiring due to rotating inventory issues. Keep delivering professional service to the District and all its programs.



PERSONNEL





POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2021-22

SUMMARY				
Full-time Positions				
	Authorized Positions	Actual Filled Positions	Funded Positions	Proposed Changes
Office of the Fire Chief	9	7	7	0
Operations	609	560	572	0
Support Services	68	64	68	0
Administration	31	30	31	0
Total	717	661	678	0



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2021-22

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)

Preliminary Budget FY 2021-22

OPERATIONS BRANCH					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Deputy Chief, Operations	1	1	1		Adam Mitchell
Administrative Specialist, Operations Branch	1	1	1		Carmen Delgado
Assistant Chief, Operations (A-B-C)	3	3	3		M. Lozano C. Greene C. Jenkins
Day Battalion Chief, Special Operations	1	1	1		Joseph Fiorica
Staffing Specialist	1	1	1		Lara Kelley
Office Technician, Operations Branch	1	1	1		Larsen Roundy
FIRE SUPPRESSION					A B C
Battalion Chiefs	15	12	15		C. Reed R. Carollo S. Daly C. Simmons M. Slone J. Vestal J. Rudnicki G. Russell A. Peck M. Johnson J. Graf K. Keelev
Fire Captains	135	132	132		Numbers do not include Day Staff & SRP Capts.
Fire Engineers	135	124	132		
Firefighters	237	231	231		
SINGLE ROLE PARAMEDIC PROGRAM (SRPP)					
Captains	3	3	3		Shawn Burke, Eric Sacht (filled with FF), Roy Rud (Eng)
Paramedics (FT)	40	26	16		
Emergency Medical Technicians (EMT)	18	7	18		
EMERGENCY PREPAREDNESS - SPECIAL OPERATIONS					
Chief Pilot	1	1	1		Montie Vanlandingham
EMERGENCY MEDICAL SERVICES (EMS)					
Assistant Chief, EMS	1	1	1		B. Law
Day Staff Battalion Chief, EMS	1	1	1		G. Markell (filled with Captain on temp basis)
Day Staff Captain, EMS	3	3	3		Scott Shield, FF Patrick Ferrill, FF 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
TRAINING/SAFETY					
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
SAFETY					
Day Staff Captain, Safety	1	0	0		<i>Vacant - not funded</i>
Safety Specialist	2	2	2		Robert Sestito, Brian Spence
	609	560	572	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2021-22

SUPPORT SERVICES BRANCH					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Deputy Chief, Support Services	1	1	1		Tyler Wagaman
Assistant Chief	1	1	1		Ty Bailey (Assigned as Executive Director of SRFECC)
LOGISTICS					
Logistics/Purchasing Manager	1	1	1		Mark Jones
Assistant Logistics Manager	1	1	1		Mark Siebert
Logistics Technician	7	7	7		Berkey, Crusto, Knapp, Lamons, Putman, Thomas, Graham
Procurement Specialist	1	1	1		Courtney Moore
Office Technician	1	1	1		Amanda Berkey
FACILITIES					
Facilities Manager	1	1	1		John Raeside
Facilities Technician	4	3	4		Joe Eachus, Aldrey Almeria, Dave Koopmeiners, <i>Vacant</i>
FLEET MAINTENANCE					
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
COMMUNITY RISK REDUCTION					
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, Nanette Goodwin, Kendra Clark
Supervising Inspector	3	3	3		A. Nygren, M. Hambrick, D. Schmidt
Fire Inspector II	14	4	7		Callison, Ganea, Hampton, Olivares
Fire Inspector I		8	7		Aney, Batiz, Christensen, Harlow, Kauppi, Klets, Rieger, Smittle (2 <i>Vacant between Inspector II & I</i>)
Geographic Information Specialist II	1	0	1		<i>Vacant</i>
Community Relations Specialist	2	2	2		Brenda Briggs, Rebecca Alessandri
COMMUNICATIONS DIVISION					
Communications Manager	1	1	1		Steve Jordan
Communications Technician II	2	2	2		James Day, Alex Ybarra
ARSON					
Supervising Investigator	1	1	1		Chris Rogers
Fire Investigator II	2	2	2		Steve Johnson, Paul Tualla
	68	64	68	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2021-22

ADMINISTRATIVE BRANCH					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Deputy Chief, Administration	1	1	1		Greg Casentini
HUMAN RESOURCES					
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
FINANCE					
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>
DEVELOPMENT					
Chief Development Officer	1	1	1		Jeff Frye
INFORMATION TECHNOLOGY (IT)					
Director, Information Technology	1	1	1		Mat Roseberry
Office Technician	1	1	1		Alla Zablotskiy
Business Applications Analyst	1	1	1	1	Sherri Martucci, requesting 1 more
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
	31	30	31	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2021-22

