



Sacramento Metropolitan Fire District

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

REGULAR BOARD MEETING AGENDA

THURSDAY, SEPTEMBER 9, 2021

Separate Attachment

Action Item #1

Fiscal Year 2021/22 Final Budget

Final 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
September 9, 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

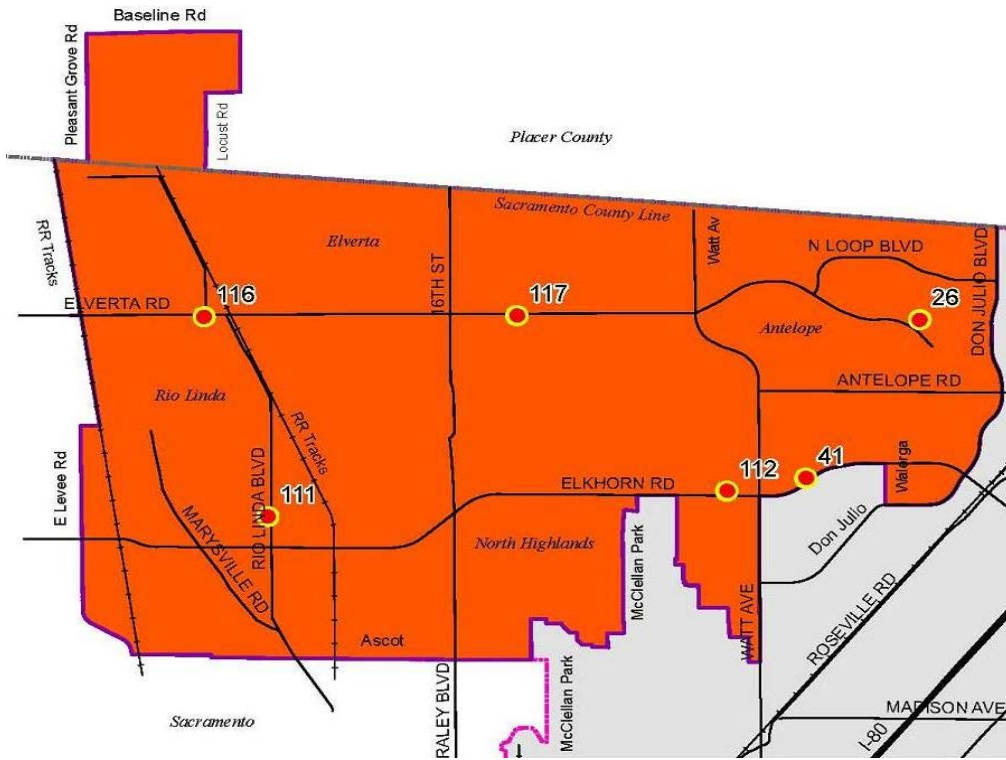
Walt White



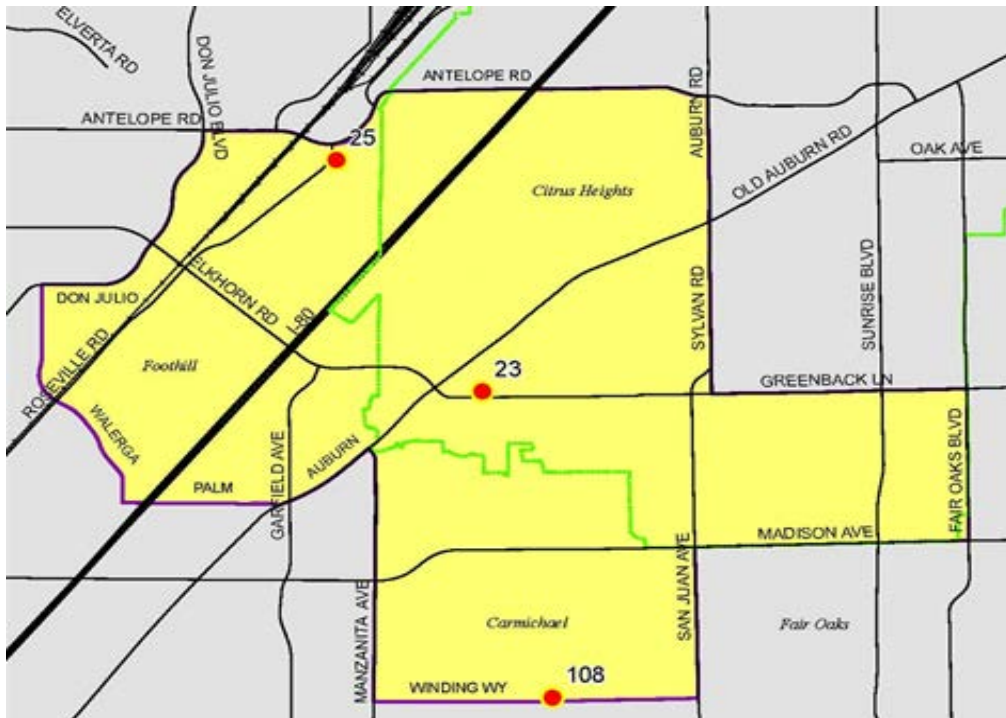
DIVISION 9



DIVISION 1



DIVISION 2



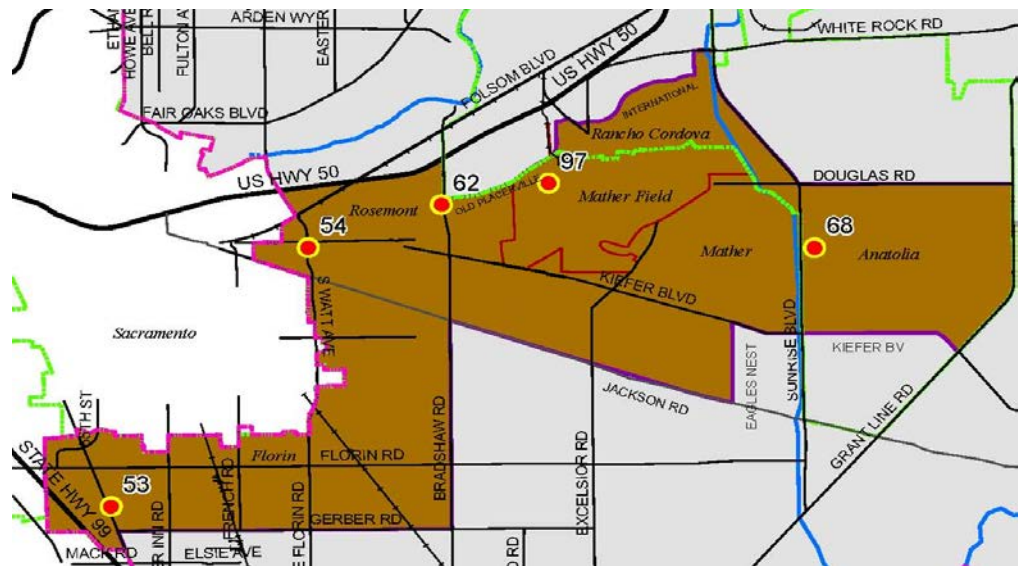
- Fire Station
- Metro Fire



DIVISION 3

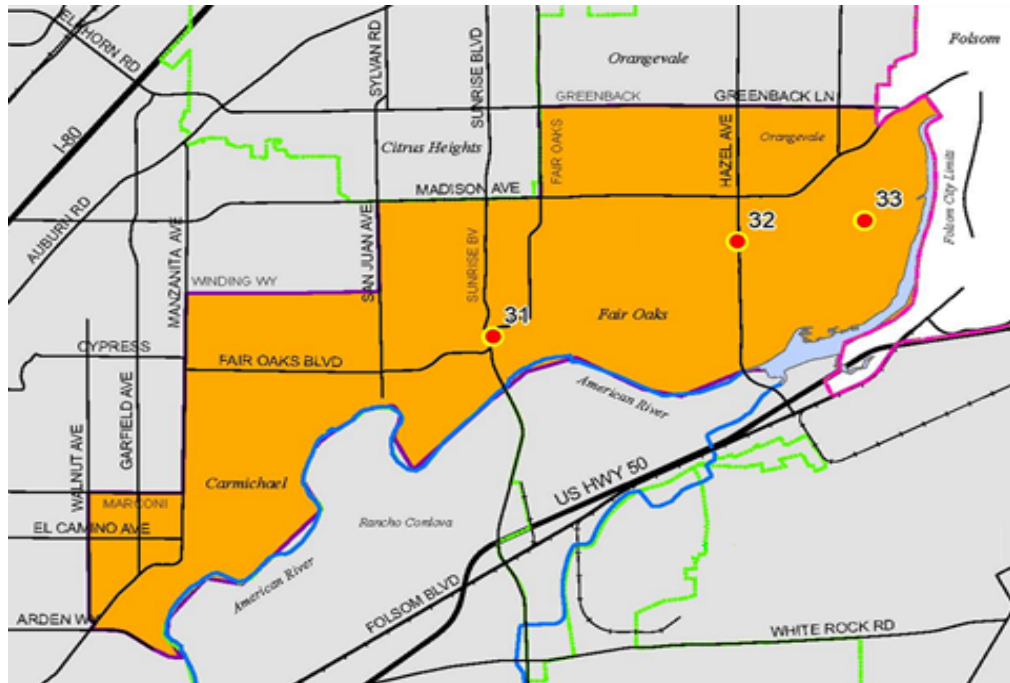


DIVISION 4

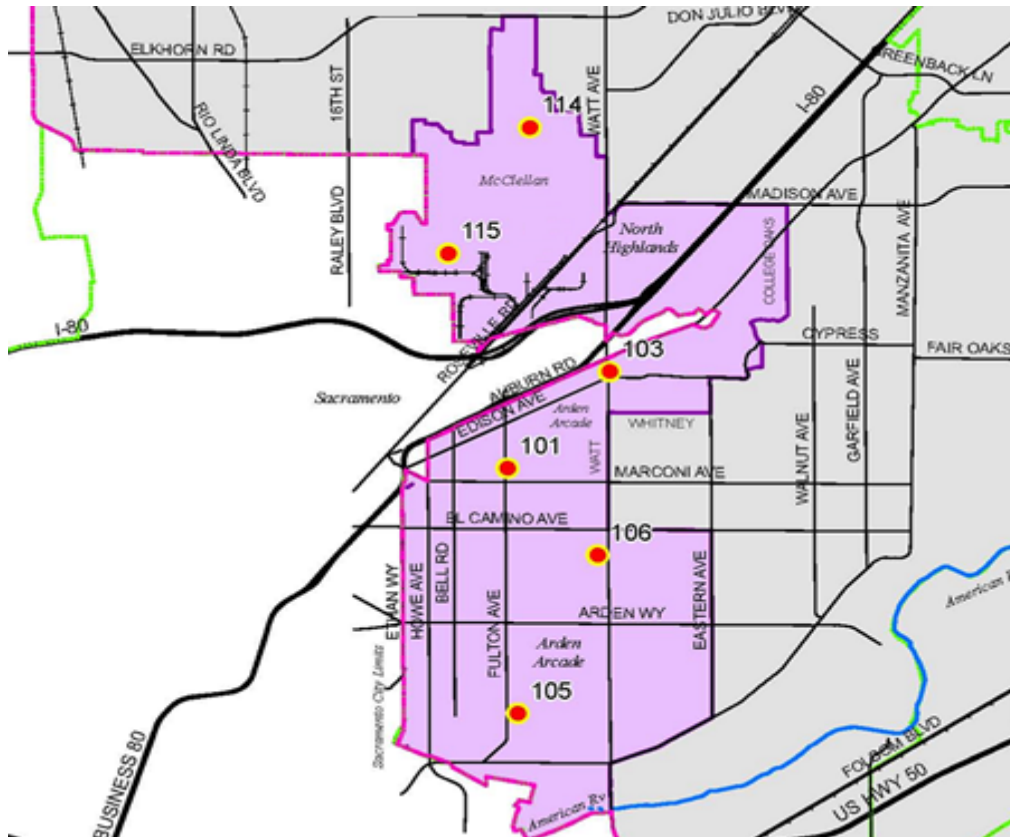




DIVISION 5



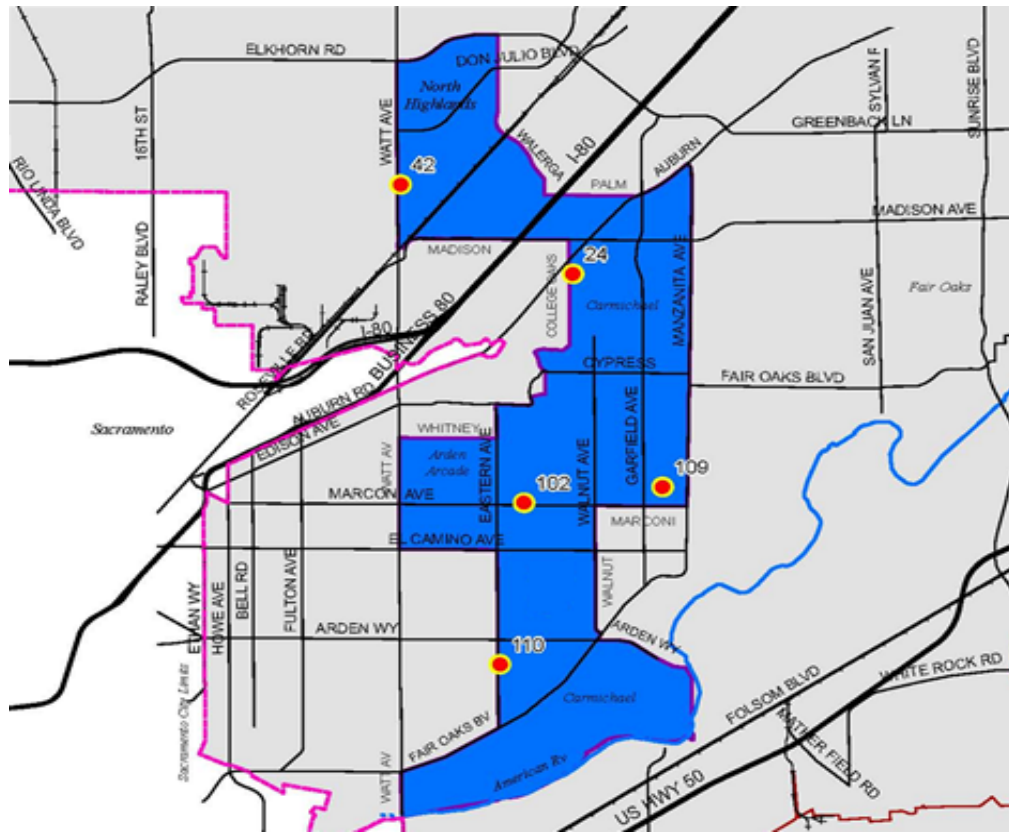
DIVISION 6



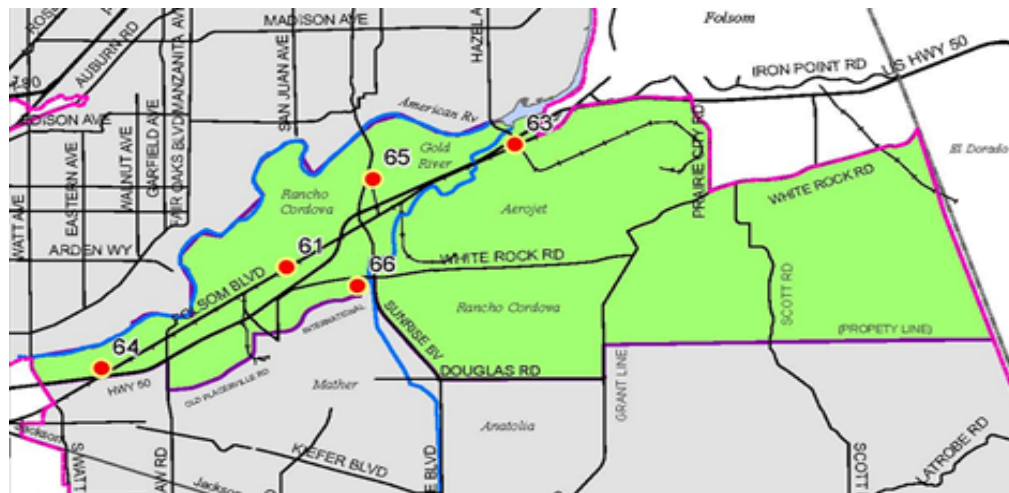
- Fire Station
- Metro Fire



DIVISION 7



DIVISION 8

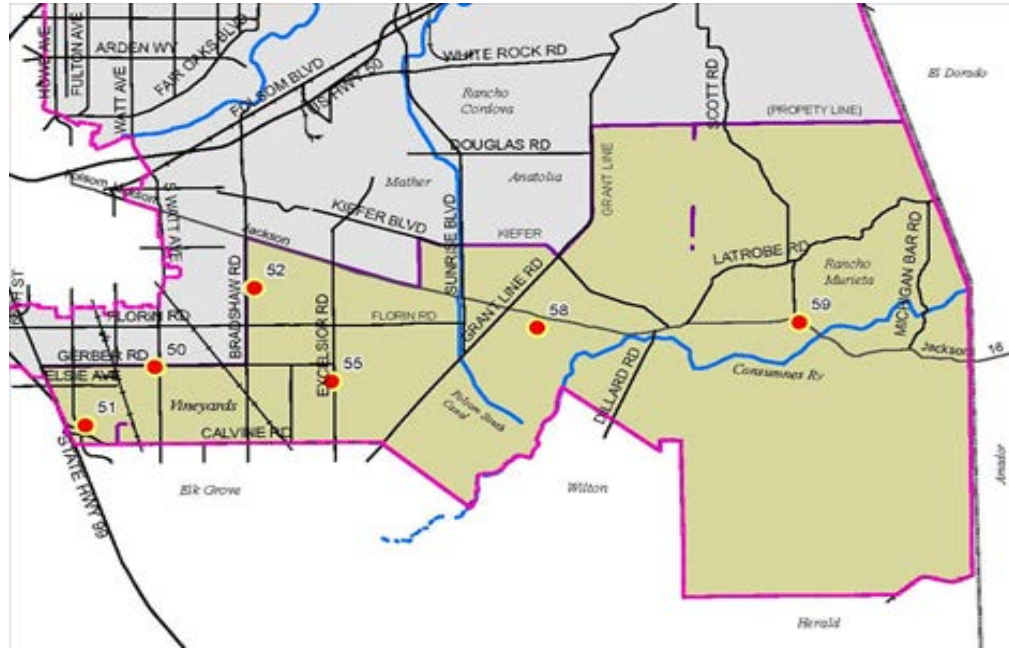




DIVISION BOUNDARY MAPS



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 Dave O'Toole

Assistant Chiefs

A Shift Michael Lozano

B Shift Chris Greene

C Shift Charles Jenkins

EMS..... Barbara Law

Training Jon Rudnicki

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

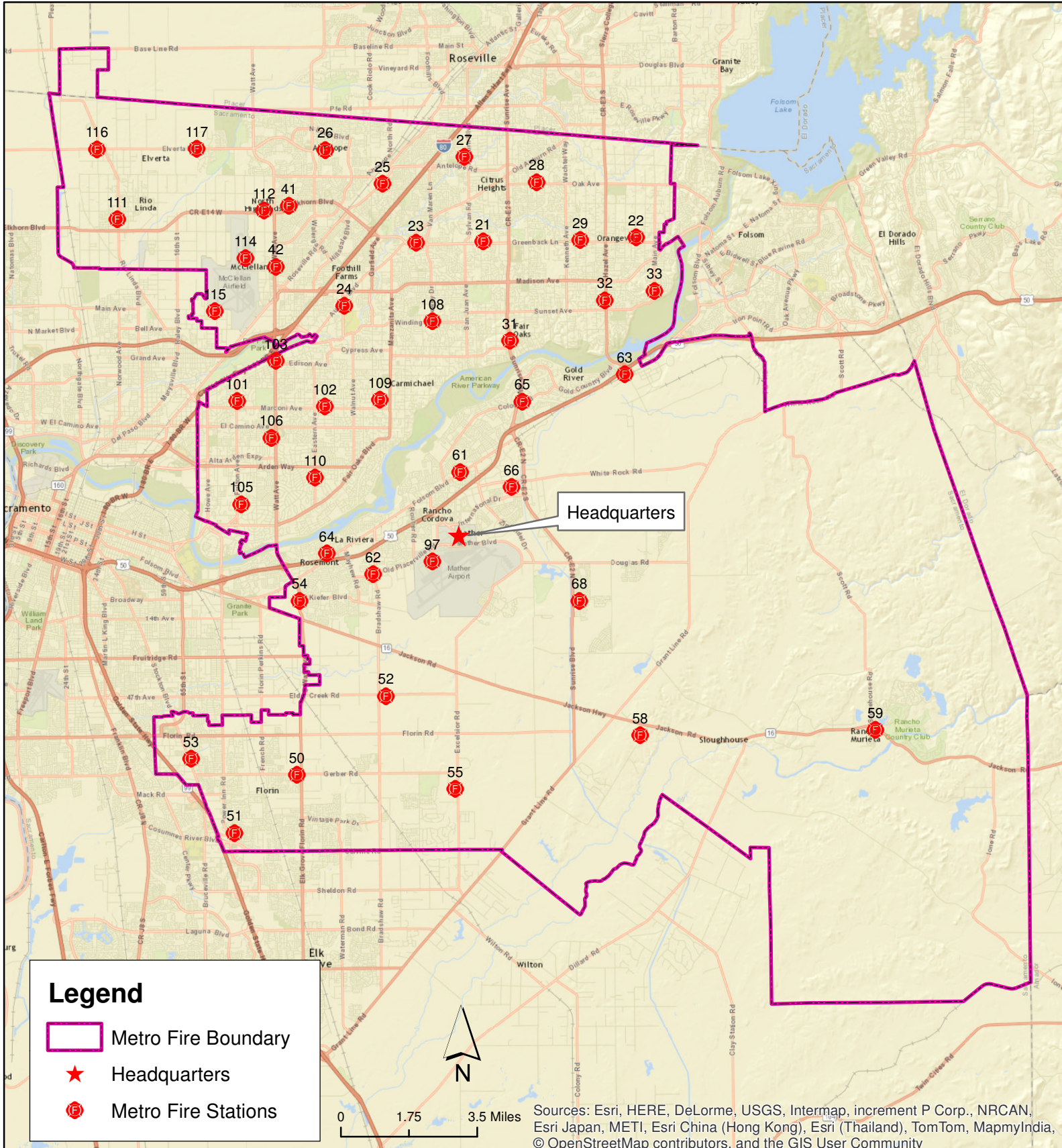
Mission Statement

“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

(To be presented to the full Board September 9, 2021)





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: September 9, 2021

TO: Board of Directors

FROM: Todd Harms, Fire Chief

RE: Final 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 property values as of January 1, 2021, assessed property value growth within the District is estimated to result in a \$7.6 million (5%) increase in property tax revenues received by the District in FY 2021/22, extending an 8-year trend of increasing property tax revenues following the Great Recession. The FY 2021/22 Final 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 Final Budget presented for the Board of Directors' consideration results in a \$2 million budget surplus for the General Fund.

The budget for FY 2021/22 and projections for future years will continue to be refined as more information is available. 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

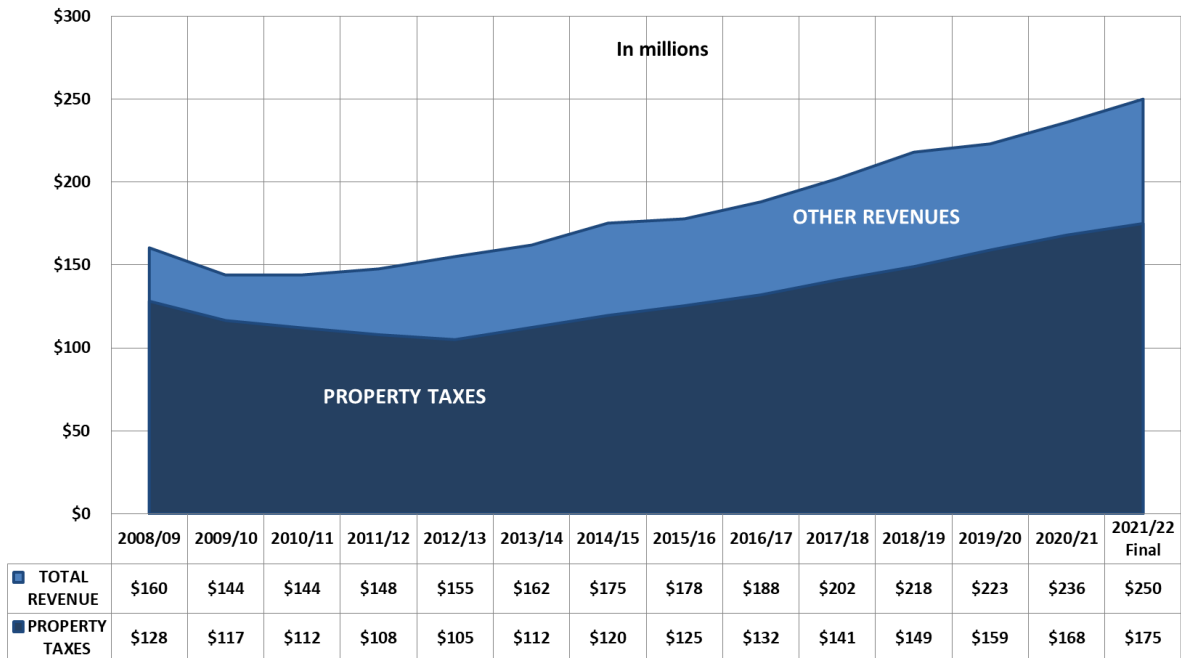
The FY 2021/22 Final Budget is summarized below.

GENERAL FUND

FY 2021/22 General Fund revenue is projected to total \$240 million compared to budgeted General Fund expenditures of \$241 million. After accounting for a transfer in from the Intergovernmental Transfer (IGT) Fund of \$9.4 million and transfers out to the Capital Facilities Fund of \$6 million, the FY 2021/22 General Fund budget results in a projected \$2 million operating surplus, serving to increase the General Fund reserve balance and reflecting the cautious approach of enhancing reserves for potential future needs.

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 \$250 million (including the \$9 million transfer-in from the IGT Fund) represent an increase of \$13 million compared to the FY 2020/21 unaudited actual revenue and transfers-in of \$237 million. The primary factors contributing to this change include:

Property Taxes

Property tax revenues of \$175 million account for approximately 70% of total General Fund financing sources and represent an increase of 4.2% over the FY 2020/21 revenue of \$168 million.

Medic Cost Recovery

Medic cost recovery revenues of \$43 million represent an increase of approximately 3% over the FY 2020/21 revenue of \$42 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.

Deployment Reimbursements

Deployment reimbursement revenue is budgeted at \$3.5 million, consistent with the revenue and deployment activity experienced in 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.

Expenditures

General Fund expenditures of \$241 million represent a \$10 million increase compared to FY 2020/21 unaudited actual 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.

The primary factors contributing to the change in expenditures compared to FY 2020/21 include:

Labor

General Fund budgeted labor costs total \$204 million for FY 2021/22, which represents a \$5 million (2%) increase compared to FY 2020/21.

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 \$5.5 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 Final Budget does not reflect any assumed changes to the terms of the District's labor agreements, which expire on December 31, 2021.

The table below displays the current number of funded full-time positions by division, proposed changes, and the resulting number of recommended funded full-time positions. While there are no proposed changes to the number of funded full-time positions, 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 \$4 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 \$400,000 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 2021-22 total expenditures for this category are budgeted at \$4.7 million, which represents a \$100,000 increase compared to FY 2020/21.

General Fund Operating Reserves

