



Preliminary Budget

Fiscal Year 2018/19

July 1, 2018 – June 30, 2019



Presented to the Board of Directors by:
Todd Harms, Fire Chief
Amanda Thomas, Chief Financial Officer
June 14, 2018



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INTRODUCTION





BOARD OF DIRECTORS

Frederick Gayle



DIVISION 1

Grant B. Goold



DIVISION 2

Randy Orzalli



DIVISION 3

**PRESIDENT
Ted Wood**



DIVISION 4

**SECRETARY
Jennifer Sheetz**



DIVISION 5

D'Elman Clark



DIVISION 6

Matt Kelly



DIVISION 7

**VICE-PRESIDENT
Gay Jones**



DIVISION 8

**PRESIDENT
Jim Barnes**



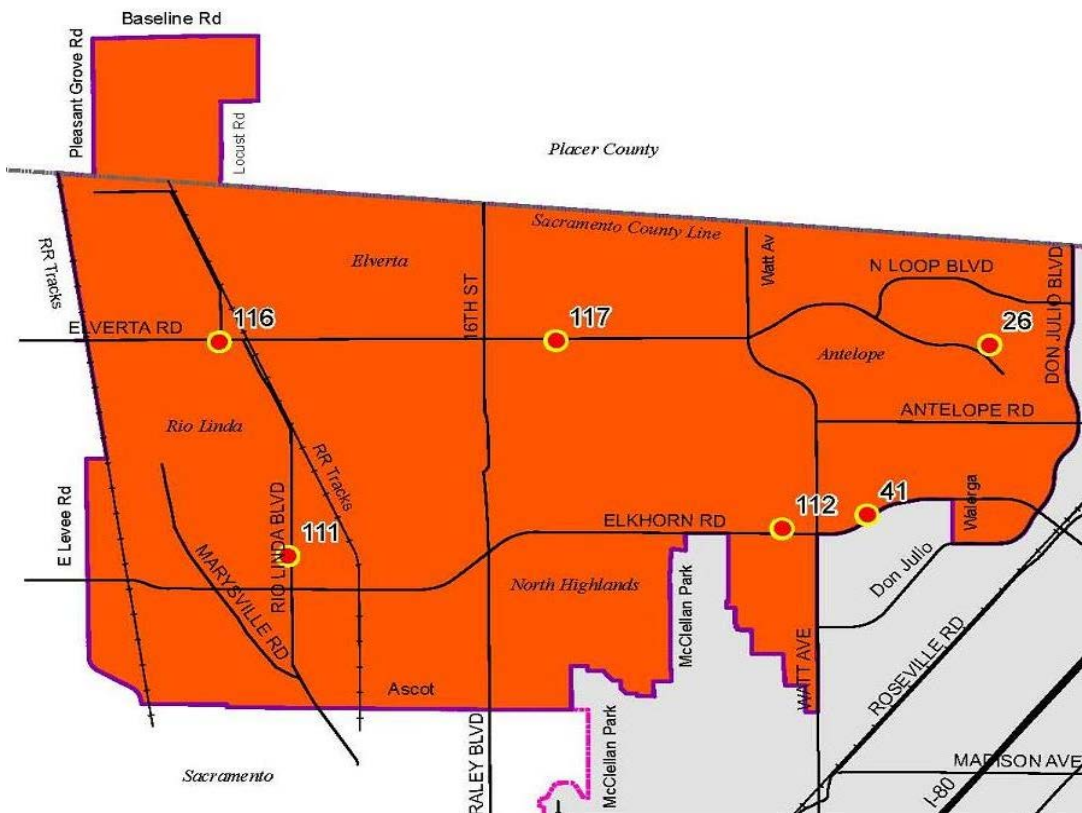
DIVISION 9