PART-TIME, TEMPORARY, RETIRED ANNUITANTS, RESERVE & REIMBURSED					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Retired Annuitants (part-time)	17	12	11		
Reserve Firefighters	14	8	14		Barnes, Berry, Burwell, Driver, Golosinskiy, Manley, Siebert, Spiegelberg
Physician Assistant (PA) - MIH Program				5	requesting 5 part-time positions
Helicopter Pilot (part-time)	4	3	4		Combs, Cotter, Matischak, <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	24	29	5	

*Shown in two locations on the PAD

SACRAMENTO METROPOLITAN FIRE DISTRICT

Pay Schedule for Fiscal Year 2020-21

Effective as of 01/01/2021

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

Fire Chief					\$23,539.92
Senior Management Staff - Unrepresented Confidential					
Chief Deputy					\$22,512.23
Deputy Chief					21,440.21
Assistant Chief			18,763.17		19,697.44
Fire Marshal			18,763.17		19,697.44
Chief Financial Officer			16,275.39		17,086.28
Chief Development Officer			16,275.39		17,086.28

Management Staff - Unrepresented Confidential					
Director of Information Technology	\$ 10,936.89	\$ 11,480.70	\$ 12,052.03	\$ 12,652.12	\$ 13,282.17
Economic Development Manager	9,110.29	9,563.05	10,038.57	10,538.04	11,061.48
Facility Manager	9,110.29	9,563.05	10,038.57	10,538.04	11,061.48
Controller	9,110.29	9,563.05	10,038.57	10,538.04	11,061.48
Fleet Manager	9,110.29	9,563.05	10,038.57	10,538.04	11,061.48
Human Resource Manager	9,110.29	9,563.05	10,038.57	10,538.04	11,061.48
Logistics Manager	9,110.29	9,563.05	10,038.57	10,538.04	11,061.48
Communications Manager	9,110.29	9,563.05	10,038.57	10,538.04	11,061.48
CQI Manager	9,028.84	9,476.80	9,947.54	10,442.24	10,960.85
Chief Pilot	8,934.23	9,377.40	9,842.13	10,329.63	10,842.28
Grant / Economic Dev Coor	8,915.06	9,358.24	9,822.97	10,311.66	10,824.32
Assistant Logistics Manager	8,096.97	8,499.43	8,921.06	9,364.23	9,828.95
Assistant Fleet Manager	8,096.97	8,499.43	8,921.06	9,364.23	9,828.95

Unrepresented Confidential - Exempt					
Network Systems Engineer	\$ 8,749.77	\$ 9,184.57	\$ 9,640.90	\$ 10,120.03	\$ 10,623.08
Computer Systems Supervisor	8,222.75	8,631.18	9,059.98	9,510.35	9,982.27
Purchasing Agent	7,664.59	8,044.26	8,443.14	8,862.36	9,301.93
Accounting Supervisor	7,463.35	7,833.48	8,221.55	8,629.99	9,058.80
Human Resources Analyst	7,320.82	7,683.74	8,064.64	8,464.67	8,885.13
Facilities Supervisor	7,220.21	7,578.33	7,954.44	8,349.71	8,764.13
Administrative Analyst	7,178.29	7,534.03	7,907.71	8,300.59	8,712.64
Business Application Analyst	7,178.29	7,534.03	7,907.71	8,300.59	8,712.64
Payroll Analyst	7,178.29	7,534.03	7,907.71	8,300.59	8,712.64
Financial Analyst	7,178.29	7,534.03	7,907.71	8,300.59	8,712.64
Board Clerk	6,567.41	6,893.20	7,234.56	7,592.72	7,968.82
Office Manager / Workers' Comp Spec	6,567.41	6,893.20	7,234.56	7,592.72	7,968.82
Staffing Specialist	6,567.41	6,893.20	7,234.56	7,592.72	7,968.82
Sr. Staff Adm Coor/Fire Chief's Secty	6,061.94	6,362.58	6,677.60	7,008.19	7,355.55
Procurement Specialist	4,846.21	5,085.77	5,337.30	5,600.81	5,877.50
Accounting Specialist	4,846.21	5,085.77	5,337.30	5,600.81	5,877.50
Human Resources Specialist	4,846.21	5,085.77	5,337.30	5,600.81	5,877.50
Payroll Specialist	4,846.21	5,085.77	5,337.30	5,600.81	5,877.50
Administrative Specialist	4,846.21	5,085.77	5,337.30	5,600.81	5,877.50