The amount of General Fund Operating Reserves is expected to be \$36 million at June 30, 2022. This amount represents 15.2% 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 and be included in the 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 \$15.1 million, which includes \$9.1 million for capital outlay and \$5.9 million for debt service. Approximately \$7.3 million of the of the capital outlay expenditures are 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 \$5.9 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 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 to pay for the construction of Station 68, with \$5.3 million budgeted for this purpose.

PRIORITY ISSUES AND RISKS

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

The District has been pre-funding its OPEB 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). This contribution will 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 \$15 million in capital outlay. Of that amount, approximately \$9 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.

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.

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 Final Budget for the fiscal year ending June 30, 2022.

ALL FUNDS SUMMARIES





BUDGET SUMMARY - ALL FUNDS

Final Budget FY 2021-22

	GENERAL FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
REVENUES							
PROPERTY TAXES	\$ 175,438,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,438,000
USE OF MONEY AND PROPERTY	15,000	-	1,136,596	-	-	-	1,151,596
INTERGOVERNMENTAL	4,296,000	-	-	1,173,427	-	-	5,469,427
CHARGES FOR SERVICES	58,452,946	-	-	-	1,300,000	24,100,000	83,852,946
MISCELLANEOUS	1,705,160	-	-	-	-	-	1,705,160
Total Revenues	239,907,106	-	1,136,596	1,173,427	1,300,000	24,100,000	267,617,129
EXPENDITURES:							
LABOR COSTS	203,774,389	-	-	969,106	-	-	204,743,495
SERVICES & SUPPLIES	32,788,032	125,000	814,410	722,363	236,000	9,500,000	44,185,805
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,721,235	5,854,079	295,833	-	-	-	10,871,147
CAPITAL OUTLAY	-	9,139,566	-	460,828	5,158,742	-	14,759,136
Total Expenditures	241,283,656	15,118,645	1,110,243	2,152,297	5,394,742	9,500,000	274,559,583
REVENUE LESS EXPENDITURES	(1,376,550)	(15,118,645)	26,353	(978,870)	(4,094,742)	14,600,000	(6,942,454)
OTHER FINANCING SOURCES(USES)							
ISSUANCE OF BONDS	-	8,029,000	-	-	-	-	8,029,000
ISSUANCE OF CAPITAL LEASES	-	7,320,000	-	-	-	-	7,320,000
SALE OF ASSETS	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND A-General	216,295	5,941,402	-	-	-	(9,400,000)	(3,242,303)
TRANSFERS IN(OUT) FUND D-Cap Fac	(6,157,697)	-	205,184	-	-	-	(5,952,513)
TRANSFERS IN(OUT) FUND G-Grants	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND L-Leases	-	(205,184)	-	-	-	-	(205,184)
TRANSFERS IN(OUT) FUND M-IGT	9,400,000	-	-	-	-	-	9,400,000
Total Other Financing Sources (Uses)	3,458,598	21,085,218	205,184	-	-	(9,400,000)	15,349,000
SPECIAL ITEM							
EARLY BOND RETIREMENT	-	(8,115,000)	-	-	-	-	(8,115,000)
CHANGE IN FUND BALANCE	\$ 2,082,048	\$ (2,148,427)	\$ 231,537	\$ (978,870)	\$ (4,094,742)	\$ 5,200,000	\$ 291,546



FUND BALANCE SUMMARY

Final 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	\$ 1,207,903	\$ 5,147,518	\$ 9,001,559	\$ 54,441,748
Revenues	239,907,106	-	1,136,596	1,173,427	1,300,000	24,100,000	267,617,129
Other Financing Sources	9,616,295	21,290,402	205,184	-	-	-	31,111,881
Release of Committed Funds	-	676,057	-	-	-	-	676,057
Estimated Funds Available	283,668,754	25,751,347	2,385,424	2,381,330	6,447,518	33,101,559	353,846,815
Expenditures	(241,283,656)	(15,118,645)	(1,110,243)	(2,152,297)	(5,394,742)	(9,500,000)	(274,559,583)
Other Financing Uses	(6,157,697)	(205,184)	-	-	-	(9,400,000)	(15,762,881)
Special Item	-	(8,115,000)	-	-	-	-	(8,115,000)
Estimated Fund Balance at June 30, 2022	\$ 36,227,401	\$ 2,312,518	\$ 1,275,181	\$ 229,033	\$ 1,052,776	\$ 14,201,559	\$ 55,409,351



SUMMARY OF REVENUES AND OTHER FINANCING SOURCES

Final Budget FY 2021-22

<u>SOURCE</u>	ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22
REVENUES				
Taxes	\$ 158,932,317	\$ 167,882,453	\$ 173,504,000	\$ 175,438,000
Charges for Services	65,890,823	72,344,691	83,852,946	83,852,946
Intergovernmental	8,174,218	4,940,744	5,205,644	5,469,427
Other Private Grants	-	736,090	-	-
Miscellaneous	1,014,484	157,996	1,705,160	1,705,160
Use of Money or Property	2,184,539	1,181,635	1,151,596	1,151,596
Total Revenues	236,196,381	247,243,609	265,419,346	267,617,129
OTHER FINANCING SOURCES	20,752,225	20,990,639	22,089,929	31,328,176
TOTALS	\$ 256,948,606	\$ 268,234,248	\$ 287,509,275	\$ 298,945,305
FUNDS				
General Fund	\$ 223,347,028	\$ 236,448,429	\$ 247,232,106	\$ 249,523,401
Pension Obligation Bond Fund	66,121	12,723	-	-
Capital Facilities Fund	11,485,728	11,555,642	12,689,929	21,506,697
Leased Properties Fund	994,931	1,138,655	1,136,596	1,341,780
Grants Fund	4,288,943	1,381,374	1,050,644	1,173,427
Development Impact Fees Fund	1,666,809	2,708,739	1,300,000	1,300,000
IGT Fund	15,099,046	14,988,686	24,100,000	24,100,000
TOTALS	\$ 256,948,606	\$ 268,234,248	\$ 287,509,275	\$ 298,945,305