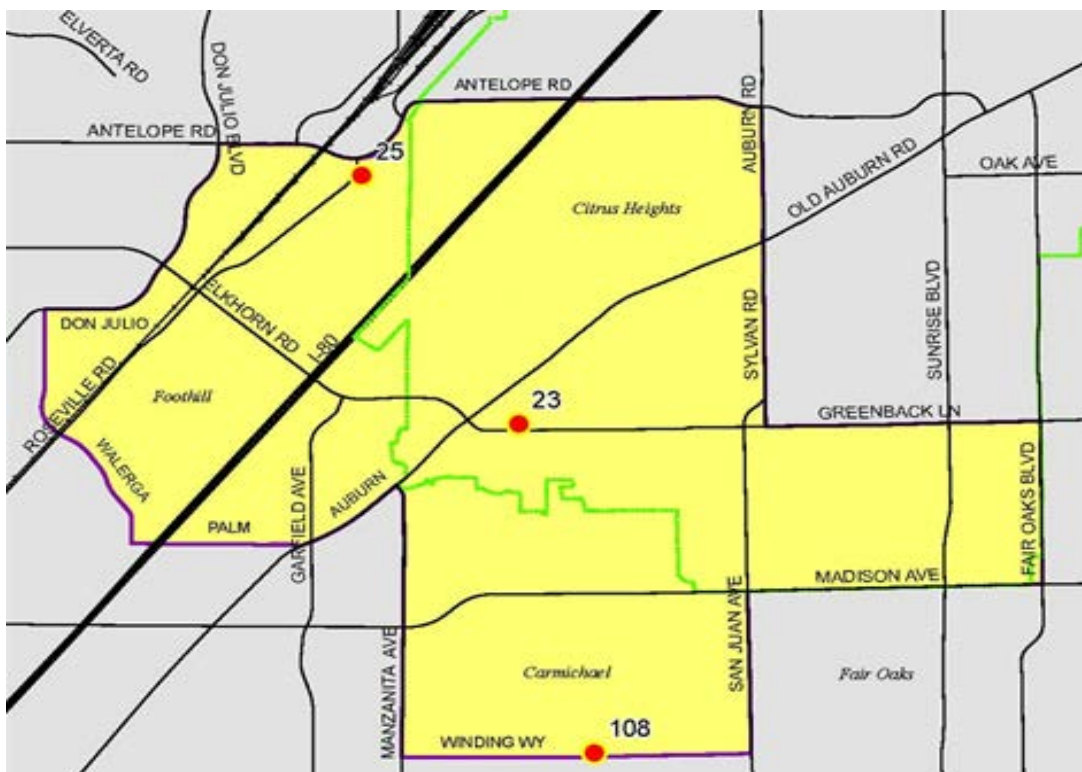
DIVISION BOUNDARY MAPS



DIVISION 1



DIVISION 2



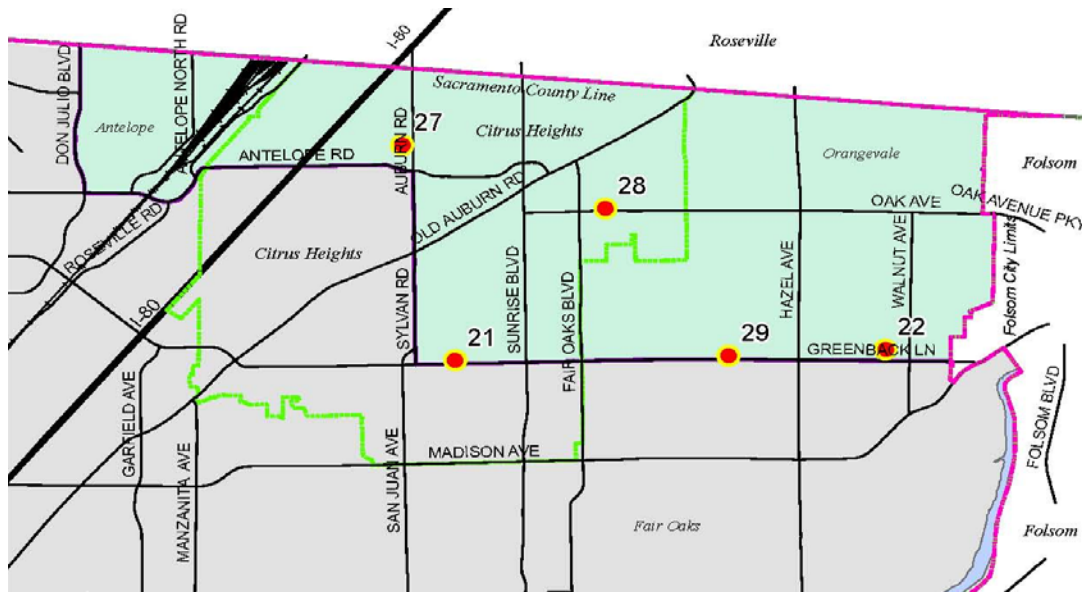
- Fire Station
- Metro Fire



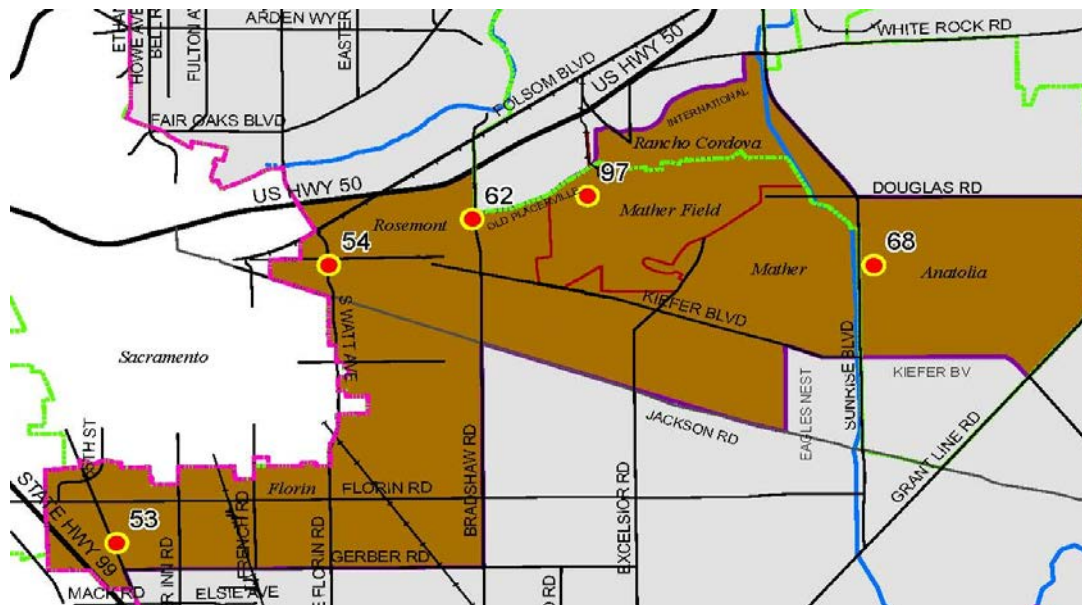
DIVISION BOUNDARY MAPS



DIVISION 3



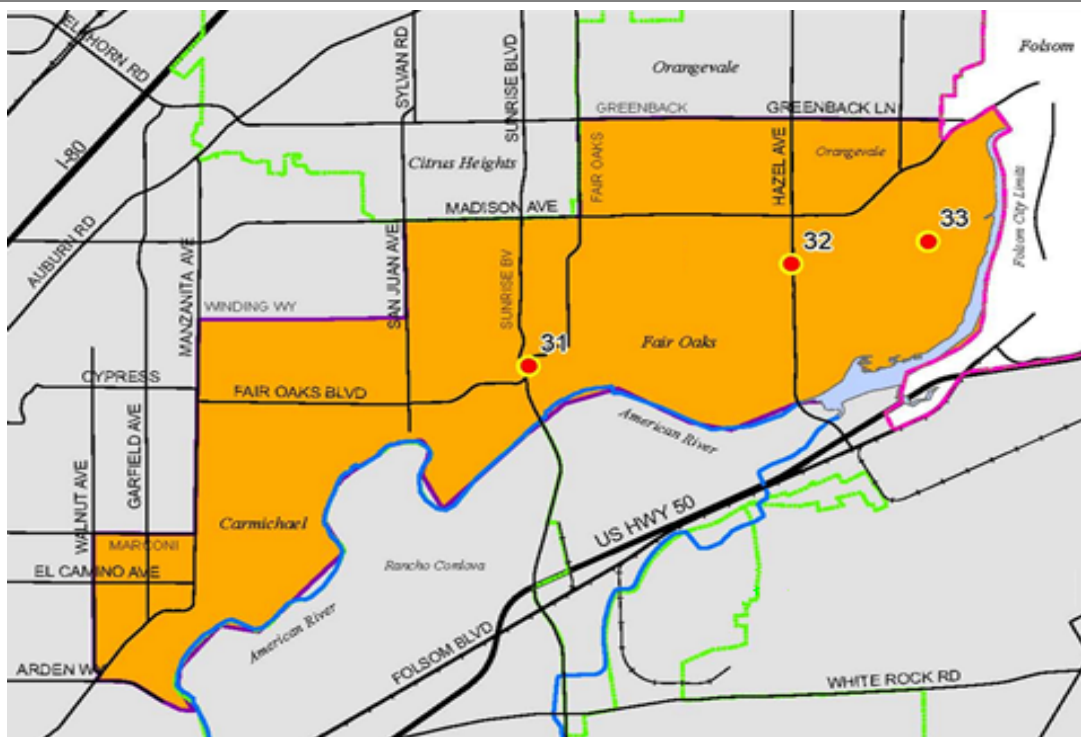
DIVISION 4



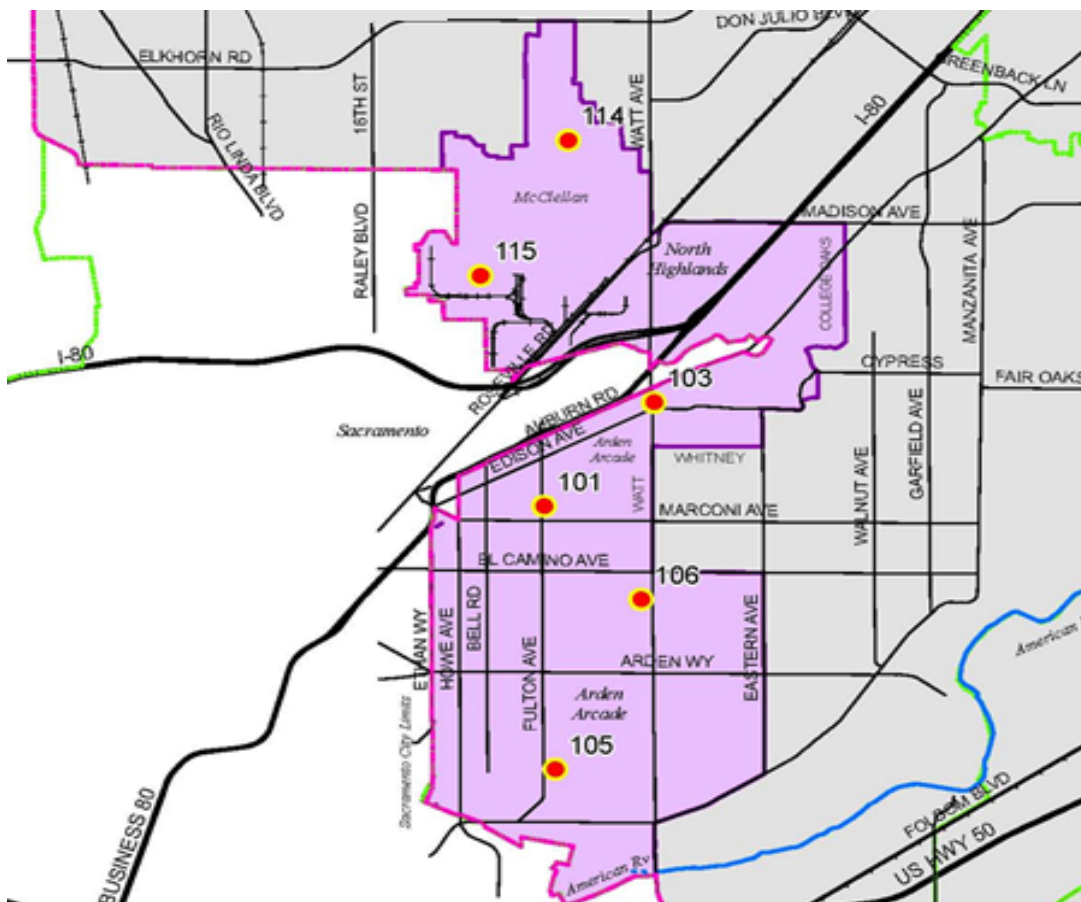
- Fire Station
- Metro Fire



DIVISION 5



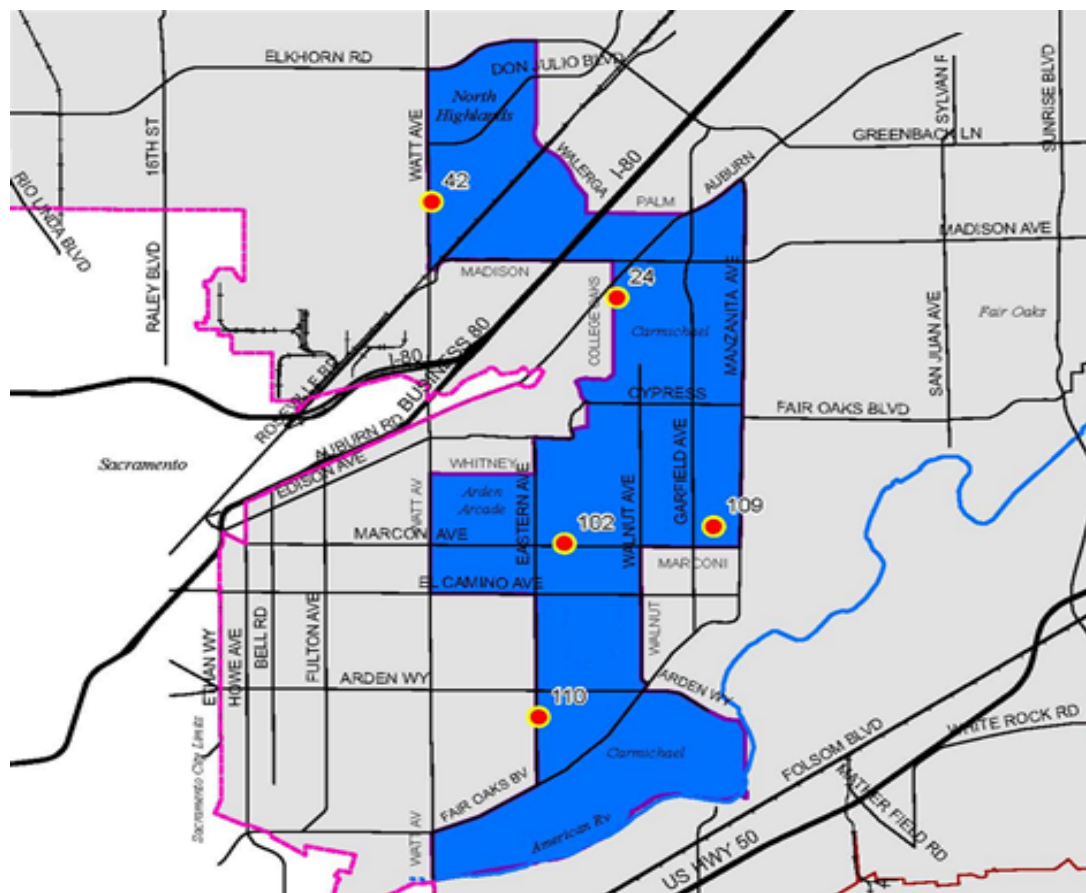
DIVISION 6



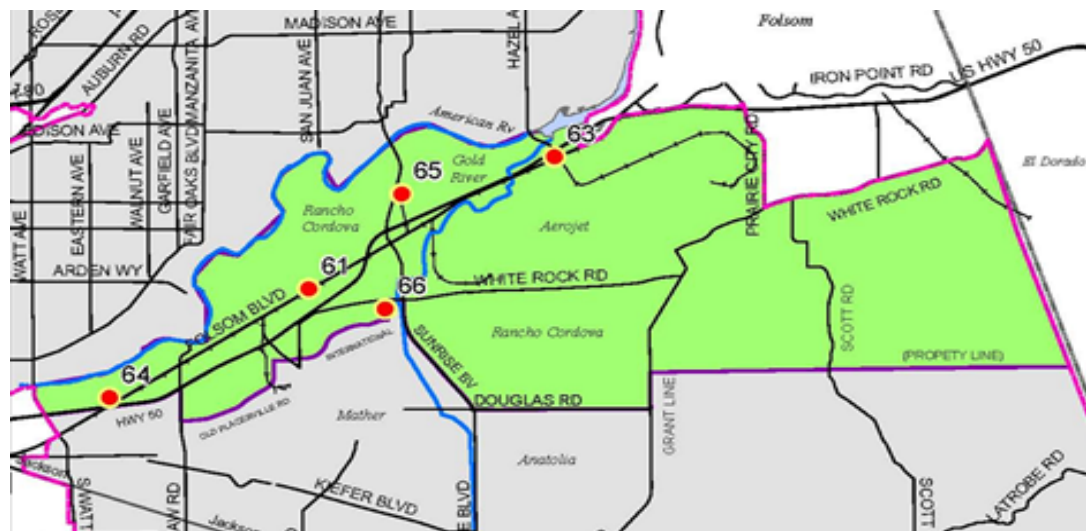
- Fire Station
- Metro Fire



DIVISION 7



DIVISION 8



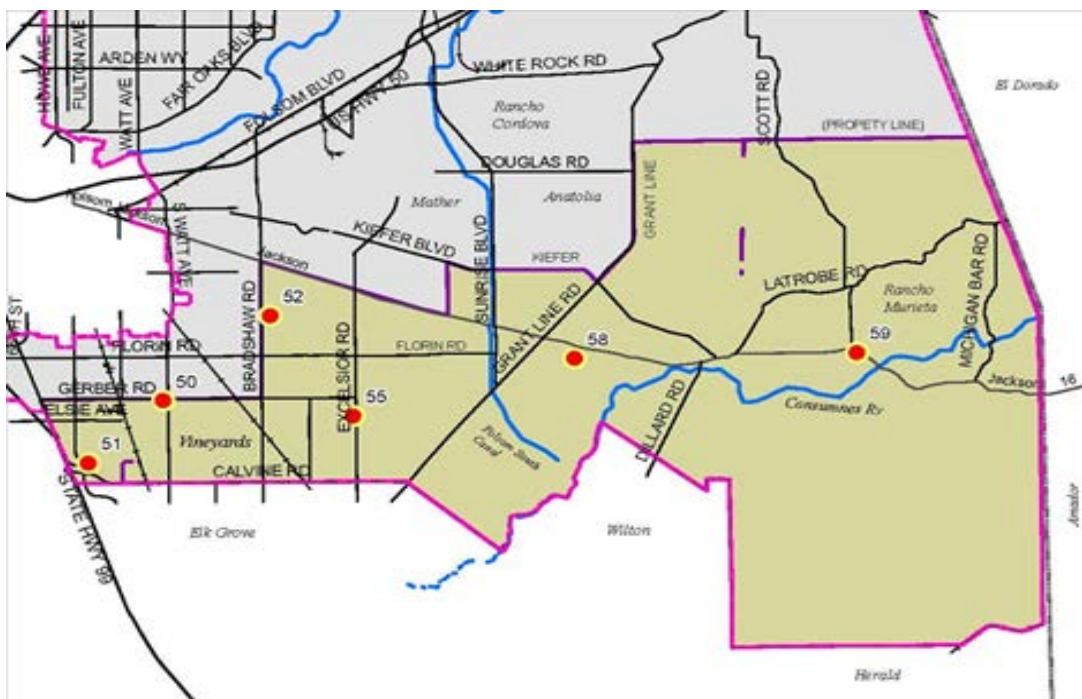
- Fire Station
- Metro Fire



DIVISION BOUNDARY MAPS



DIVISION 9



- Fire Station
- Metro Fire

Todd Harms



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

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

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



COMMAND STAFF

Fire Chief Todd Harms

Deputy Chiefs

Administration Greg Casentini

Operations Eric Bridge

Support Services Brian Shannon

Chief Financial Officer Amanda Thomas

Assistant Chiefs

A Shift Chris Quinn

B Shift Tyler Wagaman

C Shift Tom Neville

EMS..... Randall Hein

Fire Marshal Maurice Johnson



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 417 square miles that include Sacramento and Placer counties.