Unrepresented Confidential - Non-Exempt					
Network Systems Administrator	\$ 7,911.32	\$ 8,304.20	\$ 8,716.22	\$ 9,148.62	\$ 9,602.57
Database Technician	7,463.35	7,833.48	8,222.75	8,631.18	9,059.98
Communications Technician III	6,671.62	7,002.20	7,349.57	7,713.69	8,096.97
Communications Technician II	6,506.31	6,828.52	7,167.49	7,523.23	7,896.96
Computer Systems Technician	5,464.24	5,734.96	6,017.62	6,315.89	6,628.50
Warehouse Supervisor	5,400.77	5,667.86	5,948.16	6,242.81	6,551.84
Health & Fitness Program Manager	5,115.70	5,368.43	5,634.34	5,913.42	6,205.68
Help Desk Technician	4,295.22	4,507.25	4,728.84	4,962.41	5,207.95

Administrative Support Personnel					
Facilities Technician	\$ 6,568.61	\$ 6,894.42	\$ 7,235.77	\$ 7,595.10	\$ 7,972.41
Facilities Assistant	5,030.65	5,278.60	5,539.72	5,814.01	6,101.47
Safety Specialist	4,846.21	5,085.77	5,337.30	5,600.81	5,877.50
Plan Intake Specialist	4,846.21	5,085.77	5,337.30	5,600.81	5,877.50
Video Technician	4,767.16	5,003.11	5,249.87	5,509.78	5,781.67
Logistic Technician	4,510.82	4,733.61	4,967.18	5,212.72	5,470.23
Accounting Technician	4,303.63	4,515.61	4,738.40	4,971.96	5,217.52
EMS Systems Technician	4,303.63	4,515.61	4,738.40	4,971.96	5,217.52
Office Technician	3,777.78	3,963.45	4,158.68	4,363.51	4,579.12

Hourly Rate		
Step 1	Step 2	Step 3

SRPP - Paramedic	\$ 20.76	\$ 21.78	\$ 22.88
SRPP - EMT	\$ 18.41	\$ 19.31	\$ 20.29

SACRAMENTO METROPOLITAN FIRE DISTRICT

Pay Schedule for Fiscal Year 2020-21

Effective as of 01/01/2021

	Monthly Base Pay						
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Local 522							
Recruit Firefighter					\$ 5,178.01		
Firefighter	\$ 5,967.33	\$ 6,262.00	\$ 6,571.00	\$ 6,895.60	\$ 7,236.97	\$ 7,595.10	\$ 7,971.21
Fire Engineer	7,264.53	7,623.86	8,001.15	8,397.62	8,813.26		
Fire Captain	8,130.52	8,532.96	8,955.77	9,398.95	9,864.90		
Battalion Chief	9,879.28	10,369.15	10,883.00	11,423.20	11,989.76		
Fire Inspector I	5,389.99	5,654.71	5,933.80	6,226.05	6,532.68		
Fire Inspector II	7,268.11	7,627.46	8,004.75	8,401.21	8,816.84		
Fire Supervising Inspector	8,134.11	8,536.55	8,959.37	9,402.55	9,868.49		
Deputy Fire Marshal	9,676.84	10,155.95	10,659.03	11,187.24	11,741.81		
Fire Investigator I	5,386.40	5,651.12	5,930.19	6,222.44	6,529.09		
Fire Investigator II	7,264.53	7,623.86	8,001.15	8,397.62	8,813.26		
Fire Supervising Investigator	8,130.52	8,532.96	8,955.77	9,398.95	9,864.90		
Public Education Technician	4,788.73	5,023.47	5,270.22	5,530.13	5,802.03		
Community Relations Specialist	5,257.04	5,515.76	5,787.65	6,072.72	6,372.18		
Community Relations Coordinator	5,744.54	6,027.21	6,324.27	6,636.88	6,965.07		
Geographic Information Specialist I & II	5,331.31	5,593.61	5,869.10	6,157.76	6,462.00		
Shop Assistant	3,701.13	3,881.99	4,072.46	4,272.46	4,482.09		
Parts Buyer	5,344.47	5,607.99	5,884.68	6,174.55	6,478.78		
Fire Mechanic	6,632.08	6,959.08	7,302.83	7,663.39	8,041.88		
Master Fire Mechanic	7,377.12	7,741.23	8,124.53	8,526.96	8,948.59		

Hourly Positions	
	Hourly Rate
Hourly Employees	\$ 14.00
PT Helicopter Pilot	61.80
PT Helicopter Mechanic	46.35