SUMMARY OF EXPENDITURES AND OTHER FINANCING USES

Final Budget FY 2021-22

OBJECT	ACTUALS	UNAUDITED	PRELIMINARY	FINAL
EXPENDITURES	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22
Labor Costs	\$ 180,388,307	\$ 198,343,129	\$ 204,988,784	\$ 204,743,495
Services & Supplies	33,718,908	34,926,644	43,711,351	44,185,805
Taxes, Licenses, Debt Service & Others	12,612,912	11,666,767	10,444,398	10,871,147
Capital Outlay	7,637,847	7,597,617	14,620,729	14,759,136
Total Expenditures	234,357,974	252,534,157	273,765,262	274,559,583
OTHER FINANCING USES	16,159,589	16,800,108	15,444,929	15,979,176
TOTALS	\$ 250,517,563	\$ 269,334,265	\$ 289,210,191	\$ 290,538,759
FUNDS				
General Fund	\$ 218,374,227	\$ 237,938,568	\$ 246,953,607	\$ 247,441,353
Pension Obligation Bond Fund	-	-	-	-
Capital Facilities Fund	10,927,842	11,056,091	14,155,396	15,540,124
Leased Properties Fund	610,548	604,285	1,112,962	1,110,243
Grants Fund	4,794,750	862,527	2,018,226	2,152,297
Development Impact Fees Fund	473,949	3,321,166	6,070,000	5,394,742
IGT Fund	15,336,247	15,551,628	18,900,000	18,900,000
TOTALS	\$ 250,517,563	\$ 269,334,265	\$ 289,210,191	\$ 290,538,759



DEBT SERVICE SCHEDULE

Final Budget FY 2021-22

	Regular Debt Payments		Sinking Fund	Early Debt Payoff	Total
	Principal	Interest			
FUNDS					
General Fund					
Pension Obligation Bonds	\$ 2,880,000	\$ 1,627,912	\$ 2,438,090	\$ -	\$ 6,946,002
Lease Revenue Bonds	120,737	191,116	-	-	311,853
P-25 Radio Financing	-	-	-	-	-
Subtotal	3,000,737	1,819,028	2,438,090	-	7,257,855
Capital Facilities Fund					
Gurney Lease	209,854	4,680	-	-	214,534
Apparatus and Equipment Leases	5,298,704	276,966	-	-	5,575,670
Lease Revenue Bonds	24,730	39,145	-	8,115,000	8,178,875
Subtotal	5,533,288	320,791	-	8,115,000	13,969,079
Leased Properties Fund					
Lease Revenue Bonds	114,535	181,298	-	-	295,833
TOTALS	\$ 8,648,560	\$ 2,321,117	\$ 2,438,090	\$ 8,115,000	\$ 21,522,767



Expenditures by Division - All Funds

Final Budget FY 2021-22

		ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
OFFICE OF THE FIRE CHIEF						
FCH	FIRE CHIEF	2,398,908	2,991,890	2,525,607	2,546,985	-14.9%
DEV	DEVELOPMENT TEAM	291,856	369,907	410,942	420,943	13.8%
BRD	BOARD OF DIRECTORS	246,539	243,947	260,506	261,533	7.2%
COR	COMMUNITY RELATIONS	334,769	339,564	150,407	150,408	-55.7%
ADMINISTRATION						
CRR	COMMUNITY RISK REDUCTION	3,357,138	3,506,181	4,431,958	4,528,722	29.2%
CSE	COMMUNITY SERVICES	45,959	1,314	36,330	36,330	2664.8%
DCO	DEFERRED COMP	48,603	42,727	55,200	55,200	29.2%
FIN	FINANCE	5,935,108	5,386,169	5,389,934	5,763,016	7.0%
HRE	HUMAN RESOURCES	1,569,269	1,521,515	1,656,608	1,654,446	8.7%
NDI	NON-DIVISIONAL	38,809,771	46,411,775	53,533,225	53,687,513	15.7%
WCO	WORKERS COMP	3,154,780	3,896,780	3,300,896	3,331,352	-14.5%
OPERATIONS						
APE	APPARATUS & EQUIP	383,242	217,703	237,562	237,562	9.1%
ARS	ARSON/FIRE INVESTIGATIONS	546,716	525,821	559,328	555,963	5.7%
CER	COMM EMER RESPONSE TM	1,907	2,758	3,500	3,500	26.9%
CIS	CRITICAL INCIDENT STR MNGT	21,080	16,636	30,000	32,900	97.8%
CPT	AIR OPS	1,170,936	1,465,489	1,428,283	1,448,650	-1.1%
DIS	DISPATCH	4,220,003	4,124,849	4,754,548	4,754,548	15.3%
DZR	DOZER PROGRAM	17,786	6,109	23,350	23,350	282.2%
EMS	EMER MEDICAL SERVICES	7,615,579	10,181,775	8,163,321	8,160,109	-19.9%
EPS	EMER PLANNING SPEC	31,645	5,000	300	300	-94.0%
HFI	HEALTH & FITNESS	339,239	309,746	393,793	393,793	27.1%
HZM	HAZMAT	40,425	16,044	23,100	23,100	44.0%
MIH	MOBILE INTEGRATED HEALTH	2,145	362	754,768	768,072	212074.6%
OPE	OPERATIONS ADMIN	1,500,960	1,942,217	1,903,479	1,900,647	-2.1%
RCA	RECRUIT ACADEMY	2,550,629	99,378	1,358,975	1,358,975	1267.5%
RES	RESCUE	52,631	11,929	40,000	42,068	252.7%
RFP	RESERVE FF PROGRAM	40,105	32,483	62,750	62,750	93.2%
RTL	RENTAL PROPERTIES	123,222	132,994	128,637	129,933	-2.3%
SAF	SAFETY	6,970,950	1,449,018	1,453,767	1,453,774	0.3%
SRP	SINGLE ROLE PARA PRG	2,307,678	2,788,356	2,842,483	2,841,539	1.9%
SUP	SUPPRESSION	129,061,814	139,994,639	143,571,836	143,372,028	2.4%
TEM	TACTICAL EMS	5,161	353	7,600	7,600	2053.0%
TRA	TRAINING	1,977,623	1,727,595	1,865,524	1,863,338	7.9%
UAV	UNMANNED AERIAL VEHICLE	12,792	11,614	26,550	26,550	128.6%
USR	URBAN SEARCH & RESCUE	-	-	-	-	
UTL	FIRE STATIONS UTILITIES AND CAPITAL OUTLAY	1,043,654	3,991,330	6,715,735	6,076,765	52.2%
WIL	WILDLAND	86,629	39,000	69,200	69,200	77.4%
WTR	WATER RESCUE	48,724	93,840	205,755	208,755	122.5%
SUPPORT SERVICES						
COM	COMMUNICATION	1,623,826	1,510,657	1,307,675	1,329,451	-12.0%
FAC	FACILITIES	1,958,494	1,854,460	2,644,943	2,751,977	48.4%
FLE	FLEET	8,106,390	8,562,565	12,599,344	13,269,590	55.0%
LOG	LOGISTICS	2,635,486	2,560,928	4,402,816	4,411,904	72.3%
TEC	INFORMATION TECHNOLOGY	3,667,803	4,146,740	4,434,727	4,544,444	9.6%
TOTALS:		\$ 234,357,974	\$ 252,534,157	\$ 273,765,262	\$ 274,559,583	8.7%



CAPITAL OUTLAY SUMMARY

Final Budget FY 2021-22

Fund	Division	Description	Units	Price	Amount	Financed?	Principal	Interest	FY 2021-22		Annual Financing Cost
									Costs		
Capital Facilities	TEC:Information Technology	BOARDROOM ZOOM INTEGRATION EQUIPMENT		34,000	34,000	No					
Capital Facilities	TEC:Information Technology	BOARDROOM AUDIO DSP REPLACEMENT		12,700	12,700	No					
Capital Facilities	TEC:Information Technology	BOARDROOM PROJECTOR REPLACEMENT		17,200	17,200	No					
Capital Facilities	TEC:Information Technology	BOARDROOM STREAMING SERVER		8,200	8,200	No					
Capital Facilities	TEC:Information Technology	FIREWALL		50,000	50,000	No					
Capital Facilities	TEC:Information Technology	SWITCHES		15,500	15,500	No					
Capital Facilities	TEC:Information Technology	MAC PRO COMPUTER - FDC (TRAINING)		16,500	16,500	No					
Capital Facilities	TEC:Information Technology	APPLE PRO DISPLAY - FDC (TRAINING)		7,000	7,000	No					
Capital Facilities	CPT:Helicopter	COPTER 3 CONVERSION	1	250,000	250,000	Yes	23,896	2,500	26,396	52,791	
Capital Facilities	CPT:Helicopter	ROTOR BALANCER	1	35,000	35,000	No					
Capital Facilities	SAF:Safety	UNI MAC PPE EXTRACTOR	2	17,500	35,000	No					
Capital Facilities	SAF:Safety	SOLO RESCUE SCBA PPE WASHER	1	30,000	30,000	No					
Capital Facilities	SAF:Safety	DOWN-DRAFT EXPOSURE CONTROL TABLE	1	25,000	25,000	No					
Capital Facilities	UAV:Unmanned Aerial Vehicles	MAVIC 2 ENTERPRISE ADVANCED	1	6,000	6,000	No					
Capital Facilities	COM:Communication	STATION ALERTING INSTALL FOR ARSON STATION									
Capital Facilities	FAC:Facility Maintenance	STATION 65 SHED	1	6,000	6,000	No					
Capital Facilities	FAC:Facility Maintenance	STATION 106 SHED	1	6,000	6,000	No					
Capital Facilities	FAC:Facility Maintenance	FLEET PUMP POD ASPHALT PROJECT (CARRYOVER)		50,000	50,000	No					
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - AMBULANCE	3	218,793	656,379	No					
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - AMBULANCE REMOUNT	2	138,875	277,750	No					
Capital Facilities	FLE:Fleet Maintenance	AMBULANCE - NEW	6	225,000	1,350,000	Yes	129,036	13,500	69,302	285,072	
Capital Facilities	FLE:Fleet Maintenance	AMBULANCE - REMOUNT									
Capital Facilities	FLE:Fleet Maintenance	ENGINE - TYPE I	3	715,000	2,145,000	Yes	205,024	21,450	226,474	452,947	
Capital Facilities	FLE:Fleet Maintenance	ENGINE - TYPE V	3	215,000	645,000	Yes	61,650	6,450	68,100	136,201	
Capital Facilities	FLE:Fleet Maintenance	ENGINE - TYPE III	2	510,000	1,020,000	Yes	97,494	10,200	107,694	215,387	
Capital Facilities	FLE:Fleet Maintenance	TRUCK - STICK	1	950,000	950,000	Yes	90,803	9,500	100,303	200,606	
Capital Facilities	FLE:Fleet Maintenance	WATER TENDER	1	575,000	575,000	Yes	54,960	5,750	60,710	121,419	
Capital Facilities	FLE:Fleet Maintenance	SUV/PICKUP - BC	1	60,000	60,000	Yes	5,735	600	6,335	12,670	
Capital Facilities	FLE:Fleet Maintenance	PICKUP - FACILITIES	1	90,000	90,000	Yes	8,602	900	9,502	19,005	
Capital Facilities	FLE:Fleet Maintenance	PICKUP HYBRID - LOGISTICS	1	65,000	65,000	Yes	6,213	650	6,863	13,726	
Capital Facilities	FLE:Fleet Maintenance	VAN - FACILITIES	1	75,000	75,000	Yes	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	Yes	3,823	400	4,223	8,447	
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - BOX TRUCK LOGISTICS									
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - SUV OPS	2	41,424	82,848	No					
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - TYPE V ENGINE	2	203,532	407,064	No					
Capital Facilities	FLE:Fleet Maintenance	CARRY FORWARD - SUV MIH	1	41,425	41,425	No					
Capital Facilities	FLE:Fleet Maintenance	PORTABLE SHOWER & BATH TRAILER	1	55,000	55,000	Yes	5,257	550	5,807	11,614	
Subtotal: Capital Facilities					9,139,566		694,404	72,650	693,820	1,534,108	
Federal Grants	WTR:Water Rescue	BOATS - SHSGP19		113,663	113,663						
Federal Grants	FAC:Facility Maintenance	GENERATORS - PSPS20		300,000	300,000						
Federal Grants	TRA:Training	FIRE GROUND SURVIVAL TRAINER	1	47,165	47,165						
Development Impact Fees	068:Fire Station 068	STATION 68 BUILD		5,124,742	5,124,742						
Development Impact Fees	068:Fire Station 068	STATION 68 EQUIPMENT		34,000	34,000						
Grand Totals					14,759,136		699,661	73,200	699,627	1,545,722	

REVENUE & EXPENDITURES GENERAL OPERATING FUND





BUDGET SUMMARY - GENERAL FUND

Final Budget FY 2021-22

	ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
REVENUES					
PROPERTY TAXES	\$ 158,932,317	\$ 167,882,453	\$ 173,504,000	\$ 175,438,000	\$ 7,555,547
USE OF MONEY/PROPERTY	655,638	(51,836)	15,000	15,000	66,836
INTERGOVERNMENTAL	3,990,014	4,347,517	4,155,000	4,296,000	(51,517)
CHARGES FOR SERVICES	49,534,575	54,712,299	58,452,946	58,452,946	3,740,647
MISCELLANEOUS REVENUE	1,014,484	157,996	1,705,160	1,705,160	1,547,164
Total Revenues	214,127,028	227,048,429	237,832,106	239,907,106	12,858,677
EXPENDITURES:					
LABOR COSTS	180,277,563	198,343,129	204,019,683	203,774,389	5,431,260
OTHER EXPENDITURES:					-
SERVICES & SUPPLIES	26,609,143	28,322,328	32,522,761	32,788,032	4,465,704
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,547,932	4,614,437	4,366,235	4,721,235	106,798
Total Expenditures	211,434,638	231,279,894	240,908,679	241,283,656	10,003,762
REV LESS EXP	2,692,390	(4,231,465)	(3,076,573)	(1,376,550)	2,854,915
OTHER FINANCING SOURCES(USES)					
ISSUANCE OF CAPITAL LEASES	-	-	-	-	-
SALE OF ASSETS	-	-	-	-	-
TRANSFER IN(OUT) FUND D-Cap Fac	9,220,000	9,400,000	9,400,000	216,295	(9,183,705)
TRANSFER IN(OUT) FUND M-IGT				9,400,000	
TRANSFERS IN(OUT) FUND D-Cap Fac	(6,939,588)	(6,658,674)	(6,044,929)	(6,157,697)	500,977
Total Other Financing Sources(Uses)	2,280,412	2,741,326	3,355,071	3,458,598	(8,682,728)
REV LESS EXP PLUS TRANSFERS	4,972,802	(1,490,139)	278,498	2,082,048	(5,827,813)
Less: Increase/Transfer to Committed Fund Balance	(2,516,680)		-	-	-
CHANGE IN FUND BALANCE	2,456,122	(1,490,139)	278,498	2,082,048	(5,827,813)