Core Values

Integrity • Professionalism • Teamwork • Service Before Self

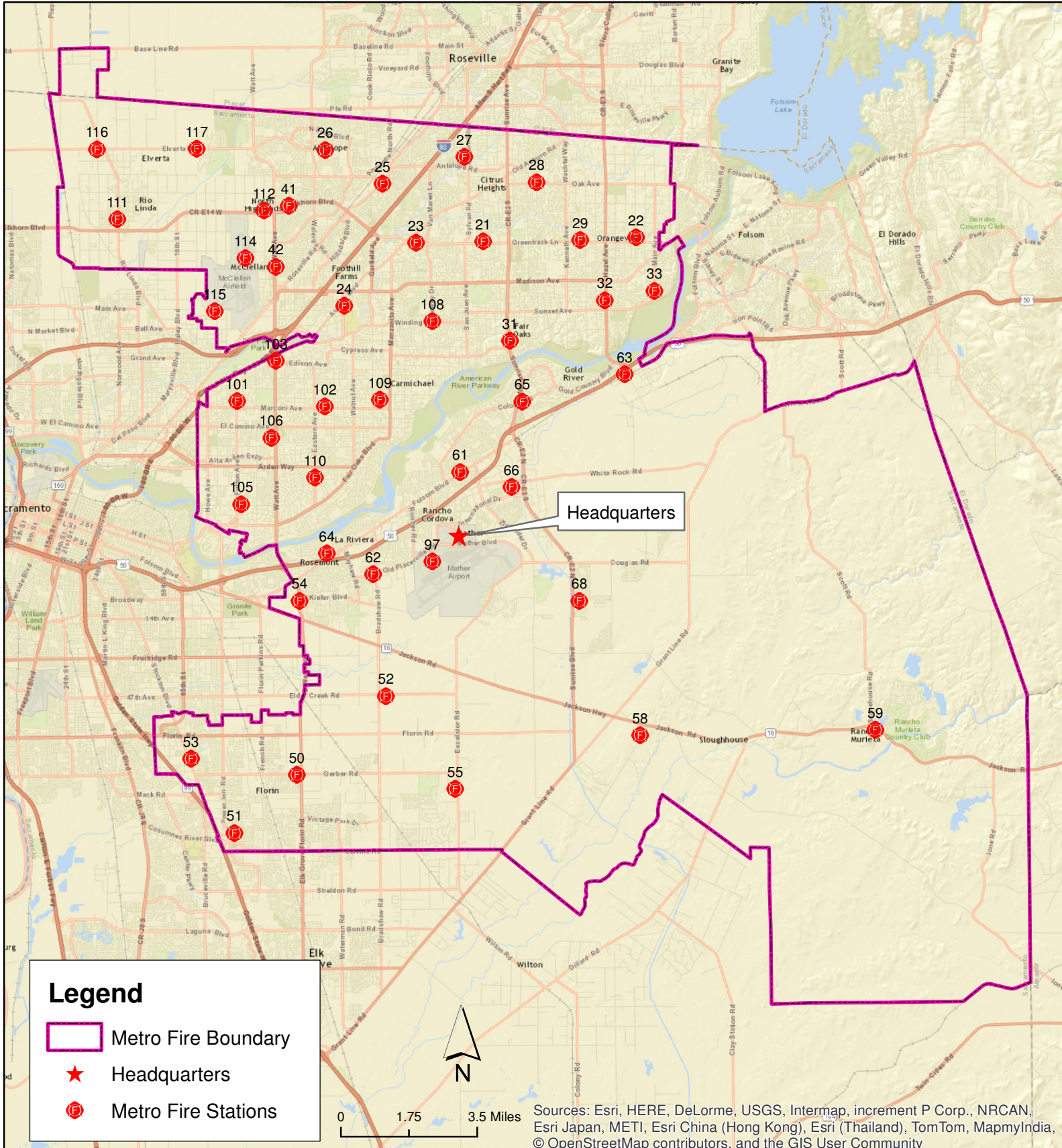
Mission Statement

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



Sacramento Metropolitan Fire District

10545 Armstrong Ave, Suite 200
Mather, CA 95655



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



METRO FIRE LOCATIONS

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

FIRE CHIEF'S BUDGET REPORT





TODD HARMS
Fire Chief

Sacramento Metropolitan Fire District

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

DATE: June 14, 2018

TO: Board of Directors

FROM: Todd Harms, Fire Chief

RE: Preliminary Budget for the Fiscal Year Ending June 30, 2019

BUDGET OVERVIEW

With the continued improvement in economic conditions, assessed property value growth within the District is estimated to result in a 5% increase in property tax revenues received by the District in FY 2018/19, continuing a 5-year trend of increasing property tax revenues following the Great Recession. Additionally, the recent adjustment of cost recovery fees for Emergency Medical Services is expected to generate additional revenue during FY 2018/19.

The FY 2018/19 Preliminary Budget reflects increased ongoing spending requirements resulting from labor cost escalation, including scheduled wage increases and an increase in required pension contributions, and additional debt service payments resulting from substantial capital replacement and other equipment purchases financed in recent years. Overall, the FY 2018/19 Preliminary Budget is balanced, reflecting a planned use of General Fund resources essentially equal to projected revenues and other financing sources for FY 2018/19.

As in the past, management will continue to work collaboratively with the Board and labor to aggressively seek out new sources of revenue and cost saving opportunities. The budget for FY 2018/19 as well as projections for future years will continue to be refined as more information is known. Our overriding goals will be to optimize services to the greatest extent possible, 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 2018/19 Preliminary Budget is included in the attached document and summarized below.

GENERAL FUND

FY 2018/19 General Fund revenue is projected to total \$202 million compared to budgeted General Fund expenditures of \$204 million. After accounting for a transfer in from the Intergovernmental Transfer (IGT) Fund of \$6 million and transfers out to the Capital Facilities Fund and Leased Properties funds of a combined \$5 million, the FY 2018/19 General Fund budget is essentially balanced.

FY 2018/19 Revenue

Projected FY 2018/19 General Fund revenues of \$202 million represent an increase of \$8 million compared to the FY 2017/18 mid-year budget of \$194 million. The primary factors contributing to this change include:

- **Property Taxes**: Property tax revenues of \$146 million account for approximately 70% of total General Fund financing sources and represent an increase of 5% over the FY 2017/18 mid-year budget of \$139 million. Projected property tax revenues are based on estimates of assessed value developed by the District's property tax consultant using current real estate market trends. Estimated tax revenues based on County Assessor tax rolls will not be available until Final Budget.
- **Medic Cost Recovery**: A \$2 million increase in medic cost recovery is assumed, largely as a result of a rate increase implemented during FY 2017/18 and an additional planned 2.5% rate adjustment effective July 1, 2018 to reflect cost inflation over the last year.
- **Ground Emergency Medical Transportation (GEMT)**: Due to one-time amounts received during FY 2017/18, the District's FY 2018/19 GEMT reimbursement represents a \$1 million reduction compared to the prior year.

FY 2018/19 Expenditures

General Fund expenditures of \$204 million represent a \$6 million increase compared to 2017/18 budgeted expenditures. Including required transfers from the General Fund to the Capital Facilities Fund and Leased Properties Fund of \$5 million, the overall increase in the use of General Fund resources is \$7 million.

Highlights of the major changes are as follows:

Labor

General Fund budgeted labor costs total \$174 million for FY 2018/19, which represents a \$6 million increase compared to the FY 2017/18 mid-year budget.

Factors contributing to the increase in General Fund labor expenses include the final scheduled wage increase under the current labor agreements, increases in pension and other post-employment benefits costs, and the expiration of a Staffing for Adequate Fire and Emergency Response (SAFER) grant. There are no changes in the number of authorized positions recommended in the FY 2018/19 Preliminary Budget.

As a result of the budgeting assumption that all positions are filled, callback overtime for FY 2018/19 is projected to be reduced by approximately \$7.8 million (33%) compared to FY 2017/18.

Services and Supplies

The services and supplies budget totals \$27 million, an increase of less than \$1 million from the prior year. Changes from FY 2017/18 include increased costs for dispatch services, safety clothing and supplies, training services, and services related to the implementation of an Enterprise Resource Planning (ERP) system; offset by reductions in fire equipment supply and vehicle maintenance service due to one-time expenditures incurred in FY 2017/18.

Taxes, Licenses, Assessments, Debt Service & Contributions

This expenditure category includes the assessment paid to the County for property tax administration, General Fund debt service payments and other assessments and fees. FY 2018/19 total expenditures for this category are budgeted at \$3 million, which is essentially unchanged from the FY 2017/18 budget.

The following budgeted General Fund debt service payments are included in this expenditure category:

- 2011 Lease Revenue Bonds: \$0.3 million
- Radio lease financing: \$0.3 million
- Information technology equipment lease financing: \$0.2 million

Pension obligation bond debt service and stabilization fund deposits of \$7 million are included in the General Fund labor budget.