Revised as of 01/01/2021 and adopted by the Board as of 12/10/2020



ACRONYMS

ALS	Advanced Life Support
ARFF	Aircraft Rescue and Firefighting
BLS	Basic Life Support
CAFR	Comprehensive Annual Financial Report
CAR	Community Annual Report
CAL FIRE	California Department of Forestry and Fire Protection
CalPERS/PERS	California Public Employees' Retirement System
CalOES	California Governor's Office of Emergency Services
CCRU	Community Care Response Unit
CERBT	California Employers' Retiree Benefit Trust
CERT	Community Emergency Response Team
CIP	Capital Improvement Program
CISM	Critical Incident Stress Management
COVID-19	2019 Novel Coronavirus
CRRD	Community Risk Reduction Division
CSMFO	California Society of Municipal Finance Officers
EAP	Employee Assistance Program
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
ERP	Enterprise Resource Planning
F/F	Firefighter
FDM	Fire Department Medic
FIU	Fire Investigations Unit
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GEMT	Ground Emergency Medical Transport
GEMT QAF	Ground Emergency Medical Transport Quality Assurance Fee
GFOA	Government Finance Officers Association



ACRONYMS

HAZMAT	Hazardous Materials
HQ	Headquarters
IAFC	International Association of Fire Chiefs
IAFF	International Association of Firefighters
IGT	Intergovernmental Transfer
IMT	Incident Management Team
LODD	Line of Duty Death
MDC	Mobile Data Computer
MIH	Mobile Integrated Health
NFPA	National Fire Protection Association
NIOSH	National Institute for Occupational Safety and Health
OPEB	Other Post-Employment Benefits
OSHA	Occupational Safety and Health Administration
P/T	Part-time
PAD	Position Authorization Document
PIO	Public Information Officer
PPE	Personal Protective Equipment
PTO	Paid Time Off
RDA	Redevelopment Agency
SCBA	Self-Contained Breathing Apparatus
SCERS	Sacramento County Employees' Retirement System
SHSGP	State Homeland Security Grant Program
SL	Sick Leave
SRFECC	Sacramento Regional Fire/EMS Communications Center
SRP	Single Role Paramedic
UAV	Unmanned Aerial Vehicle
UL	Underwriters Laboratories
US&R	Urban Search and Rescue
VL	Vacation Leave



GLOSSARY OF BUDGET TERMS

Accrual Basis of Accounting – The accounting basis used by the District under which transactions are recognized when they occur, regardless of the timing of cash receipts and disbursements.

Appropriation – Authorization by the Board of Directors to expend money for the purpose outlined in the budget.

Bond – An interest-bearing promise to pay a stipulated sum of money, with the principal amount due on a specific date. Funds raised through the sale of bonds can be used for various public purposes.

Branch – Organizational grouping of divisions. The District's branches include Administration, Office of the Fire Chief, Operations, and Support Services.

Budget – A financial plan for a specific period of time, which includes appropriations and revenues.

Capital Assets – 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.

Capital Outlay – Expenditures to acquire items or construct improvements meeting the District's Capital Asset criteria.

Debt Service – The combination of interest expense and principal payments due for the repayment of bonds, capital leases, and other debt instruments.

Deployment – The assignment of District personnel and equipment to fight wildfires or respond to other disasters outside of Sacramento County, for which the District receives reimbursement from the State or federal government.

Division – Organizational unit responsible for a specific function.

Encumbrance – The designation of appropriated funds to buy a good or service. Future expenditures may require that funds be set aside or committed. This commitment of funds is considered an encumbrance.

Expenditure – An amount of money disbursed or obligated for the purpose of acquiring a good or service. Expenditures include operating expenses, debt service, and capital outlay.

Fiscal Year – A 12-month timeframe designated as the operating year. For the District, the fiscal year is July 1st to June 30th.

Grant – A contribution by a government or other organization to provide funding for a specific project.

Ground Emergency Medical Transport (GEMT) Program – A program administered by the State of California that provides supplemental federal funding for emergency medical services provided to Medi-Cal beneficiaries that do not participate in a managed care plan.



GLOSSARY OF BUDGET TERMS

Labor Costs – Expenditures for salaries, other wages, and benefits paid to or for employees of the District.

Medic Cost Recovery – Revenues received by the District for emergency medical services provided.

Medic-Cal – California’s Medicaid health care program.

Medicaid – A public health insurance program in the United States that provides health care coverage to low-income families or individuals. Medicaid is administered by states, according to federal requirements, and is funded jointly by states and the federal government.

Policy – Statement of principle or of guiding actions that imply clear commitment.

Property Taxes – Tax revenues received based on the assessed value of real property within the District.

Rate Range Intergovernmental Transfer (IGT) Program – A program administered by the State of California that provides supplemental federal funding for emergency medical services provided to Medi-Cal beneficiaries that participating in a managed care plan.

Reserve – Amount in a fund used to meet cash requirements, emergency expenditures or other future defined requirements.

Resolution – A special or temporary order of a legislative body requiring less formality than a statute or ordinance.

Revenues – Income received to finance the operations of the District.

Services and Supplies – Operating expenditures for the purchase of non-capital goods and services not provided by District employees.

Special District – Independent unit of local government organized to perform a specific function.