REVENUES & OTHER FINANCING SOURCES - GENERAL FUND

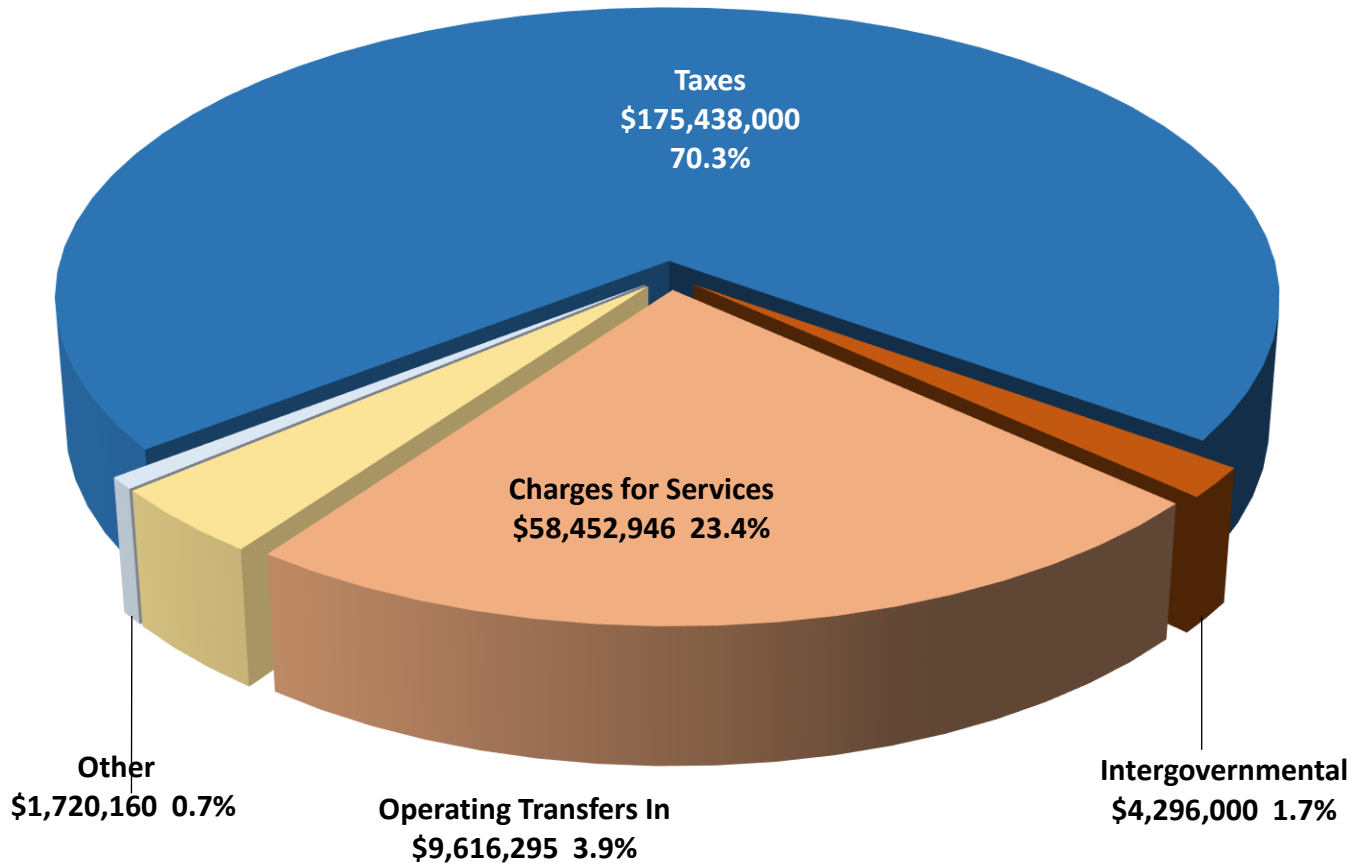
Final Budget FY 2021-22

		ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
910100	CURRENT SECURED PROPERTY TAXES	\$ 146,239,369	\$ 154,515,810	\$ 160,210,000	\$ 162,133,000	\$ 7,617,190
910200	CURRENT UNSECURED PROPERTY TAXES	5,433,699	5,653,973	5,743,000	5,743,000	89,027
910300	SUPPLEMENTAL PROPERTY TAXES	3,948,077	4,039,701	3,913,000	3,913,000	(126,701)
910400	TAXES-SECURED "TEETER" FUNDS	1,013,324	1,305,513	1,374,000	1,374,000	68,487
910500	TAXES-SUPPLEMENTAL "TEETER" FUNDS	217,882	201,393	153,000	153,000	(48,393)
910600	UNITARY CURRENT SECURED TAXES	1,637,412	1,653,063	1,604,000	1,615,000	(38,063)
912000	SECURED REDEMPTION TAXES	7,276	11,199	6,000	6,000	(5,199)
913000	PRIOR UNSECURED PROPERTY TAXES	71,457	119,606	137,000	137,000	17,394
914000	PROPERTY TAX PENALTIES	24,696	44,084	25,000	25,000	(19,084)
976200	SPECIAL TAX ASSESSMENTS	339,125	338,111	339,000	339,000	889
PROPERTY TAXES		158,932,317	167,882,453	173,504,000	175,438,000	7,555,547
941000	INTEREST INCOME	655,638	(51,836)	15,000	15,000	66,836
942000	FAIR VALUE ADJUSTMENT	-	-	-	-	-
USE OF MONEY/PROPERTY		655,638	(51,836)	15,000	15,000	66,836
919600	RDA RESIDUAL DISTRIBUTION	1,502,520	1,940,066	1,641,000	1,725,000	(215,066)
952200	HOMEOWNERS PROPERTY TAX REVENUE	1,390,559	1,378,680	1,403,000	1,403,000	24,320
953300	REDEVELOPMENT AGENCY-PASSTHRU	1,016,935	1,026,002	1,111,000	1,168,000	141,998
956900	STATE AID AND OTHER MISC REVENUES	-	2,769	-	-	(2,769)
957000	CAPITAL CONTRIBUTIONS	80,000	-	-	-	-
INTERGOVERNMENTAL		3,990,014	4,347,517	4,155,000	4,296,000	(51,517)
963900	DEPLOYMENTS/OTHER FIRE SERVICE REIMBURSEMENTS	732,827	3,519,933	3,462,000	3,462,000	(57,933)
964300	FEES-INSPECTIONS, PERMITS & PLAN REVIEW	2,346,805	2,705,029	2,340,000	2,340,000	(365,029)
964310	FEE-INSPECTIONS	-	-	-	-	-
964320	PERMITS & KNOX LOCK FEES	-	-	-	-	-
964330	PLAN REVIEW FEES	1,777,246	1,982,702	1,600,000	1,600,000	(382,702)
964340	CODE ENFORCEMENT INSPECTION FEES	470,001	621,103	650,000	650,000	28,897
964360	FIREWORK FEES	66,968	72,104	60,000	60,000	(12,104)
964370	PLANNING LETTERS (COUNTY)	32,590	29,120	30,000	30,000	880
964800	FIRE CONTROL SERVICE (ALARM FEES)	47,273	23,637	50,000	50,000	26,363
964900	COPYING SERVICE	4,271	5,261	11,000	11,000	5,739
966900	MEDICAL CARE (MEDIC FEES)	39,918,301	41,810,562	42,925,000	42,925,000	1,114,438
966910	GEMT REIMBURSEMENT	-	8,748	3,000,000	3,000,000	2,991,252
969300	EDUCATION TRAINING SERVICE	688,841	1,462	430,000	430,000	428,538
969900	CONTRACT SERVICE REVENUE	5,796,257	6,637,667	6,234,946	6,234,946	(402,721)
CHARGES FOR SERVICES		49,534,575	54,712,299	58,452,946	58,452,946	3,740,647
931000	VEHICLE CODE FINES	-	3,264	5,000	5,000	1,736
932000	OTHER COURT FINES	13,553	1,889	5,000	5,000	3,111
973000	DONATIONS - CERT DONATION FROM FOUNDATION	-	200	-	-	(200)
974000	INSURANCE PROCEEDS	33,801	10,509	-	-	(10,509)
979000	REVENUE - GEMT ADMIN FEE + OTHER	951,806	128,378	1,695,160	1,695,160	1,566,782
979900	REVENUE - OTHER	15,324	13,756	-	-	(13,756)
MISCELLANEOUS REVENUE		1,014,484	157,996	1,705,160	1,705,160	1,547,164
Total General Operating Revenues		214,127,028	227,048,429	237,832,106	239,907,106	12,858,677
986200	PROCEEDS FROM SALE OF ASSETS	-	-	-	-	-
987000	EXTERNAL FINANCING SOURCES	-	-	-	-	-
987010	OTHER PRIVATE FUNDING SOURCES	-	-	-	-	-
599100	OPERATING TRANSFERS IN (From FUND M - IGT)	9,220,000	9,400,000	9,400,000	9,616,295	216,295
OTHER FINANCING SOURCES		9,220,000	9,400,000	9,400,000	9,616,295	216,295
TOTAL REVENUES AND OTHER FINANCING SOURCES		\$ 223,347,028	\$ 236,448,429	\$ 247,232,106	\$ 249,523,401	\$ 13,074,972



REVENUES & OTHER FINANCING SOURCES - GENERAL OPERATING FUND

Final Budget FY 2021-22





Expenditures and Other Financing Uses - General Fund

Final Budget FY 2021-22

	ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
EXPENDITURES					
LABOR COSTS	\$ 180,277,563	\$ 198,343,129	\$ 204,019,682	\$ 203,774,389	\$ 5,431,260
SERVICES & SUPPLIES	26,609,143	28,322,328	32,522,761	32,788,032	4,465,704
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,547,932	4,614,437	4,366,235	4,721,235	106,798
Total Expenditures	211,434,638	231,279,894	240,908,678	241,283,656	10,003,762
OTHER FINANCING USES					
TRANSFERS OUT	6,939,589	6,658,674	6,044,929	6,157,697	(500,977)
Total Expenditures and Other Financing Uses	\$ 218,374,227	\$ 237,938,568	\$ 246,953,607	\$ 247,441,353	\$ 9,502,785

Acct	Description	ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
110000	WAGES	\$ 101,038,642	\$ 108,279,566	\$ 106,976,221	\$ 106,976,221	\$ (1,303,345)
120000	BENEFITS	79,238,921	90,063,563	97,043,461	96,798,168	6,734,605
	Total Labor Costs	180,277,563	198,343,129	204,019,682	203,774,389	5,431,260
200500	ADS/LEGAL NOTICES	4,260	5,371	7,812	7,812	2,441
201500	PRINT & COPY SERVICES	8,988	8,217	17,400	17,400	9,183
202100	BOOKS, SUBSCRIPTION SERVICE	10,993	9,709	15,518	15,518	5,809
202200	BOOKS, SUBSCRIPTION (PERM LIB)	44,424	14,129	35,771	35,755	21,626
202300	AUDIO VIDEO PRODUCTION SERVICES	10,142	2,850	8,400	8,400	5,550
202900	BUSINESS/CONFERENCE	168,533	55,335	263,220	275,730	220,395
203100	BUSINESS ACTIVITY EXP (NON-EE)	9,628	7,560	22,000	22,000	14,440
203500	EDUC/TRAINING SERVICES	258,376	316,873	565,137	581,537	264,664
203600	EDUCATION/TRAINING SUPPLIES	135,106	46,766	215,625	215,625	168,859
203800	EMPLOYEE AWARDS	5,493	15,095	29,100	29,100	14,005
203900	EMPLOYEE TRANSPORTATION	308	407	1,000	1,000	593
204100	OFFICE EQUIP NOT INVENTORIED	5,014	3,752	8,600	11,300	7,548
204500	FREIGHT/SHIPPING	5,416	7,096	7,500	7,500	404
205100	INSURANCE LBLTY,PPTY,W/C,ETC.	1,881,347	2,416,218	3,965,410	3,937,930	1,521,712
206100	MEMBERSHIPS	38,393	40,603	54,893	54,893	14,290
206600	PHOTO SUPPLY	305	60	828	828	768
207600	OFFICE SUPPLIES	46,350	47,845	64,606	64,606	16,761
208100	POSTAGE/SUPPLY/METER RNTL/LSE	10,280	21,608	17,450	17,450	(4,158)
208500	PRINTING/BINDING	21,640	15,125	26,400	27,300	12,175
210300	LNDSCP SVC/WEED ABTM/PEST CTRL	102,683	114,508	120,597	122,549	8,041
210400	LANDSCAPE SUPPLY	15,532	8,314	14,000	14,000	5,686
211100	BUILDING SERVICE	701,210	569,575	615,445	666,207	96,632
211200	BUILDING SUPPLY	80,385	46,505	36,600	36,600	(9,905)
213100	ELECTRICAL SERVICE	21,657	29,768	48,000	48,000	18,232
213200	ELECTRICAL SUPPLY	28,299	27,131	33,500	33,500	6,369
215100	MECH SYSTEMS SVC	54,275	45,548	54,032	54,032	8,484
215200	MECH SYSTEMS SUP	43,337	62,823	60,000	60,000	(2,823)
216100	PAINTING SERVICE	6,940	14,960	57,000	67,626	52,666
216200	PAINTING SUPPLY	8,505	4,557	11,000	11,000	6,443
216700	PLUMBING SERVICE	64,953	47,949	27,225	31,515	(16,434)
216800	PLUMBING SUPPLY	5,865	19,377	25,000	25,000	5,623
217100	REAL PROPERTY RENTAL	14,502	14,247	15,275	15,275	1,028
219100	ELECTRICITY	502,670	597,865	537,039	537,039	(60,826)
219200	NATURAL GAS	111,887	110,109	141,450	141,450	31,341
219300	REFUSE SERVICE	37,360	38,857	38,678	78,487	39,630
219500	SEWAGE SERVICE	40,510	38,459	35,716	35,716	(2,743)
219700	TELEPHONE SVCE:LINE FEES & CALLS	760,352	853,429	854,368	854,368	939
219800	WATER SERVICE	128,467	144,553	139,524	139,524	(5,029)
220500	VEHICLE MAINT SVC	1,468,137	1,665,521	1,482,000	1,500,825	(164,696)
220600	VEHICLE MAINT SUP	1,086,726	1,094,580	1,044,700	1,044,700	(49,880)
222600	EXPENDABLE TOOLS	11,455	20,836	17,250	17,250	(3,586)
223100	FIRE EQUIP SVC (NON-SCBA)	48,030	63,849	55,300	55,300	(8,549)
223200	FIRE EQUIP SUPPLY	870,851	777,009	432,012	422,012	(354,997)
223600	FUEL, OILS & LUBRICANTS	1,135,127	1,082,772	1,182,900	1,182,900	100,128
225100	MEDICAL EQUIP SVC	101,101	228,391	178,501	178,501	(49,890)
225200	MEDICAL EQUIP SUP	196,190	-	12,500	12,500	12,500
226400	OFFICE EQUIPMENT/FURNITURE	8,113	26,127	2,000	12,000	(14,127)
226500	COMPUTER INVENTORIAL EQUIPT.	82,112	154,144	101,150	101,150	(52,994)
226600	STATION FURNISHINGS	99,124	85,903	85,000	59,000	(26,903)
227100	COMM EQUIP SERVICE	21,163	25,788	27,400	27,600	1,812

Acct	Description	ACTUALS	UNAUDITED	PRELIMINARY	FINAL	VARIANCE W/
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2020-21 ACTUAL
227200	COMM EQUIP SUPPLY	517,951	480,406	538,150	558,150	77,744
227500	EQUIPMENT RENTAL	176,478	192,773	291,500	291,500	98,727
228100	SHOP EQUIP SERVICE	43,470	11,734	17,800	17,800	6,066
228200	SHOP EQUIP SUPPLY	42,889	24,990	15,450	15,450	(9,540)
229100	OTHER EQUIP SERV	50,035	21,909	36,750	36,750	14,841
229200	OTHER EQUIP SUPPLY	113,290	64,556	117,250	145,818	81,262
231300	CLOTHING REPAIRS	135,817	112,311	135,000	135,000	22,689
231400	SAFETY CLOTHING AND SUPPLIES	1,011,532	544,461	911,067	908,787	364,326
232100	CUSTODIAL SERVICE	59,986	71,144	94,865	94,361	23,217
232200	CUSTODIAL SUPPLY	109,224	100,495	115,000	115,000	14,505
233200	FOOD SUPPLY	53,678	41,843	72,816	72,722	30,879
234200	KITCHEN SUPPLY	3,810	3,156	4,500	4,500	1,344
235100	LAUNDRY SERVICE	33,301	28,582	30,000	30,000	1,418
244300	MEDICAL SERVICES	125,824	148,066	221,253	221,253	73,187
244400	MEDICAL SUPPLIES	915,286	1,535,719	1,487,750	1,487,750	(47,969)
250200	ACTUARIAL SERVICE	26,093	7,750	33,200	32,900	25,150
250500	FINANCIAL SERVICE	132,263	134,538	147,280	153,480	18,942
253100	LEGAL SERVICE	260,347	426,577	323,000	345,005	(81,572)
254100	PERSONNEL SERVICE	172,266	152,565	171,440	167,815	15,250
254200	TREASURER SERVICES	5,722	7,802	11,304	11,304	3,502
259100	OTHER SERVICE	5,367,140	6,585,768	7,128,480	7,168,580	582,812
281100	COMPUTER SERVICES	1,260,439	1,262,185	1,476,590	1,506,490	244,305
281200	COMPUTER SUPPLY	21,789	9,615	34,085	34,085	24,470
281300	SALES TAX ADJUSTMENT	274	-	-	-	-
281700	ELECTION SERVICE	-	11,322	-	-	(11,322)
285100	PHYSICAL FITNESS SERVICE	16,325	15,113	30,000	30,000	14,887
285200	PHYSICAL FITNESS SUPPLIES	133,376	92,106	98,000	98,000	5,894
288000	PRIOR YEAR SVC/SUP	-	-	-	-	-
289800	OTHER SUPPLIES	90,360	42,360	35,850	42,353	(7)
289900	OTHER SERVICES	776,921	792,119	1,138,500	1,151,820	359,701
292300	GS MESSENGER SERVICES	2,886	2,870	3,000	3,000	130
293100	DISPATCH SERVICE	4,220,003	4,124,849	4,754,548	4,754,548	629,699
293400	PUBLIC WORKS SVC	-	-	3,000	3,000	3,000
296200	GENERAL SERVICE PARKING CHARGE	6,281	5,493	9,536	9,536	4,043
298400	RADIO SYSTEMS	201,573	219,078	223,965	223,965	4,887
Total Services and Supplies		26,609,143	28,322,328	32,522,761	32,788,032	4,465,704
321000	INTEREST EXPENSE	213,390	205,942	194,116	194,116	(11,826)
322000	PRINCIPAL PAYMENTS	373,719	382,292	120,737	120,737	(261,555)
345000	ASSESSMENTS	3,724,082	3,859,628	3,789,382	4,144,382	284,754
370000	CONTRIBUTIONS TO OTHER AGENCY	236,741	166,575	262,000	262,000	95,425
Total Tax, License, & Assessments		4,547,932	4,614,437	4,366,235	4,721,235	106,798