General Fund Operating Reserves

The amount of General Fund Operating Reserves is expected to be \$21 million at June 30, 2019, unchanged from the June 30, 2018 estimated balance. This amount represents 10% of net budgeted expenditures, compared to the 15% minimum target established by the District's Reserve Funding Policy.

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

INTERGOVERNMENTAL TRANSFER (IGT) FUND

Intergovernmental Transfers (IGT) allow the recovery of federal funds in the form of an "enhanced base rate" for 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 where any payment amount above unreimbursed costs is used to cover the District's General Fund cost of providing health care services.

It is anticipated that IGTs covering activity for FY 2017/18 will be completed during FY 2018/19. Approximately \$6 million is expected to be transferred to the State. Using prior year federal match percentages, approximately \$10 million in total funding would be received, for net IGT revenue of \$4 million. As a result of a higher federal match for certain beneficiaries under the Affordable Care Act, the net IGT revenue could be as much as \$8 million.

Net funding of approximately \$6 million from the IGTs covering activity for FY 2016/17 is expected to be received during FY 2017/18 but will be transferred and applied to General Fund expenditures in FY 2018/19. Funding from the IGTs covering activity for FY 2017/18 is expected to fund General Fund expenditures beginning in FY 2019/20.

CAPITAL FACILITIES FUND

The Capital Facilities Fund accounts for the costs of acquiring and financing capital assets, which are defined as assets with an individual cost of \$5,000 or more and a useful life of at least one year. 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 2018/19 total \$10 million, which includes \$5 million for capital outlay and \$5 million for debt service. Nearly all of the \$5 million in capital outlay is expected to be financed. The remaining capital expenditures and debt service payments totaling \$5 million are funded with expected proceeds from the sale of property and a \$5 million transfer from the General Fund. Approximately \$400,000 of the \$5 million in debt service payments results from a planned lease financing of equipment to be purchased in FY 2018/19.

Major capital purchases for FY 2018/19 include:

- Two Type I engines - \$1.0 million
- Three ambulances - \$0.6 million
- Air rig - \$0.6 million
- Two Type VI engines - \$0.4 million
- Water tender - \$0.3 million

Certain assets, including a Hazmat Truck (\$1.0 million) and three ambulances (\$0.6 million), were ordered and financed in FY 2017/18 but due to the timing of delivery will be recognized as expenditures in FY 2018/19.

GRANT FUND

The FY 2018/19 Grant Fund Preliminary Budget includes approximately \$300,000 in grant revenue and expenditures, primarily for the two remaining months of the SAFER grant, which funds nine firefighter positions.

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. During FY 2017/18, the first floor of the District's headquarters building was leased to a new tenant, which resulted in one-time costs associated with leasing the space that will be recovered over the life of the lease.

Total lease revenue for FY 2018/19 is projected at approximately \$700,000, while expenses associated with the leased property are budgeted at approximately \$800,000 (including Lease Revenue Bond debt service of approximately \$300,000), with the difference resulting from upfront costs associated with leasing the headquarters building space and requiring an offsetting transfer from the General Fund.

DEVELOPMENT IMPACT FEES FUND

Annual development impact fee revenue of \$1.3 million is budgeted for FY 2018/19. Use of this revenue source is restricted to costs related to new fire stations and equipment needed to mitigate the impacts of new development. Budgeted expenditures in this fund include charges from the County for collection of the fees.

PENSION OBLIGATION BOND FUND

In accordance with the District's Pension Funding Bonds Early Payoff Policy, the Series 2004C Bonds outstanding principal of \$25.5 million will be retired on November 15, 2018 from amounts on deposit in the stabilization fund. The early bond retirement is budgeted as a special item in the Pension Obligation Bond Fund.

RECOMMENDATION

Staff recommends adopting the Preliminary Budget for the fiscal year ending June 30, 2019.

ALL FUNDS SUMMARIES





BUDGET SUMMARY - ALL FUNDS

Preliminary Budget FY 2018-19

	GENERAL FUND	PENSION OBLIGATION BOND FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
REVENUES	\$ 202,314,971	\$ -	\$ -	\$ 688,907	\$ 264,313	\$ 1,300,000	\$ 10,000,000	\$ 214,568,191
EXPENDITURES:								
LABOR COSTS	173,747,885	-	-	-	253,507	-	-	174,001,392
SERVICES & SUPPLIES	26,630,285	70,000	30,973	541,976	-	95,000	6,200,000	33,568,234
TAXES, LICENSES, DEBT SERVICE & OTHERS	3,353,281	-	4,747,381	296,582	-	-	-	8,397,244
CAPITAL OUTLAY	-	-	5,336,103	-	10,806	-	-	5,346,909
Total Expenditures	203,731,451	70,000	10,114,457	838,558	264,313	95,000	6,200,000	221,313,779
REVENUE LESS EXPENDITURES	(1,416,480)	(70,000)	(10,114,457)	(149,651)	-	1,205,000	3,800,000	(6,745,588)
OTHER FINANCING SOURCES(USES)								
ISSUANCE OF CAPITAL LEASES	-	-	3,303,500	-	-	-	-	3,303,500
SALE OF ASSETS	10,000	-	600,000	-	-	-	-	610,000
TRANSFERS IN(OUT) FUND A-General	-	-	4,656,354	159,651	-	-	(6,226,232)	(1,410,227)
TRANSFERS IN(OUT) FUND D-Cap Fac	(4,656,354)	-	-	-	-	-	-	(4,656,354)
TRANSFERS IN(OUT) FUND G-Grants	-	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND L-Leases	(159,651)	-	-	-	-	-	-	(159,651)
TRANSFERS IN(OUT) FUND M-IGT	6,226,232	-	-	-	-	-	-	6,226,232
Total Transfers	1,420,227	-	8,559,854	159,651	-	-	(6,226,232)	3,913,500
SPECIAL ITEM								
EARLY BOND RETIREMENT	-	(25,500,000)	-	-	-	-	-	(25,500,000)
CHANGE IN FUND BALANCE	\$ 3,747	\$ (25,570,000)	\$ (1,554,603)	\$ 10,000	\$ -	\$ 1,205,000	\$ (2,426,232)	\$ (28,332,088)



FUND BALANCE SUMMARY

Preliminary Budget FY 2018-19

	GENERAL FUND	PENSION OBLIGATION BOND FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
Estimated Fund Balance Available June 30, 2018	\$ 21,477,304	\$ 81,196	\$ 1,898,573	\$ -	\$ 722,430	\$ 4,311,084	\$ 6,527,388	\$ 35,017,975
Revenues	202,314,971	-	-	688,907	264,313	1,300,000	10,000,000	214,568,191
Other Financing Sources	6,236,232	-	8,559,854	159,651	-	-	-	14,955,737
Release of Committed Funds	-	25,550,000	-	-	-	-	-	25,550,000
Estimated Funds Available	230,028,507	25,631,196	10,458,427	848,558	986,743	5,611,084	16,527,388	290,091,903
Expenditures	(203,731,451)	(70,000)	(10,114,457)	(838,558)	(264,313)	(95,000)	(6,200,000)	(221,313,779)
Other Financing Uses	(4,816,005)	-	-	-	-	-	(6,226,232)	(11,042,237)
Special Item	-	(25,500,000)	-	-	-	-	-	(25,500,000)
Estimated Fund Balance at June 30, 2019	\$ 21,481,051	\$ 61,196	\$ 343,970	\$ 10,000	\$ 722,430	\$ 5,516,084	\$ 4,101,156	\$ 32,235,887



SUMMARY OF REVENUES AND OTHER FINANCING SOURCES

Preliminary Budget FY 2018-19

<u>SOURCE</u>	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19
REVENUES				
Taxes	\$ 125,442,598	\$ 131,575,144	\$ 139,344,000	\$ 146,372,000
Charges for Services	53,316,563	62,417,195	81,814,108	61,991,771
Intergovernmental	4,141,009	5,519,514	5,918,454	4,750,313
Miscellaneous Revenues	631,880	724,423	1,255,097	750,200
Use of Money or Property	1,433,811	994,322	911,299	703,907
Total Revenues	184,965,861	201,230,598	229,242,958	214,568,191
OTHER FINANCING SOURCES	9,380,959	17,121,504	14,216,501	14,955,737
TOTALS	\$ 194,346,820	\$ 218,352,102	\$ 243,459,459	\$ 229,523,928
FUNDS				
General Fund	\$ 182,999,306	\$ 187,844,630	\$ 200,705,452	\$ 208,551,203
Pension Obligation Bond Fund	29,886	16,189	-	-
Capital Facilities Fund	7,985,283	11,212,395	7,597,133	8,559,854
Lease Properties Fund	1,181,537	746,086	1,484,505	848,558
Grants Fund	614,015	1,484,105	1,677,759	264,313
Development Impact Fees Fund	1,536,793	1,521,507	1,500,000	1,300,000
IGT Fund	-	15,527,190	30,494,610	10,000,000
TOTALS	\$ 194,346,820	\$ 218,352,102	\$ 243,459,459	\$ 229,523,928