Total General Operating Expenditures \$ 211,434,638 \$ 231,279,894 \$ 240,908,678 \$ 241,283,656 \$ 10,003,762

Account Description	ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
Transfer Out to Fund D - Capital Facilities	\$ 6,835,895	\$ 6,611,469	\$ 6,044,929	\$ 6,157,697	\$ (453,772)
Transfer Out to Fund E-Pension Fund					-
Transfer Out to Fund G-Grants	103,694	47,205	-	-	(47,205)
Transfer Out to Fund L-Leases	-	-	-	-	-
Transfer Out to Fund M-IGT					-
Transfer Out to Fund S-Simulator Grant					-

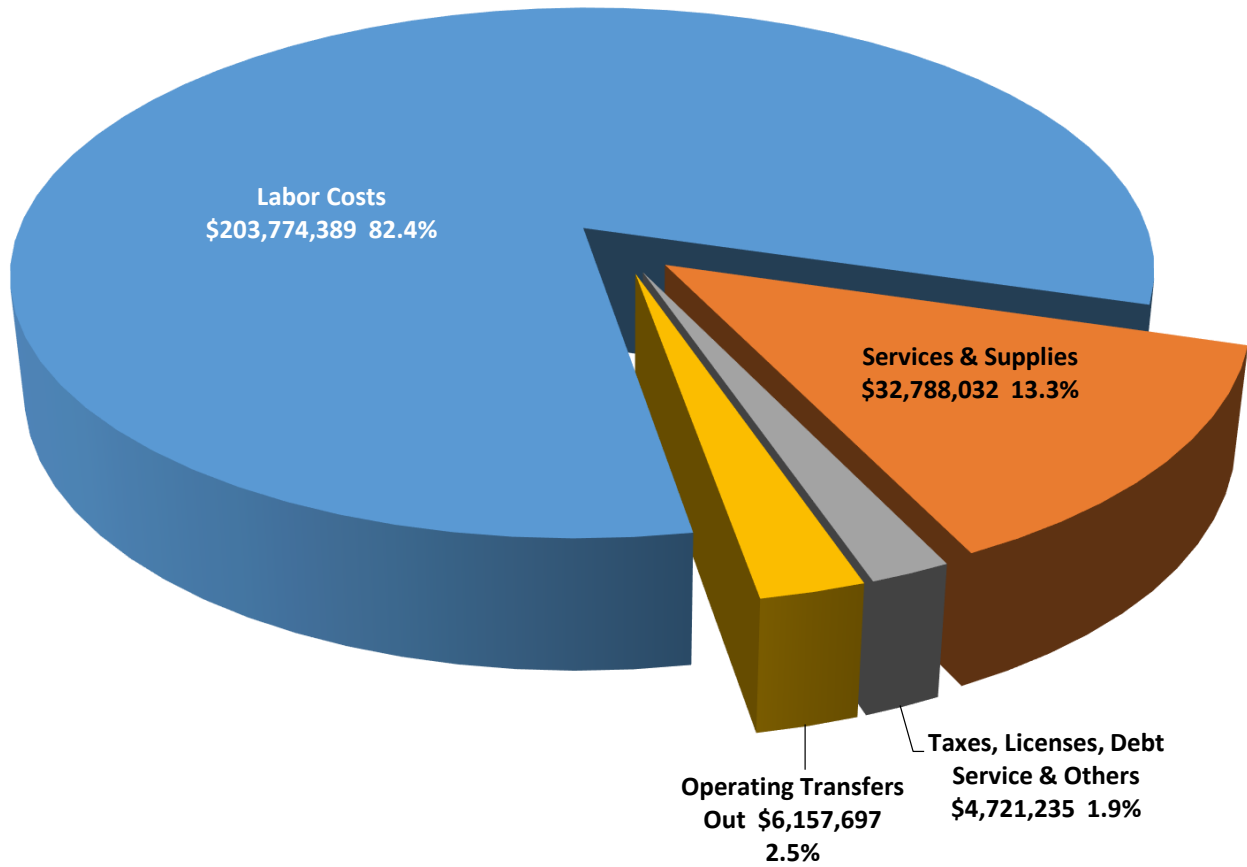
Total Other Financing Uses \$ 6,939,589 \$ 6,658,674 \$ 6,044,929 \$ 6,157,697 \$ (500,977)

Total Expenditures and Other Financing Uses \$ 218,374,227 \$ 237,938,568 \$ 246,953,607 \$ 247,441,353 \$ 9,502,785



EXPENDITURES AND OTHER FINANCING USES - GENERAL FUND

Final Budget FY 2021-22





Labor Costs - General Fund

Final Budget FY 2021-22

		ACTUALS	UNAUDITED	PRELIMINARY	FINAL	VARIANCE W/ FY 2019-20 ACTUAL	
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	\$ Change	% Change
WAGES							
111000	Wages	\$ 61,962,905	\$ 63,716,378	\$ 67,654,277	\$ 67,654,277	\$ 3,937,899	6.2%
112100	Reserve F/F-Rio Linda	35,052	30,140	50,000	50,000	19,860	65.9%
112400	Directors	18,633	20,397	20,000	20,000	(397)	-1.9%
113120	Overtime - Shift	1,765,439	1,795,043	1,854,271	1,854,271	59,228	3.3%
113210	FLSA	1,485,382	1,549,993	1,623,272	1,623,272	73,279	4.7%
113110	Constant Staffing-Callback	18,930,231	23,968,071	17,868,474	17,868,474	(6,099,597)	-25.4%
113220	Overtime - Day	444,183	276,096	472,571	472,571	196,475	71.2%
114110	Out of Class	98,778	91,492	100,000	100,000	8,508	9.3%
114111	Fire Staff Premium	295,283	256,974	214,938	214,938	(42,036)	-16.4%
114120	EMT	2,365,010	2,469,865	2,564,571	2,564,571	94,706	3.8%
114130	Paramedic	3,135,613	3,272,796	3,410,684	3,410,684	137,888	4.2%
114140	Education	3,521,318	3,756,662	3,961,266	3,961,266	204,604	5.4%
114160	Haz-Mat	413,617	393,701	393,707	393,707	6	0.0%
114170	Longevity Pay	1,556,980	1,541,869	1,440,841	1,440,841	(101,028)	-6.6%
114200	Standby Pay	27,370	34,400	35,305	35,305	905	2.6%
114310	Uniform Allowance	9,957	12,911	13,600	13,600	689	5.3%
114320	Tool Allowance	16,500	16,500	16,500	16,500	-	0.0%
115110	Annual PTO/VL Buy Back	858,853	802,961	797,736	797,736	(5,225)	-0.7%
115114	Holiday Pay Prem.	2,808,894	2,937,041	3,087,700	3,087,700	150,659	5.1%
115130	Sick Leave Buy Back/Annual	1,288,644	1,336,276	1,396,508	1,396,508	60,232	4.5%
TOTAL WAGES		101,038,642	108,279,566	106,976,221	106,976,221	(1,303,345)	-1.2%
BENEFITS							
Retirement							
121011	CalPERS Safety	36,126,570	39,415,457	44,893,313	44,893,313	5,477,856	13.9%
121020	CalPERS Misc.	1,898,669	2,093,960	2,336,079	2,336,079	242,119	11.6%
121022	Pension Bonds Principal Payment	2,250,000	4,771,450	5,318,090	5,318,090	546,640	11.5%
121040	SCERS Safety Retirement	3,530,927	4,735,416	4,407,807	4,407,807	(327,609)	-6.9%
121041	Pension Bonds Interest Payment	1,876,888	1,757,188	1,627,912	1,627,912	(129,276)	-7.4%
Total Retirement		45,683,054	52,773,471	58,583,201	58,583,201	5,809,730	11.0%
Medical							
123010	Employees	12,788,894	13,949,385	15,241,429	14,996,136	1,046,751	7.5%
123011	Retirees	10,491,103	11,206,475	11,604,797	11,604,797	398,322	3.6%
123013	Pay In-Lieu of Medical	30,300	-	-	-	-	-
123015	PERS OPEB	4,981,191	6,169,290	6,248,548	6,248,548	79,258	1.3%
123020	Dental	1,102,211	1,035,687	1,003,984	1,003,984	(31,703)	-3.1%
123030	Vision	136,543	136,083	138,245	138,245	2,162	1.6%
123040	Employee Assistance Program (EAP)	26,834	28,464	33,512	33,512	5,048	17.7%
123050	LT Disability	42,513	43,669	46,214	46,214	2,545	5.8%
123060	Life/AD&D	121,044	123,197	128,924	128,924	5,727	4.6%
123080	Employee Retirement Consulting	24,144	23,874	24,656	24,656	782	3.3%
Total Medical:		29,744,777	32,716,124	34,470,309	34,225,016	1,508,892	4.6%
122020	OASDHI	1,415,518	1,503,484	1,521,595	1,521,595	18,111	1.2%
122030	PARS	6,491	7,070	6,836	6,836	(234)	-3.3%
124000	Workers Compensation Claims	2,355,226	3,035,550	2,400,000	2,400,000	(635,550)	-20.9%
125000	Unemployment	33,855	27,864	61,520	61,520	33,656	120.8%
TOTAL BENEFITS		79,238,921	90,063,563	97,043,461	96,798,168	6,734,605	7.5%
TOTAL LABOR COSTS		\$ 180,277,563	\$ 198,343,129	\$ 204,019,682	\$ 203,774,389	\$ 5,431,260	2.7%



Expenditures by Division - General Fund

Final Budget FY 2021-22

		ACTUALS	UNAUDITED	PRELIMINARY	FINAL	VARIANCE W/
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2020-21 ACTUAL
OFFICE OF THE FIRE CHIEF						
FCH	FIRE CHIEF	2,398,908	2,991,890	2,525,607	2,546,985	-14.9%
DEV	DEVELOPMENT TEAM	291,856	369,907	410,942	420,943	13.8%
BRD	BOARD OF DIRECTORS	246,539	243,947	260,506	261,533	7.2%
COR	COMMUNITY RELATIONS	334,769	339,564	150,407	150,408	-55.7%
ADMINISTRATION						
CRR	COMMUNITY RISK REDUCTION	3,357,138	3,463,855	4,302,358	4,312,078	24.5%
CSE	COMMUNITY SERVICES	45,959	1,314	36,330	36,330	2664.8%
DCO	DEFERRED COMP	48,603	42,727	55,200	55,200	29.2%
FIN	FINANCE	5,240,823	5,382,451	5,389,934	5,763,016	7.1%
HRE	HUMAN RESOURCES	1,569,269	1,521,515	1,656,608	1,654,446	8.7%
NDI	NON-DIVISIONAL	27,024,281	33,359,618	38,029,114	37,987,135	13.9%
WCO	WORKERS COMP	3,154,780	3,896,780	3,300,896	3,331,352	-14.5%
OPERATIONS						
APE	APPARATUS & EQUIP	357,503	217,703	237,562	237,562	9.1%
ARS	ARSON/FIRE INVESTIGATIONS	459,317	525,821	559,328	555,963	5.7%
CER	COMM EMER RESPONSE TM	1,907	2,758	3,500	3,500	26.9%
CIS	CRITICAL INCIDENT STR MNGT	21,080	16,636	30,000	32,900	97.8%
CPT	AIR OPS	1,126,302	1,420,510	1,143,283	1,163,650	-18.1%
DIS	DISPATCH	4,220,003	4,124,849	4,754,548	4,754,548	15.3%
DZR	DOZER PROGRAM	17,786	6,109	23,350	23,350	282.2%
EMS	EMER MEDICAL SERVICES	7,402,511	9,968,708	7,949,269	7,945,575	-20.3%
EPS	EMER PLANNING SPEC	31,645	5,000	300	300	-94.0%
HFI	HEALTH & FITNESS	333,827	309,746	393,793	393,793	27.1%
HZM	HAZMAT	40,425	16,044	23,100	23,100	44.0%
MIH	MOBILE INTEGRATED HEALTH	2,145	362	-	-	-100.0%
OPE	OPERATIONS ADMIN	1,500,960	1,942,217	1,903,479	1,900,647	-2.1%
RCA	RECRUIT ACADEMY	2,550,629	99,378	1,358,975	1,358,975	1267.5%
RES	RESCUE	21,199	11,929	40,000	42,068	252.7%
RFP	RESERVE FF PROGRAM	40,105	32,483	62,750	62,750	93.2%
SAF	SAFETY	1,655,767	1,420,944	1,371,267	1,363,774	-4.0%
SRP	SINGLE ROLE PARA PRG	2,307,678	2,788,356	2,842,483	2,841,539	1.9%
SUP	SUPPRESSION	128,951,070	139,994,639	143,185,002	142,985,194	2.1%
TEM	TACTICAL EMS	5,161	353	7,600	7,600	2053.0%
TRA	TRAINING	1,905,670	1,727,595	1,758,464	1,756,278	1.7%
UAV	UNMANNED AERIAL VEHICLE	12,792	11,614	20,550	20,550	76.9%
USR	URBAN SEARCH & RESCUE	-	-	-	-	
UTL	FIRE STATIONS UTILITIES	637,339	734,823	715,735	752,023	2.3%
WIL	WILDLAND	86,629	39,000	69,200	69,200	77.4%
WTR	WATER RESCUE	11,300	15,073	31,900	34,900	131.5%
SUPPORT SERVICES						
COM	COMMUNICATION	1,564,329	1,510,657	1,307,675	1,329,451	-12.0%
FAC	FACILITIES	1,713,338	1,478,161	1,644,451	1,705,500	15.4%
FLE	FLEET	4,530,020	4,704,596	4,738,878	4,734,124	0.6%
LOG	LOGISTICS	2,635,486	2,560,928	4,306,707	4,315,795	68.5%
TEC	INFORMATION TECHNOLOGY	3,577,790	3,979,334	4,307,627	4,349,621	9.3%
TOTALS:		\$ 211,434,638	\$ 231,279,894	\$ 240,908,678	\$ 241,283,656	4.3%



REVENUE & EXPENDITURES

OTHER FUNDS



BUDGET SUMMARY - CAPITAL FACILITIES FUND

Final Budget FY 2021-22

	ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
REVENUE:					
INVESTMENT & OTHER INCOME	\$ 57,197	\$ 12,208	\$ -	\$ -	\$ (12,208)
MISCELLANEOUS	-	-	-	-	-
Total Revenues	57,197	12,208	-	-	(12,208)
EXPENDITURES:					
SERVICES & SUPPLIES	(20)	-	-	125,000	125,000
TAXES, LICENSES, DEBT SERVICE & OTHERS	5,518,161	6,755,998	5,782,330	5,854,079	(901,919)
CAPITAL OUTLAY	5,409,701	4,300,093	8,373,066	9,139,566	4,839,473
Total Expenditures	10,927,842	11,056,091	14,155,396	15,118,645	4,062,554
REVENUE LESS EXPENDITURES	(10,870,645)	(11,043,883)	(14,155,396)	(15,118,645)	(4,074,762)
OTHER FINANCING SOURCES(USES)					
ISSUANCE OF BONDS	-	-	-	8,029,000	8,029,000
ISSUANCE OF CAPITAL LEASES	4,510,000	3,897,559	6,645,000	7,320,000	3,422,441
SALE OF ASSETS	82,636	100,590	-	-	(100,590)
TRANSFERS IN(OUT) Fund A-General	6,835,895	7,545,285	6,044,929	6,157,697	(1,387,588)
TRANSFERS IN(OUT) Fund A-General	-	-	-	(216,295)	(216,295)
TRANSFERS IN(OUT) Fund L-Leases	-	-	-	(205,184)	(205,184)
Total Other Financing Sources (Uses)	11,428,531	11,543,434	12,689,929	21,085,218	9,541,784
SPECIAL ITEM					
EARLY BOND RETIREMENT	-	-	-	(8,115,000)	(8,115,000)
REV LESS EXP PLUS TRANSFERS	\$ 557,886	\$ 499,551	\$ (1,465,467)	\$ (2,148,427)	\$ (2,647,978)