SUMMARY OF EXPENDITURES AND OTHER FINANCING USES

Preliminary Budget FY 2018-19

<u>OBJECT</u>	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19
EXPENDITURES				
Labor Costs	\$ 149,527,994	\$ 155,865,569	\$ 169,272,186	\$ 174,001,392
Services & Supplies	24,981,692	32,614,779	47,057,545	33,568,234
Taxes, Licenses, Debt Service & Others	6,362,270	5,734,804	7,167,918	8,397,244
Capital Outlay	5,887,938	7,249,744	6,146,466	5,346,909
Total Expenditures	186,759,894	201,464,896	229,644,115	221,313,779
OTHER FINANCING USES				
	3,285,034	10,901,090	10,436,721	11,042,237
TOTALS	\$ 190,044,928	\$ 212,365,986	\$ 240,080,836	\$ 232,356,016
FUNDS				
General Fund	\$ 180,816,326	\$ 185,621,216	\$ 201,703,260	\$ 208,547,456
Pension Obligation Bond Fund	-	-	-	70,000
Capital Facilities Fund	7,557,376	9,181,750	9,933,272	10,114,457
Lease Properties Fund	1,076,715	774,637	2,374,167	838,558
Grants Fund	551,294	1,482,349	1,677,759	264,313
Development Impact Fees Fund	43,217	80,000	124,000	95,000
IGT Fund	-	15,226,034	24,268,378	12,426,232
TOTALS	\$ 190,044,928	\$ 212,365,986	\$ 240,080,836	\$ 232,356,016



DEBT SERVICE SCHEDULE
Preliminary Budget FY 2018-19

	Regular Debt Payments		Sinking Fund	Early Debt Payoff	Total
	Principal	Interest			
FUNDS					
General Fund					
Pension Obligation Bonds	\$ 2,465,000	\$ 1,994,962	\$ 2,319,850	\$ -	\$ 6,779,812
Lease Revenue Bonds	104,368	207,485	-	-	311,853
P-25 Radio Financing	257,861	12,325	-	-	270,186
IT Equipment Leases	173,862	4,036	-	-	177,898
Subtotal	3,001,091	2,218,808	2,319,850	-	7,539,749
Pension Obligation Bond Fund					
Early Retirement of Series C Bonds				25,500,000	25,500,000
Capital Facilities Fund					
Gurney Lease	197,296	16,264	-	-	213,560
Apparatus and Equipment Leases	4,110,409	359,538	-	-	4,469,947
Lease Revenue Bonds	21,377	42,497	-	-	63,874
Subtotal	4,329,082	418,299	-	-	4,747,381
Leased Properties Fund					
Lease Revenue Bonds	99,257	197,325	-	-	296,582
TOTALS	\$ 7,429,430	\$ 2,834,432	\$ 2,319,850	\$ 25,500,000	\$ 38,083,712

REVENUE & EXPENDITURES

GENERAL OPERATING

FUND





BUDGET SUMMARY - GENERAL FUND

Preliminary Budget FY 2018-19

	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
REVENUES	\$ 181,661,638	\$ 181,965,148	\$ 194,690,595	\$ 202,314,971	\$ 7,624,376
EXPENDITURES:					
LABOR COSTS	149,281,569	154,865,536	167,923,370	173,747,885	5,824,515
OTHER EXPENDITURES:					
Services & Supplies	24,566,454	22,782,780	26,229,132	26,630,285	401,153
Taxes, Licenses, Debt Service & Others	3,681,939	2,992,052	3,118,894	3,353,281	234,387
Capital Outlay	410,438	-	-	-	-
Total Expenditures	177,940,400	180,640,368	197,271,396	203,731,451	6,460,055
REV LESS EXP	3,721,238	1,324,780	(2,580,801)	(1,416,480)	1,164,321
OTHER FINANCING SOURCES(USES)					
Issuance of Capital Leases	1,289,560	-	-	-	-
Sale of Assets	47,820	-	10,000	10,000	-
Transfers in	288	5,879,482	6,004,857	6,226,232	221,375
Transfers out	(2,875,926)	(4,980,848)	(4,431,864)	(4,816,005)	(384,141)
Total Other Financing Sources(Uses)	(1,538,258)	898,634	1,582,993	1,420,227	(162,766)
REV LESS EXP PLUS TRANSFERS	2,182,980	2,223,414	(997,808)	3,747	1,001,555
Less: Additional Committed Fund Balance	(2,670,130)	(2,252,296)	-	-	-
CHANGE IN FUND BALANCE	(487,150)	(28,882)	(997,808)	3,747	1,001,555



REVENUES & OTHER FINANCING SOURCES - GENERAL FUND

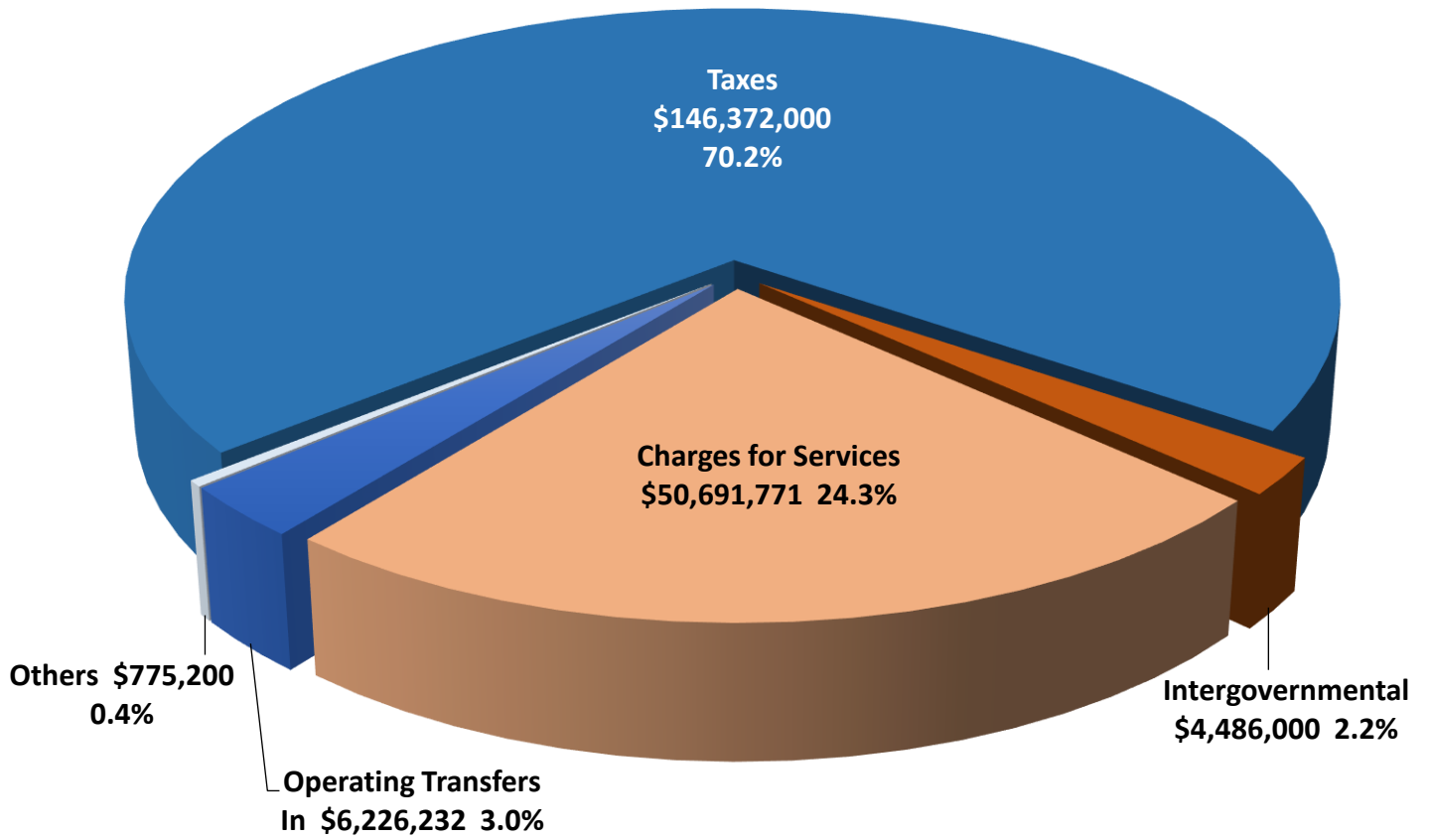
Preliminary Budget FY 2018-19

	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
910100 CURRENT SECURED PROPERTY TAXES	\$ 115,395,455	\$ 121,134,412	\$ 130,620,000	\$ 137,465,000	\$ 6,845,000
910200 CURRENT UNSECURED PROPERTY TAXES	4,521,787	4,533,525	4,575,000	4,658,000	83,000
910300 SUPPLEMENTAL PROPERTY TAXES	2,326,733	2,814,560	2,156,000	2,260,000	104,000
910400 TAXES-SECURED "TEETER" FUNDS	1,041,227	870,025	-	-	-
910500 TAXES-SECURED "TEETER" FUNDS	90,211	138,786	-	-	-
910600 UNITARY CURRENT SECURED TAXES	1,603,627	1,661,013	1,661,000	1,661,000	-
912000 SECURED REDEMPTION TAXES	2,809	7,498	-	-	-
913000 PRIOR UNSECURED PROPERTY TAXES	108,589	65,694	-	-	-
914000 PROPERTY TAX PENALTIES	25,382	21,521	-	-	-
976200 SPECIAL TAX ASSESSMENTS	326,778	328,110	332,000	328,000	(4,000)
TAXES	125,442,598	131,575,144	139,344,000	146,372,000	7,028,000
941000 INTEREST INCOME	263,222	167,606	15,000	15,000	-
942000 FAIR VALUE ADJUSTMENT	(18,531)	(65,620)	-	-	-
USE OF MONEY/PROPERTY	244,691	101,986	15,000	15,000	-
919600 RDA RESIDUAL DISTRIBUTION	970,504	1,644,960	1,760,000	1,936,000	176,000
952200 HOMEOWNERS PROPERTY TAX REVENUE	1,439,536	1,433,090	1,400,000	1,400,000	-
953300 REDEVELOPMENT AGENCY-PASSTHRU	1,056,969	1,025,668	1,097,000	1,150,000	53,000
956900 STATE AID AND OTHER MISC REVENUES	86,998	3,475	-	-	-
INTERGOVERNMENTAL	3,554,007	4,107,193	4,257,000	4,486,000	229,000
963900 DEPLOYMENTS/OTHER FIRE SERVICE REIMBURSEMENTS	3,866,312	4,688,038	4,708,385	4,700,000	(8,385)
964300 FEES-INSPECTIONS, PERMITS & PLAN REVIEW	1,989,908	2,366,434	2,202,505	2,202,505	-
964310 FEE-INSPECTIONS	457	-	-	-	-
964320 PERMITS & KNOX LOCK FEES	9,100	10,125	7,500	7,500	-
964330 PLAN REVIEW FEES	1,313,182	1,739,711	1,400,000	1,400,000	-
964340 CODE ENFORCEMENT INSPECTION FEES	592,153	550,836	725,000	725,000	-
964360 FIREWORK FEES	75,473	65,762	70,005	70,005	-
964370 PLANNING LETTERS (COUNTY)	-	29,933	25,000	25,000	-
964800 FIRE CONTROL SERVICE (ALARM FEES)	107,714	56,827	55,000	55,000	-
964900 COPYING SERVICE	7,995	7,424	9,300	9,300	-
966900 MEDICAL CARE (MEDIC FEES)	32,173,296	32,455,037	35,200,000	37,000,000	1,800,000
966910 GEMT REIMBURSEMENT	7,569,792	472,870	2,012,670	1,000,000	(1,012,670)
969300 EDUCATION TRAINING SERVICE	393,654	369,817	330,000	330,000	-
969900 CONTRACT SERVICE REVENUE	5,679,334	5,010,022	5,276,638	5,369,966	93,328
CHARGES FOR SERVICES	51,788,462	45,456,402	49,819,498	50,691,771	872,273
931000 VEHICLE CODE FINES	75	298	-	-	-
932000 OTHER COURT FINES	1,912	26,691	3,000	3,000	-
973000 DONATIONS - CERT DONATION FROM FOUNDATION	16,931	3,450	-	-	-
974000 INSURANCE PROCEEDS	18,305	-	487,000	-	(487,000)
979000 REVENUE - GEMT ADMIN FEE + OTHER	533,985	627,532	765,097	747,200	(17,897)
979900 REVENUE - OTHER	60,672	66,452	-	-	-
MISCELLANEOUS REVENUE	631,880	724,423	1,255,097	750,200	(504,897)
Total General Operating Revenues	181,661,638	181,965,148	194,690,595	202,314,971	7,624,376
986200 PROCEEDS FROM SALE OF ASSETS	47,820	-	10,000	10,000	-
988000 EXTERNAL FINANCING SOURCES	1,289,560	-	-	-	-
599100 OPERATING TRANSFERS IN	288	5,879,482	6,004,857	6,226,232	221,375
TRANSFERS IN FROM FUND F-OPEB	288	-	-	-	-
TRANSFERS IN FROM FUND M-IGT	-	5,879,482	6,004,857	6,226,232	-
OTHER FINANCING SOURCES	1,337,668	5,879,482	6,014,857	6,236,232	221,375
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$ 182,999,306	\$ 187,844,630	\$ 200,705,452	\$ 208,551,203	\$ 7,845,751



REVENUES & OTHER FINANCING SOURCES - GENERAL OPERATING FUND 212A

Preliminary Budget FY2018-19





Expenditures and Other Financing Uses - General Fund 212A

Preliminary Budget FY 2018-19

	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
EXPENDITURES					
LABOR COSTS	\$ 149,281,569	\$ 154,865,536	\$ 167,923,370	\$ 173,747,885	\$ 5,824,515
SERVICES & SUPPLIES	24,566,454	22,782,780	26,229,132	26,630,285	401,153
TAXES, LICENSES, DEBT SERVICE & OTHERS	3,681,939	2,992,052	3,118,894	3,353,281	234,387
CAPITAL OUTLAY	410,438	-	-	-	-
Total Expenditures	177,940,400	180,640,368	197,271,396	203,731,451	6,460,055
OTHER FINANCING USES					
TRANSFERS OUT	2,875,926	4,980,848	4,431,864	4,816,005	384,141
Total Expenditures and Other Financing Uses	\$ 180,816,326	\$ 185,621,216	\$ 201,703,260	\$ 208,547,456	\$ 6,844,196