SERVICES & SUPPLIES						
250500	FINANCIAL SERVICE	\$ -	\$ -	\$ -	\$ 125,000	\$ 125,000
281300	SALES TAX ADJUSTMENT -- BOE	(20)	-	-	-	-
TAXES, LICENSES, DEBT SERVICE & OTHERS						
321000	INTEREST	408,551	351,096	313,560	320,791	(30,305)
322000	PRINCIPAL	5,109,610	6,404,902	5,468,770	5,533,288	(871,614)
329000	EARLY BOND RETIREMENT	-	-	-	8,115,000	8,115,000
CAPITAL OUTLAY						
410100	LAND ACQUISITION	-	-	-	-	-
420100	STRUCTURES	-	-	-	-	-
420200	NON-STRUCTURE	59,280	158,125	-	50,000	(108,125)
430100	VEHICLES	3,498,560	3,835,815	7,820,466	8,495,466	4,659,651
430200	OPHTHER EQUIPMENT	-	-	75,000	75,000	75,000
430300	EQUIPMENT	1,157,576	305,828	477,600	519,100	213,272
440300	SOFTWARE	694,285	325	-	-	(325)



BUDGET SUMMARY - GRANTS FUND

Final Budget FY 2021-22

	ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
REVENUE:					
INTERGOVERNMENTAL	\$ 4,184,204	\$ 593,227	\$ 1,050,644	\$ 1,173,427	\$ 580,200
INVESTMENT & OTHER INCOME	1,045	4,852	-	-	(4,852)
OTHER PRIVATE GRANTS	-	736,090	-	-	(736,090)
Total Revenues	4,185,249	1,334,169	1,050,644	1,173,427	575,348
EXPENDITURES:					
LABOR COSTS	110,744	-	969,102	969,106	969,106
SERVICES & SUPPLIES	611,938	80,076	635,461	722,363	642,287
TAXES, LICENSES, DEBT SERVICE & OTHERS	2,250,237	-	-	-	-
CAPITAL OUTLAY	1,821,831	41,017	413,663	460,828	419,811
Total Expenditures	4,794,750	121,093	2,018,226	2,152,297	2,031,204
REVENUE LESS EXPENDITURES	(609,501)	1,213,076	(967,582)	(978,870)	(1,455,856)
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) FUND A-General	103,694	47,205	-	-	(47,205)
TRANSFERS IN(OUT) FUND D-Cap Fac	-	(741,434)	-	-	741,434
Total Other Financing Sources (Uses)	103,694	(694,229)	-	-	694,229
REV LESS EXP PLUS TRANSFERS	\$ (505,807)	\$ 518,847	\$ (967,582)	\$ (978,870)	\$ (761,627)

LABOR COSTS						
110000	WAGES	\$ 110,744	\$ -	\$ 868,643	\$ 868,643	\$ 868,643
120000	BENEFITS	-	-	100,459	100,463	100,463
SERVICES & SUPPLIES						
203500	EDUCATION/TRAINING SERVICES	61,328	-	2,500	2,500	2,500
203600	EDUCATION/TRAINING SUPPLIES	-	-	13,030	13,030	13,030
205100	INSURANCE LBLTY, PPTY, W/C, ETC.	-	-	500	500	500
208500	PRINTING/BINDING	-	-	13,260	13,260	13,260
220500	VEHICLE MAINT SVC	-	-	5,000	5,000	5,000
223200	FIRE EQUIP SUPPLY	425,787	-	-	-	-
223600	DIESEL	-	-	6,000	6,000	6,000
225200	MEDICAL EQUIP SUPPLIES	-	-	111,109	111,109	111,109
227200	COMM EQUIP SUPPLY	-	-	10,000	10,000	10,000
229200	OTHER EQUIP SUPPLY	87,399	-	-	-	-
231400	SAFETY CLOTHING & SUPPLIES	37,424	37,750	60,192	60,192	22,442
244300	MEDICAL SERVICES	-	-	-	-	-
259100	OTHER SERVICE	-	42,326	297,870	351,049	308,723
281300	SALES TAX ADJUSTMENT -- BOE	-	-	-	-	-
289800	OTHER SUPPLIES	-	-	70,000	70,000	70,000
289900	OTHER SERVICES	-	-	46,000	46,000	46,000
TAXES, LICENSES, DEBT SERVICE & OTHERS						
342000	EQUIPMENT	2,250,237	-	-	-	-
CAPITAL OUTLAY						
430300	EQUIPMENT	1,821,831	41,017	413,663	460,828	419,811



BUDGET SUMMARY - DEVELOPMENT IMPACT FEES FUND

Final Budget FY 2021-22

	ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
REVENUE:					
CHARGES FOR SERVICES	\$ 1,492,492	\$ 2,659,535	\$ 1,300,000	\$ 1,300,000	\$ (1,359,535)
INVESTMENT & OTHER INCOME	174,317	49,204	-	-	(49,204)
Total Revenues	1,666,809	2,708,739	1,300,000	1,300,000	(1,408,739)
EXPENDITURES:					
SERVICES & SUPPLIES	67,634	64,659	236,000	236,000	171,341
CAPITAL OUTLAY	406,315	3,256,507	5,834,000	5,158,742	1,902,235
Total Expenditures	473,949	3,321,166	6,070,000	5,394,742	2,073,576
REVENUE LESS EXPENDITURES	1,192,860	(612,427)	(4,770,000)	(4,094,742)	(3,482,315)
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
REV LESS EXP PLUS TRANSFERS	\$ 1,192,860	\$ (612,427)	\$ (4,770,000)	\$ (4,094,742)	\$ (3,482,315)
SERVICES & SUPPLIES					
226600 STATION FURNISHINGS	\$ -	\$ -	\$ 166,000	\$ 166,000	\$ 166,000
259100 OTHER SERVICE	-	3,393	-	-	(3,393)
293400 PUBLIC WORKS SVC - LDSIR FEES	67,634	61,266	70,000	70,000	8,734
CAPITAL OUTLAY					
420100 STRUCTURES	406,315	3,256,507	5,800,000	5,124,742	1,868,235
430300 EQUIPMENT	-	-	34,000	34,000	34,000



BUDGET SUMMARY - LEASED PROPERTIES FUND

Final Budget FY 2021-22

	ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
REVENUE:					
RENTAL INCOME	\$ 978,738	\$ 1,131,981	\$ 1,136,596	\$ 1,136,596	\$ 4,615
INVESTMENT & OTHER INCOME	16,193	6,674	-	-	(6,674)
Total Revenues	994,931	1,138,655	1,136,596	1,136,596	(2,059)
EXPENDITURES:					
SERVICES & SUPPLIES	313,966	307,953	817,129	814,410	506,457
TAXES, LICENSES, DEBT SERVICE & OTHERS	296,582	296,332	295,833	295,833	(499)
CAPITAL OUTLAY	-	-	-	-	-
Total Expenditures	610,548	604,285	1,112,962	1,110,243	505,958
REVENUE LESS EXPENDITURES	384,383	534,370	23,634	26,353	(508,017)
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) FUND A-General	-	-	-	-	-
TRANSFERS IN(OUT) FUND D-Cap Fac	-	-	-	205,184	205,184
Total Other Financing Sources (Uses)	-	-	-	205,184	205,184
REV LESS EXP PLUS TRANSFERS	\$ 384,383	\$ 534,370	\$ 23,634	\$ 231,537	\$ (302,833)

SERVICES & SUPPLIES

210300 LANDSCAPE SCV/PEST CONTROL	\$ 19,476	\$ 17,557	\$ 19,711	\$ 20,958	\$ 3,401
211100 BUILDING SERVICE	29,919	29,660	77,389	63,318	33,658
211200 BUILDING SUPPLY	2,604	5,419	17,500	17,500	12,081
213100 ELECTRICAL SERVICE	2,410	2,589	5,508	5,508	2,919
215100 MECH SYSTEMS SERVICE	48,530	34,231	482,831	482,831	448,600
216700 PLUMBING SERVICES	1,695	2,294	2,609	3,207	913
219100 ELECTRICITY	90,504	92,397	87,753	87,753	(4,644)
219200 NATURAL GAS	11,392	16,308	15,604	15,604	(704)
219300 REFUSE SERVICE	2,399	2,399	2,448	3,744	1,345
219500 SEWER SERVICE	8,216	7,315	6,589	6,589	(726)
219800 WATER SERVICE	17,587	15,605	16,243	16,243	638
232100 CUSTODIAL SERVICE	75,418	78,363	78,808	87,019	8,656
281300 SALES TAX ADJUSTMENTS	(46)	-	-	-	-
296200 PARKING CHARGES	3,862	3,816	4,136	4,136	320

TAXES, LICENSES, DEBT SERVICE & OTHERS

321000 INTEREST	191,295	186,426	181,298	181,298	(5,128)
322000 PRINCIPAL	105,287	109,906	114,535	114,535	4,629

CAPITAL OUTLAY

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



BUDGET SUMMARY - IGT FUND

Final Budget FY 2021-22

	ACTUALS FY 2019-20	UNAUDITED FY 2020-21	PRELIMINARY FY 2021-22	FINAL FY 2021-22	VARIANCE W/ FY 2020-21 ACTUAL
REVENUE:					
CHARGES FOR SERVICES	\$ 14,863,756	\$ 14,972,857	\$ 24,100,000	\$ 24,100,000	\$ 9,127,143
INVESTMENT & OTHER INCOME	235,290	15,829	-	-	(15,829)
Total Revenues	15,099,046	14,988,686	24,100,000	24,100,000	9,111,314
EXPENDITURES:					
SERVICES & SUPPLIES	6,116,247	6,151,628	9,500,000	9,500,000	3,348,372
Total Expenditures	6,116,247	6,151,628	9,500,000	9,500,000	3,348,372
REVENUE LESS EXPENDITURES	8,982,799	8,837,058	14,600,000	14,600,000	5,762,942
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) FUND A-General	(9,220,000)	(9,400,000)	(9,400,000)	(9,400,000)	-
Total Other Financing Sources (Uses)	(9,220,000)	(9,400,000)	(9,400,000)	(9,400,000)	-
REV LESS EXP PLUS TRANSFERS	\$ (237,201)	\$ (562,942)	\$ 5,200,000	\$ 5,200,000	\$ 5,762,942
SERVICES & SUPPLIES					
289900 OTHER SERVICE	\$ 6,116,247	\$ 6,151,628	\$ 9,500,000	\$ 9,500,000	\$ 3,348,372



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

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.

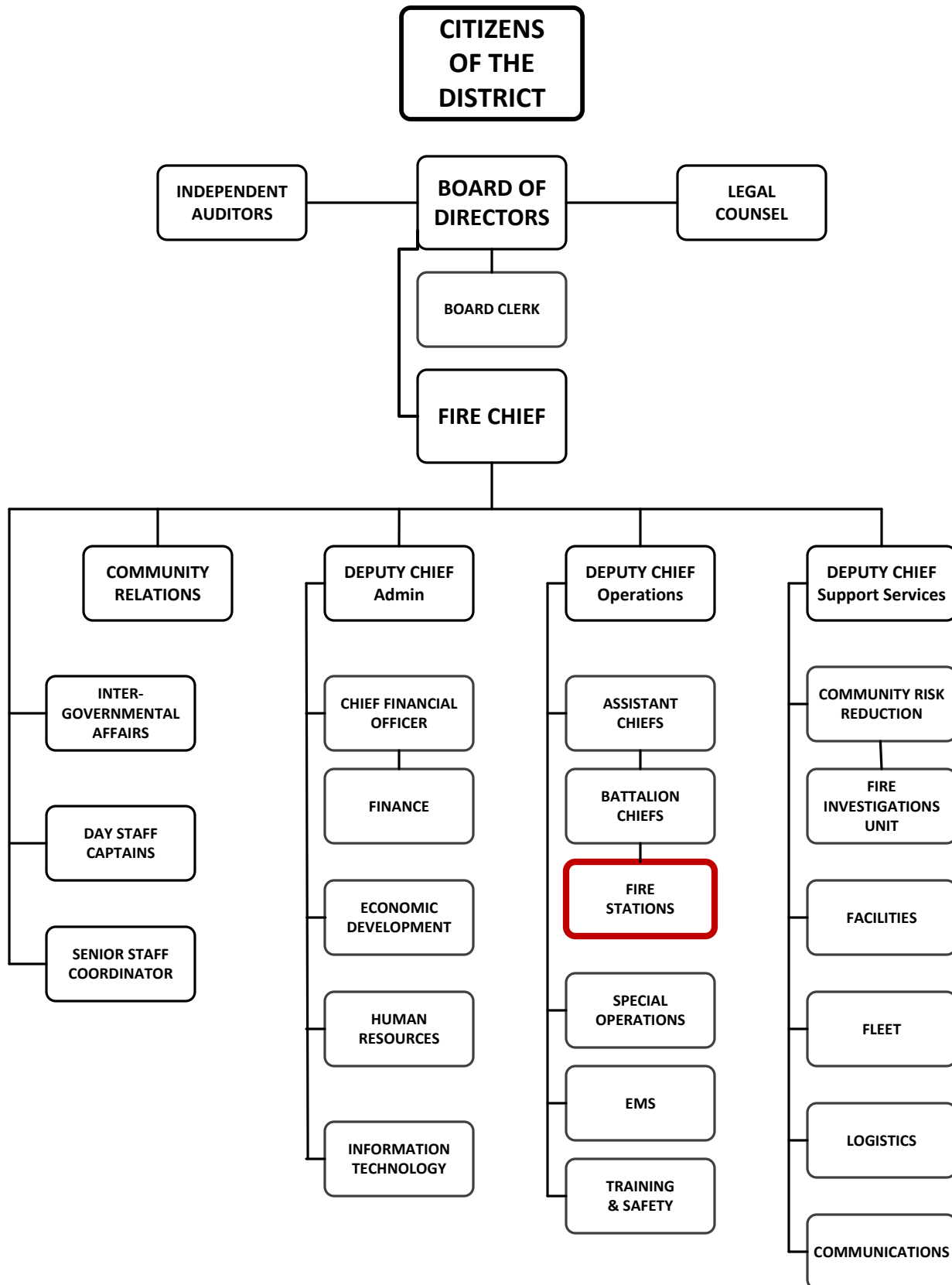
The ongoing COVID-19 pandemic and associated stay at home orders that began in March 2020 introduced a great deal of uncertainty regarding the economic outlook and the potential for negative impacts to District revenues and expenditures in future years. During late FY 2019/20 and the first half of FY 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

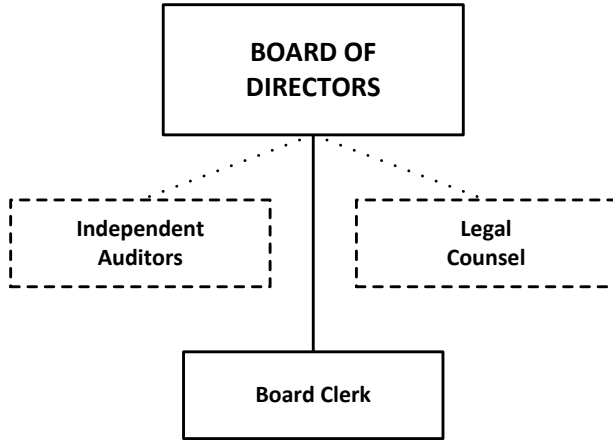


ORGANIZATIONAL CHART





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	\$ 180,223	\$ 81,310	\$ -	\$ -	\$ 261,533	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 Goid, 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 implement 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

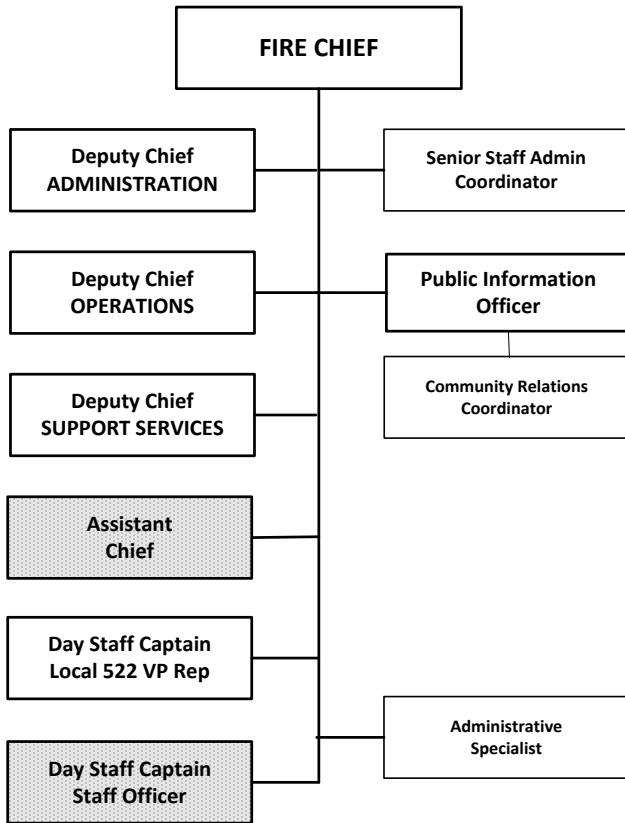


Peer Support

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	\$ 2,162,932	\$ 384,053	\$ -	\$ -	\$ 2,546,985	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 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, Critical Incident Stress Management, Suicide Prevention, 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



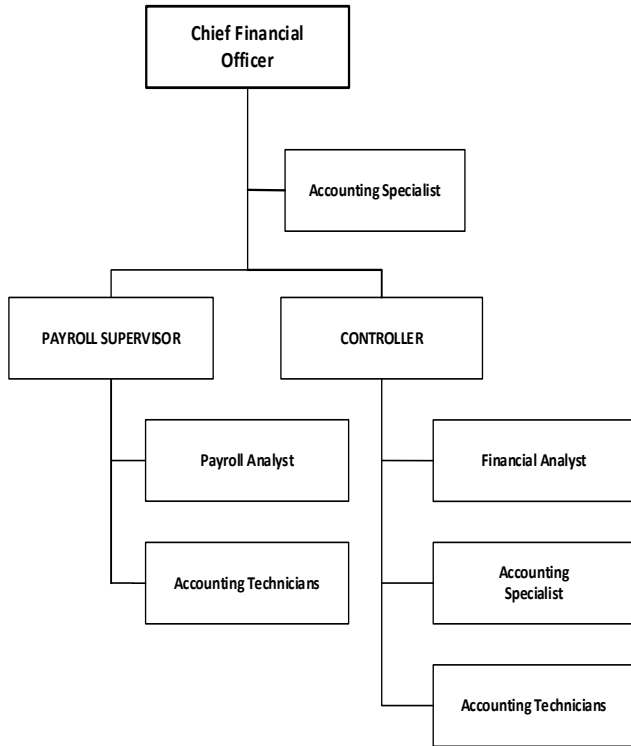
Finance

Economic Development

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	\$ 1,571,718	\$ 261,299	\$ 3,927,000	\$ -	\$ 5,760,017	2.1%



The Finance Division's professional team oversees Metro Fire's multi-million dollar financial operation. The Division facilitates budget development, ensuring resources are properly allocated for optimum public service levels. Finance also safeguards District assets, tracks spending, collects all revenue and cost reimbursements, and provides accurate financial reporting. Annual independent financial statement audits have confirmed that 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:

- Received 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 an 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. Every year over 50,000 transactions are processed through Metro Fire's books. 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 tax allocation.
- 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:

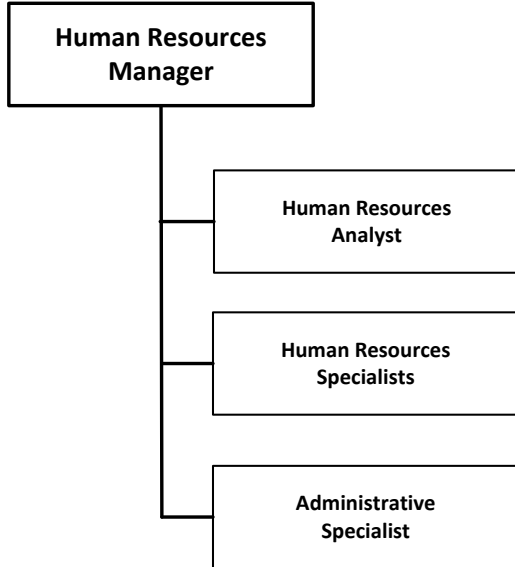
In FY2021/22, the Economic Development Division will continue to focus on the management of District properties, planning for future growth, anticipating legislative impacts to the District, and securing grant funding to fulfill District needs.

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	\$ 920,576	\$ 733,869	\$ -	\$ -	\$ 1,654,445	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:

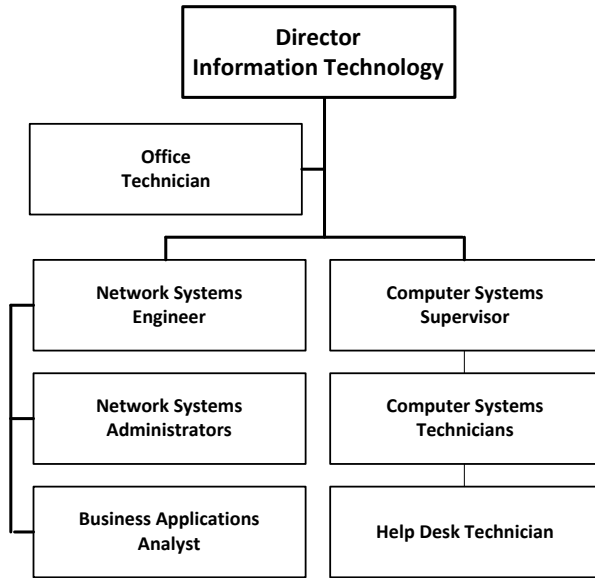
To accommodate the growing needs of the District, the HR Division will be recruiting for numerous positions both internally and externally. The HR Division will also be holding promotional examinations for Fire Engineer and Fire Captain.

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



INFORMATION TECHNOLOGY

STAFFING:



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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 1,638,884	\$ 2,744,458	\$ -	\$ 161,100	\$ 4,544,442	1.7%

*Requesting one additional position.



INFORMATION TECHNOLOGY

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



FY2020/21 ACCOMPLISHMENTS:

- Replaced copy machines, a few servers, several iPads and iPhones, network storage, and a couple of switches
- Installed an alarm deterrent system at Fleet

BUDGET DISCUSSION

This year's budget is higher than last fiscal year due to a few major equipment replacements as well as adding a full time Business Application Analyst position. This fiscal year we have several projects planned which include: replacing firewalls and boardroom equipment, installing an alarm deterrent system at Logistics, and adding iPads for the Academy and engines.

GOALS FOR UPCOMING YEARS:

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



NON-DIVISIONAL

The Non-Divisional (NDI) budget represents costs that are incurred by the District in general and are not 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	\$ 14,455,952	\$ 8,142,000	\$ -	\$ 55,555,282	20.2%

Operations Branch

Adam Mitchell Deputy Chief



Operations

Emergency Medical Services

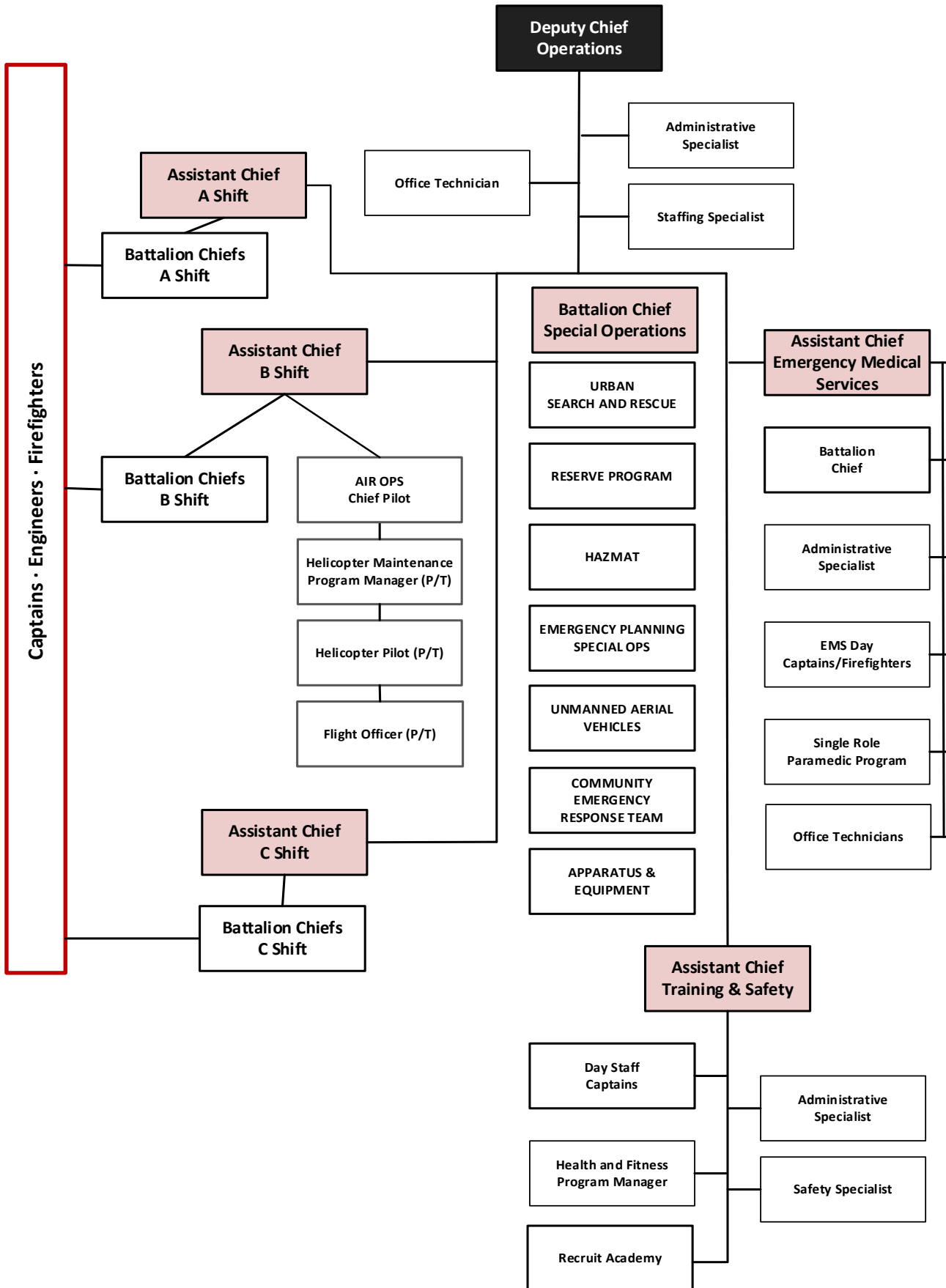
Single Role Paramedic
Program

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	\$ 1,872,070	\$ 28,577	\$ -	\$ -	\$ 1,900,647	0.7%

<i>Suppression</i>	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 143,372,030	\$ -	\$ -	\$ -	\$ 143,372,030	52.2%



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.

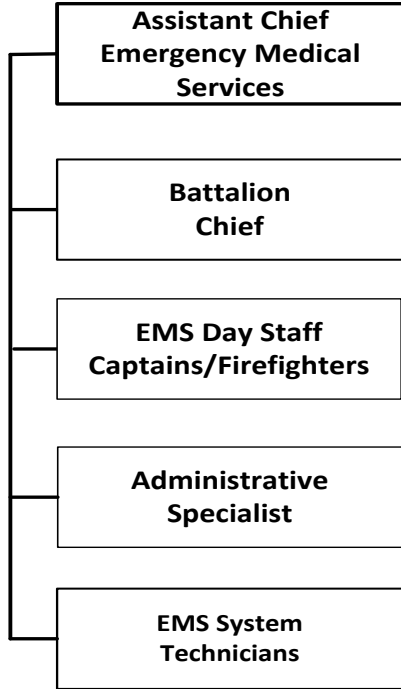


OPERATIONS

- 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	\$ 1,431,336	\$ 6,514,239	\$ 214,534	\$ -	\$ 8,160,109	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:

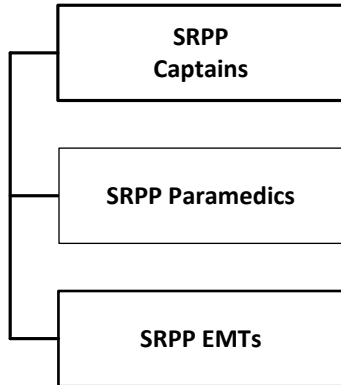
The EMS Division is responsible for the management of the emergency medical system, ensuring that our Emergency Medical Technician (EMT) and paramedic personnel are trained and equipped to serve the public at the highest levels. Of foremost concern is ensuring fiscal resources sufficient to overcome 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	\$ 2,825,989	\$ 15,550	\$ -	\$ -	\$ 2,841,539	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:

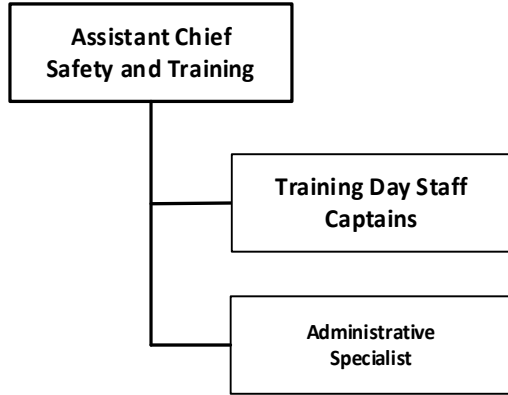
- Graduated one SRPP Recruit Academy and scheduled the start of a second academy for May of 2021
- Hired 10 Paramedics
- Hired 8 Emergency Medical Technicians (EMTs)
- Promoted 7 EMTs to Paramedic
- Established an Eligibility List of 16 program members for promotion to Firefighter/Paramedic
- Provided 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	\$ 1,119,594	\$ 511,580	\$ 185,000	\$ 47,165	\$ 1,863,339	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:

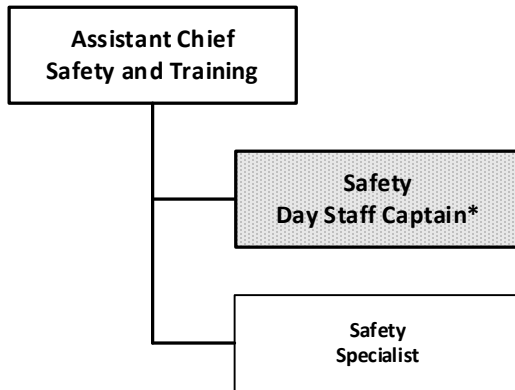
Metro Fire has seen a steady decrease of experience within the ranks. The need for realistic scenario base training which emphasizes comprehension of complex incidents can set our emergency responders up for success. Additional staffing expenditures will need to be committed to narrow this experience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



SAFETY



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	\$ 214,808	\$ 1,148,967	\$ -	\$ 90,000	\$ 1,453,775	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. The Health and Fitness division’s goal is to keep fitness equipment assets properly maintained and to replace broken equipment that typically fails due to high use.

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

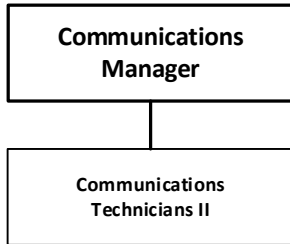
Fleet

Logistics





COMMUNICATIONS



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 497,128	\$ 832,324	\$ -	\$ -	\$ 1,329,452	0.5%



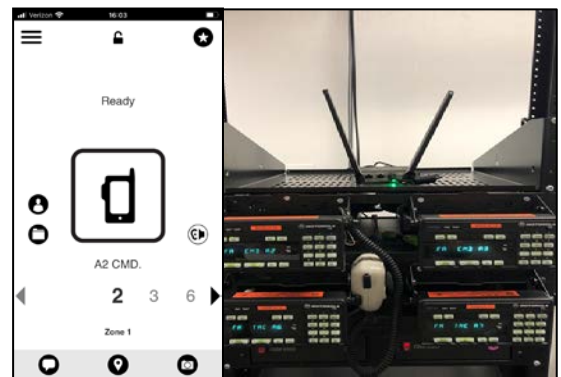
COMMUNICATIONS

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:

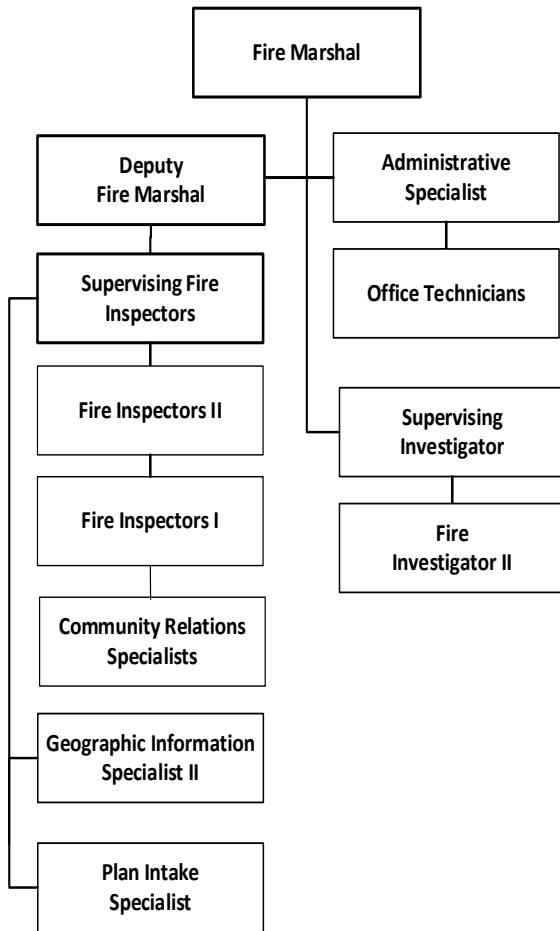
The Sacramento Radio System only guarantees radio coverage within Sacramento County and certain southern areas of Placer County. Some Chief Officers and PIO personnel have residence outside of the coverage area and were unable to monitor incidents. An interface was created between the radio system and 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><u>29</u></u>

Community Risk Reduction	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 4,015,064	\$ 513,659	\$ -	\$ -	\$ 4,528,723	1.6%

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

Fire Investigations	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2021/22	\$ 532,187	\$ 23,776	\$ -	\$ -	\$ 555,963	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:

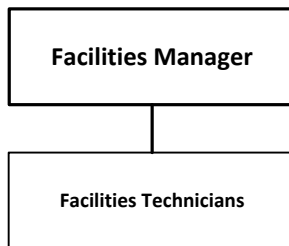
In September of 2020, the FIU was reassigned under the Community Risk Reduction Division to further coordinate Metro Fire's commitment to minimizing the risk of life and property loss from fire and other emergencies. Thorough fire investigations, evaluation of occupant safety and fire protection features 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	\$ 670,977	\$ 1,718,999	\$ -	\$ 362,000	\$ 2,751,976	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

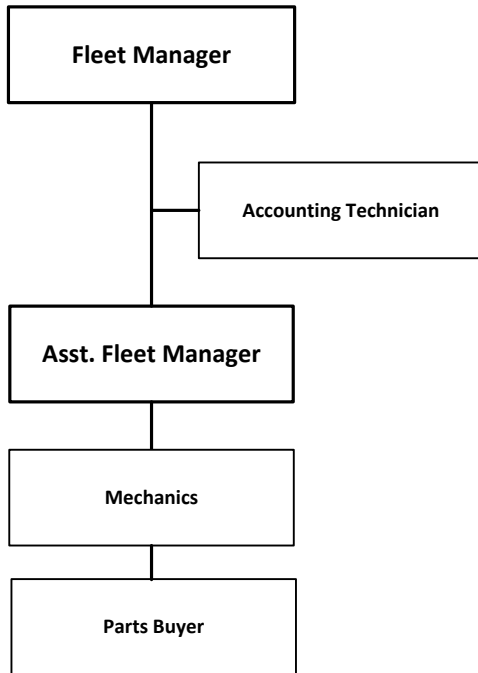


FY2021/22 BUDGET:

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	\$ 2,381,851	\$ 2,352,272	\$ -	\$ 8,535,466	\$ 13,269,589	4.8%



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:

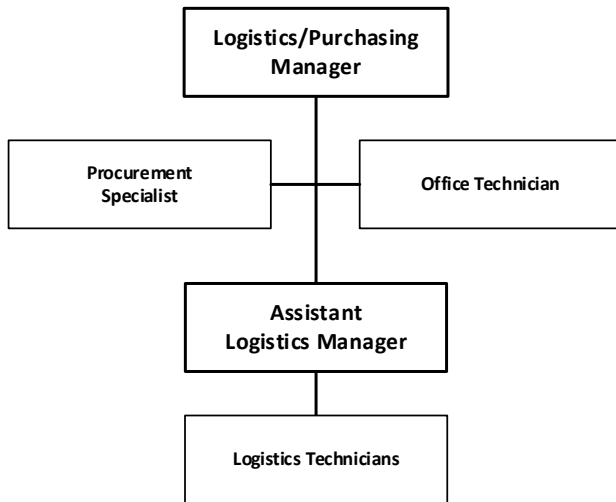
The Fleet Maintenance Division's projected budget includes adjustments that are necessary to run day-to-day operations and for replacement apparatus. The budget reflects minor adjustments to the service and parts lines to match our work throughput, parts costs, and outsourcing. Additionally, funds were 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	\$ 1,203,036	\$ 3,153,868	\$ 55,000	\$ -	\$ 4,411,904	1.6%



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 District's 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.



PERSONNEL





POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final 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	546	572	0
Support Services	68	64	68	0
Administration	32	29	32	0
Total	718	646	679	0



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final 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	1	1	1		Parker Wilbourn
Community Relations Coordinator	1	1	1		Chris Dargan
Day Staff Local 522 VP-Representative	1	1	1		Michael McGoldrick
Sr Staff Administrative Coordinator	1	1	1		Jill Guzman
Administrative Specialist, Office of the Fire Chief	1	1	1		Erin Castleberry
Board Clerk	1	1	1		Melissa Penilla
	9	7	7	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final Budget 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		Joanna Navarro		
FIRE SUPPRESSION							
					A	B	C
Battalion Chiefs	15	12	15		B5 - M. Cole B13 - C. Reed B7 - R. Carollo B9 - B. Gonsalves B14 - S. Daly	B5 - B. Barthel B13 - J. Vestal B7 - C. Simmons B9 - C. Vestal B14 - A. House	B5 - A. Peck B13 - M. Johnson B7 - K. Keeley B9 - G. Russell B14 - J. Graf
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, Matthew Smotherman, Roy Rud (Eng)		
Paramedics (FT)	40	12	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		J. Rudnicki		
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	546	572	0			



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final 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	4	4		Joe Eachus, Aldrey Almeria, Dave Koopmeiners, Tim Miller
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	2	3		<i>Vacant</i> , Nanette Goodwin, Kendra Clark
Supervising Inspector	3	3	3		A. Nygren, J. Smith, D. Schmidt
Fire Inspector II	14	5	7		Callison, Ganea, Hampton, Klets, Olivares
Fire Inspector I		7	7		Aney, Batiz, Christensen, Harlow, Kauppi, 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)

Final 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	0	1		<i>Vacant</i>
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	2	1	2		Sherri Martucci, <i>vacant</i>
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
	32	29	32	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final 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	0	5		<i>Vacant</i>
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
	43	24	34	0	

*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 1 to June 30.

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.



Sacramento Metropolitan Fire District

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

TODD HARMS
Fire Chief

RESOLUTION NO. _____
BEFORE THE GOVERNING BOARD OF
THE SACRAMENTO METROPOLITAN FIRE DISTRICT
County of Sacramento, State of California

RESOLUTION ADOPTING THE FINAL BUDGET
FOR THE GENERAL OPERATING FUND 212A FOR
FISCAL YEAR 2021/2022

WHEREAS, hearings have been terminated during which time all additions and deletions to the Final Budget for the General Operating Fund 212A for Fiscal Year 2021/2022 were made, and

THEREFORE, IT IS HEREBY RESOLVED in accordance with Section 13890 of the Health and Safety Code, the Final Budget for General Operating Fund 212A for the Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2021/22
10	212A	2129212	2129212000	SALARIES & EMPLOYEE BENEFITS	\$203,774,389
20	212A	2129212	2129212000	SERVICES & SUPPLIES	32,788,032
30	212A	2129212	2129212000	OTHER CHARGES	4,721,235
50	212A	2129212	2129212000	OPERATING TRANSFER OUT (To 212D)	6,157,697
59	212A	2129212	2129212000	OPERATING TRANSFER IN (From 212M)	-9,616,295
					<u>\$237,825,058</u>

BE IT FURTHER RESOLVED that the means of financing the expenditure program will be by monies derived from all Revenue Sources, Fund Balance Available and Property Taxes.

BE IT FURTHER RESOLVED that the Final Budget for Fund 212A for Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

ON A MOTION by Director _____, seconded by Director _____, the foregoing resolution was passed and adopted this 9th day of September, 2021, by the following vote to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

SACRAMENTO METROPOLITAN FIRE DISTRICT

By: _____
President, Board of Directors

Attested By:

Clerk of the Board

- ATTACHMENTS:
- 212A Final Budget Summary for FY2021/22 Schedule
 - 212A Revenue Detail Schedule
 - 212A Expenditure Detail Schedule



Sacramento Metropolitan Fire District

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

TODD HARMS
Fire Chief

RESOLUTION NO. _____
BEFORE THE GOVERNING BOARD OF
THE SACRAMENTO METROPOLITAN FIRE DISTRICT
County of Sacramento, State of California

RESOLUTION ADOPTING THE FINAL BUDGET
FOR THE CAPITAL FACILITIES FUND 212D FOR
FISCAL YEAR 2021/2022

WHEREAS, hearings have been terminated during which time all additions and deletions to the Final Budget for the Capital Facilities Fund 212D for Fiscal Year 2021/2022 were made, and

THEREFORE, IT IS HEREBY RESOLVED in accordance with Section 13890 of the Health and Safety Code, the Final Budget for the Capital Facilities Fund 212D for the Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2021/22
10	212D	2123000	2123000000	SALARIES & EMPLOYEE BENEFITS	\$ -
20	212D	2123000	2123000000	SERVICES & SUPPLIES	125,000
30	212D	2123000	2123000000	OTHER CHARGES	5,854,079
32	212D	2123000	2123000000	SPECIAL ITEM, BOND RETIREMENT	8,115,000
41	212D	2123000	2123000000	CAPITAL ASSETS-LAND	-
42	212D	2123000	2123000000	CAPITAL ASSETS-STRUCTURES	-
43	212D	2123000	2123000000	CAPITAL ASSETS-EQUIPMENT	9,139,566
44	212D	2123000	2123000000	CAPITAL ASSETS-SOFTWARE	-
50	212D	2123000	2123000000	OPERATING TRANSFER OUT (To 212A)	216,295
50	212D	2123000	2123000000	OPERATING TRANSFER OUT (To 212L)	205,184
59	212D	2123000	2123000000	OPERATING TRANSFER IN (From 212A)	-6,157,697
					\$17,497,427

BE IT FURTHER RESOLVED that the means of financing the expenditure program will be by monies derived from all Revenue Sources and Fund Balance Available.

BE IT FURTHER RESOLVED that the Final Budget for Fund 212D for Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

ON A MOTION by Director _____, seconded by Director _____, the foregoing resolution was passed and adopted this 9th day of September, 2021, by the following vote to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

SACRAMENTO METROPOLITAN FIRE DISTRICT

By: _____
President, Board of Directors

Attested By:

Clerk of the Board

ATTACHMENTS:
212D Final Budget Summary for FY2021/2022 Schedule



TODD HARMS
Fire Chief

Sacramento Metropolitan Fire District

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

RESOLUTION NO. _____
BEFORE THE GOVERNING BOARD OF
THE SACRAMENTO METROPOLITAN FIRE DISTRICT
County of Sacramento, State of California

RESOLUTION ADOPTING THE FINAL BUDGET
FOR THE GRANTS FUND 212G FOR
FISCAL YEAR 2021/2022

WHEREAS, hearings have been terminated during which time all additions and deletions to the Final Budget for the Grants Fund 212G for Fiscal Year 2021/2022 were made, and

THEREFORE, IT IS HEREBY RESOLVED in accordance with Section 13890 of the Health and Safety Code, the Final in the Grants Fund 212G for the Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2021/22
10	212G	2126000	2126000000	SALARIES & EMPLOYEE BENEFITS	\$ 969,106
20	212G	2126000	2126000000	SERVICES & SUPPLIES	722,363
30	212G	2126000	2126000000	TAXES, LICENSES, DEBT SRVC & OTHERS	-
43	212G	2126000	2126000000	CAPITAL ASSETS-EQUIPMENT	460,828
59	212G	2126000	2126000000	OPERATING TRANSFER IN (From 212A)	-
					\$ 2,152,297

BE IT FURTHER RESOLVED that the means of financing the expenditure program will be by monies derived from all Revenue Sources and Fund Balance Available.

BE IT FURTHER RESOLVED that the Final Budget for Fund 212G for Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

ON A MOTION by Director _____, seconded by Director _____, the foregoing resolution was passed and adopted this 9th day of September, 2021, by the following vote to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

SACRAMENTO METROPOLITAN FIRE DISTRICT

By: _____
President, Board of Directors

Attested By:

Clerk of the Board

ATTACHMENTS:
212G Final Budget Summary for FY 2021/22 Schedule



TODD HARMS
Fire Chief

Sacramento Metropolitan Fire District

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

RESOLUTION NO. _____
BEFORE THE GOVERNING BOARD OF
THE SACRAMENTO METROPOLITAN FIRE DISTRICT
County of Sacramento, State of California

RESOLUTION ADOPTING THE FINAL BUDGET
FOR THE DEVELOPMENT IMPACT FEES FUND 212I FOR
FISCAL YEAR 2021/2022

WHEREAS, hearings have been terminated during which time all additions and deletions to the Final Budget for the Development Impact Fees Fund 212I for Fiscal Year 2021/2022 were made, and

THEREFORE, IT IS HEREBY RESOLVED in accordance with Section 13890 of the Health and Safety Code, the Final Budget for the Development Impact Fees Fund 212I for the Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2021/22
20	212I	2129000	2129000000	SERVICES & SUPPLIES	\$ 236,000
42	212I	2129000	2129000000	CAPITAL ASSETS-STRUCTURES	5,124,742
43	212I	2129000	2129000000	CAPITAL ASSETS-EQUIPMENT	34,000
					\$ 5,394,742

BE IT FURTHER RESOLVED that the means of financing the expenditure program will be by monies derived from all Revenue Sources and Fund Balance Available.

BE IT FURTHER RESOLVED that the Final Budget for Fund 212I for Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

RESOLUTION NO. _____

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ON A MOTION by Director _____, seconded by Director _____, the foregoing resolution was passed and adopted this 9th day of September, 2021, by the following vote to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

SACRAMENTO METROPOLITAN FIRE DISTRICT

By: _____
President, Board of Directors

Attested By:

Clerk of the Board

ATTACHMENTS:
212I Final Budget Summary for FY 2021/22 Schedule



Sacramento Metropolitan Fire District

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

TODD HARMS
Fire Chief

RESOLUTION NO. _____
BEFORE THE GOVERNING BOARD OF
THE SACRAMENTO METROPOLITAN FIRE DISTRICT
County of Sacramento, State of California

RESOLUTION ADOPTING THE FINAL BUDGET
FOR THE LEASED PROPERTIES FUND 212L FOR
FISCAL YEAR 2021/2022

WHEREAS, hearings have been terminated during which time all additions and deletions to the Final Budget for the Leased Properties Fund 212L for Fiscal Year 2021/2022 were made, and

THEREFORE, IT IS HEREBY RESOLVED in accordance with Section 13890 of the Health and Safety Code, the Final Budget in the Leased Properties Fund 212L for the Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2021/22
10	212L	2127000	2127000000	SALARIES & EMPLOYEE BENEFITS	\$ -
20	212L	2127000	2127000000	SERVICES & SUPPLIES	814,410
30	212L	2127000	2127000000	OTHER CHARGES	295,833
41	212L	2127000	2127000000	CAPITAL ASSETS-LAND	-
42	212L	2127000	2127000000	CAPITAL ASSETS-STRUCTURES	-
59	212L	2127000	2127000000	OPERATING TRANSFER IN (From 212A)	(205,184)
					\$ 905,059

BE IT FURTHER RESOLVED that the means of financing the expenditure program will be by monies derived from all Revenue Sources and Fund Balance Available.

RESOLUTION NO. _____

Page 2

BE IT FURTHER RESOLVED that the Final Budget for Fund 212L for Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

ON A MOTION by Director _____, seconded by Director _____, the foregoing resolution was passed and adopted this 9th day of September, 2021, by the following vote to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

SACRAMENTO METROPOLITAN FIRE DISTRICT

By: _____
President, Board of Directors

Attested By:

Clerk of the Board

ATTACHMENTS:
212L Final Budget Summary for FY2021/22 Schedule



Sacramento Metropolitan Fire District

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

TODD HARMS
Fire Chief

RESOLUTION NO. _____
BEFORE THE GOVERNING BOARD OF
THE SACRAMENTO METROPOLITAN FIRE DISTRICT
County of Sacramento, State of California

RESOLUTION ADOPTING THE FINAL BUDGET
FOR THE IGT FUND 212M
FOR FISCAL YEAR 2021/2022

WHEREAS, hearings have been terminated during which time all additions and deletions to the Final Budget for the IGT Fund 212M for Fiscal Year 2021/2022 were made;

NOW, THEREFORE, IT IS HEREBY RESOLVED in accordance with Section 13890 of the Health and Safety Code, the Final Budget in the IGT Fund 212M for the Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2021/22
20	212M	2121100	2121100000	SERVICES & SUPPLIES	\$ 9,500,000
50	212M	2121100	2121100000	OPERTING TRANSFER OUT (To 212A)	9,400,000
					\$ 18,900,000

BE IT FURTHER RESOLVED that the means of financing the expenditure program will be by monies derived from all Revenue Sources and use of Fund Balance; and

BE IT FURTHER RESOLVED that the Final for Fund 212M for Fiscal Year 2021/2022 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing.

RESOLUTION NO. _____

Page 2

ON A MOTION by Director _____, seconded by Director _____, the foregoing resolution was passed and adopted this 9th day of September, 2021, by the following vote to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

SACRAMENTO METROPOLITAN FIRE DISTRICT

By: _____
President, Board of Directors

Attested By:

Clerk of the Board

ATTACHMENTS:
212M Final Budget Summary for FY 2021/22 Schedule