Acct	Description	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
110000	WAGES	\$ 86,143,592	\$ 90,170,589	\$ 97,860,003	\$ 97,450,626	\$ (409,377)
120000	BENEFITS	63,137,977	64,694,947	70,063,367	76,297,259	6,233,892
	Total Labor Costs	149,281,569	154,865,536	167,923,370	173,747,885	5,824,515
200500	ADS/LEGAL NOTICES	10,294	12,913	16,168	9,050	(7,118)
201500	PRINT & COPY SERVICES	16,000	12,967	19,425	17,400	(2,025)
202100	BOOKS, SUBSCRIPTION SERVICE	6,275	7,464	9,145	10,296	1,151
202200	BOOKS, SUBSCRIPTION (PERM LIB)	11,900	29,172	16,780	20,660	3,880
202300	AUDIO VIDEO PRODUCTION SERVICES	7,933	7,000	8,000	11,500	3,500
202900	BUSINESS/CONFERENCE	142,604	199,156	245,709	289,745	44,036
203100	BUSINESS ACTIVITY EXP (NON-EE)	10,767	8,185	24,500	17,000	(7,500)
203500	EDUC/TRAINING SERVICES	208,201	255,300	520,330	688,577	168,247
203600	EDUCATION/TRAINING SUPPLIES	70,589	88,886	256,206	243,175	(13,031)
203800	EMPLOYEE AWARDS	1,904	6,714	15,106	15,000	(106)
203900	EMPLOYEE TRANSPORTATION	2,655	2,147	4,600	2,500	(2,100)
204100	OFFICE EQUIP NOT INVENTORIED	4,554	4,925	6,500	7,500	1,000
204500	FREIGHT/SHIPPING	7,728	5,925	6,000	7,000	1,000
205100	INSURANCE LBLTY,PPTY,W/C,ETC.	1,087,481	1,104,635	1,164,471	1,295,132	130,661
206100	MEMBERSHIPS	23,781	23,922	41,175	41,948	773
206600	PHOTO SUPPLY	-	1,065	541	750	209
208100	POSTAGE/SUPPLY/METER RNTL/LSE	16,683	12,751	18,500	16,450	(2,050)
208500	PRINTING/BINDING	9,192	17,620	22,500	28,000	5,500
210300	LNDSKP SVC/WEEED ABTM/PEST CTRL	69,265	92,131	94,495	131,804	37,309
210400	LANDSCAPE SUPPLY	3,994	13,575	9,000	37,000	28,000
211100	BUILDING SERVICE	192,466	645,051	826,407	631,600	(194,807)
211200	BUILDING SUPPLY	34,723	80,840	58,888	99,000	40,112
213100	ELECTRICAL SERVICE	2,256	48,739	68,227	55,500	(12,727)
213200	ELECTRICAL SUPPLY	21,622	26,287	41,120	39,500	(1,620)
215100	MECH SYSTEMS SVC	30,480	81,291	74,685	92,200	17,515
215200	MECH SYSTEMS SUP	16,619	9,855	47,665	29,000	(18,665)
216100	PAINTING SERVICE	26,457	10,018	73,378	-	(73,378)
216200	PAINTING SUPPLY	8,267	6,450	11,000	21,000	10,000
216700	PLUMBING SERVICE	44,992	59,646	57,709	92,000	34,291
216800	PLUMBING SUPPLY	2,127	2,769	12,291	8,000	(4,291)
217100	REAL PROPERTY RENTAL	14,488	15,374	15,420	14,525	(895)
219100	ELECTRICITY	531,241	505,601	552,256	536,504	(15,752)
219200	NATURAL GAS	81,044	110,387	81,285	116,359	35,074
219300	REFUSE SERVICE	36,709	41,984	48,726	46,143	(2,583)
219500	SEWAGE SERVICE	39,880	41,335	32,461	43,182	10,721
219700	TELEPHONE SVCE:LINE FEES & CALLS	723,079	725,919	774,673	794,800	20,127
219800	WATER SERVICE	81,640	91,205	95,202	105,290	10,088
220500	VEHICLE MAINT SVC	1,080,162	1,233,702	1,837,624	1,060,000	(777,624)
220600	VEHICLE MAINT SUP	1,275,276	948,786	1,062,318	935,700	(126,618)
222600	EXPENDABLE TOOLS	25,193	20,524	19,000	19,068	68
223100	FIRE EQUIP SVC (NON-SCBA)	58,674	70,974	98,000	60,330	(37,670)
223200	FIRE EQUIP SUPPLY	210,901	1,034,390	783,382	511,579	(271,803)
223600	FUEL, OILS & LUBRICANTS	886,600	973,791	1,156,091	1,001,950	(154,141)
225100	MEDICAL EQUIP SVC	9,499	15,365	25,801	27,801	2,000
225200	MEDICAL EQUIP SUP	(2,814)	42,956	28,349	13,400	(14,949)
226400	OFFICE EQUIPMENT/FURNITURE	3,672	10,855	23,500	10,000	(13,500)
226500	COMPUTER INVENTORIABLE EQUIPT.	126,338	99,529	106,618	114,150	7,532
226600	STATION FURNISHINGS	40,295	47,168	46,562	60,000	13,438
227100	COMM EQUIP SERVICE	27,737	23,391	35,200	108,300	73,100
227200	COMM EQUIP SUPPLY	151,937	740,982	421,062	389,250	(31,812)
227500	EQUIPMENT RENTAL	46,965	49,849	95,810	196,950	101,140

Acct	Description	ACTUALS	ACTUALS	MID-YEAR	PRELIMINARY	VARIANCE W/
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	MID-YEAR BUDGET
228100	SHOP EQUIP SERVICE	8,765	6,254	11,500	75,000	63,500
228200	SHOP EQUIP SUPPLY	1,882	3,460	16,750	13,450	(3,300)
229100	OTHER EQUIP SERV	41,436	66,864	92,447	86,960	(5,487)
229200	OTHER EQUIP SUPPLY	32,071	53,835	136,492	131,940	(4,552)
231300	CLOTHING REPAIRS	127,200	209,125	198,800	150,000	(48,800)
231400	SAFETY CLOTHING AND SUPPLIES	726,542	690,262	890,088	1,156,625	266,537
232100	CUSTODIAL SERVICE	40,347	46,700	58,695	43,140	(15,555)
232200	CUSTODIAL SUPPLY	103,943	100,033	110,000	105,000	(5,000)
233200	FOOD SUPPLY	20,895	40,374	71,885	66,100	(5,785)
234200	KITCHEN SUPPLY	(926)	9,446	4,500	4,500	-
235100	LAUNDRY SERVICE	18,558	18,124	20,500	22,000	1,500
244300	MEDICAL SERVICES	169,382	213,088	277,031	278,960	1,929
244400	MEDICAL SUPPLIES	1,203,022	1,304,508	1,347,316	1,407,089	59,773
250200	ACTUARIAL SERVICE	29,498	20,680	30,600	13,300	(17,300)
250500	FINANCIAL SERVICE	117,779	123,589	128,720	126,220	(2,500)
253100	LEGAL SERVICE	366,484	392,351	400,000	400,000	-
254100	PERSONNEL SERVICE	251,567	229,084	329,296	380,016	50,720
254200	TREASURER SERVICES	-	16,415	9,260	9,296	36
259100	OTHER SERVICE	3,052,334	3,988,459	5,410,900	5,841,794	430,894
281100	COMPUTER SERVICES	621,923	683,771	803,560	822,078	18,518
281200	COMPUTER SUPPLY	24,307	10,016	7,290	6,000	(1,290)
281300	SALES TAX ADJUSTMENT	-	-	-	-	-
281700	ELECTION SERVICE	-	115,476	-	146,000	146,000
285100	PHYSICAL FITNESS SERVICE	-	-	15,500	30,000	14,500
285200	PHYSICAL FITNESS SUPPLIES	29,751	75,005	116,173	116,000	(173)
288000	PRIOR YEAR SVC/SUP	7,293	-	-	-	-
289800	OTHER SUPPLIES	111,535	68,815	125,689	112,900	(12,789)
289900	OTHER SERVICES	4,435,898	678,610	602,480	621,500	19,020
292300	GS MESSENGER SERVICES	-	2,895	3,000	3,000	-
293100	DISPATCH SERVICE	3,940,205	3,623,018	3,643,029	4,059,009	415,980
293400	PUBLIC WORKS SVC	9,737	-	4,500	4,500	-
296200	GENERAL SERVICE PARKING CHARGE	2,276	5,788	6,400	9,000	2,600
298400	RADIO SYSTEMS	1,458,630	199,620	183,570	201,090	17,520
Total Services and Supplies		24,566,454	22,782,780	26,229,132	26,630,285	401,153
321000	INTEREST EXPENSE	336,346	264,097	243,704	223,946	(19,758)
322000	PRINCIPAL PAYMENTS	984,657	630,700	647,190	536,091	(111,099)
345000	ASSESSMENTS	1,961,440	1,902,485	2,017,000	2,012,244	(4,756)
370000	CONTRIBUTIONS TO OTHER AGENCY	399,496	194,770	211,000	581,000	370,000
Total Tax, License, & Assessments		3,681,939	2,992,052	3,118,894	3,353,281	234,387
420100	STRUCTURES	30,128	-	-	-	-
430300	EQUIPMENT	380,310	-	-	-	-
Total Capital Outlay		410,438	-	-	-	-

Total General Operating Expenditures \$ 177,940,400 \$ 180,640,368 \$ 197,271,396 \$ 203,731,451 \$ 6,460,055

Account Description	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
Transfer Out to Fund D - Capital Facilities	\$ 2,836,288	\$ 4,914,956	\$ 3,826,353	\$ 4,656,354	\$ 830,001
Transfer Out to Fund E-Pension Fund	19,328	-	-	-	-
In from/(Out to) Fund F-OPEB	-	-	-	-	-
Transfer Out to Fund G-Grants	19,559	65,892	16,305	-	(16,305)
Transfer Out to Fund L-Leases	-	-	589,206	159,651	(429,555)
Transfer Out to Fund M-IGT	-	-	-	-	-
Transfer Out to Fund S-Simulator Grant	751	-	-	-	-

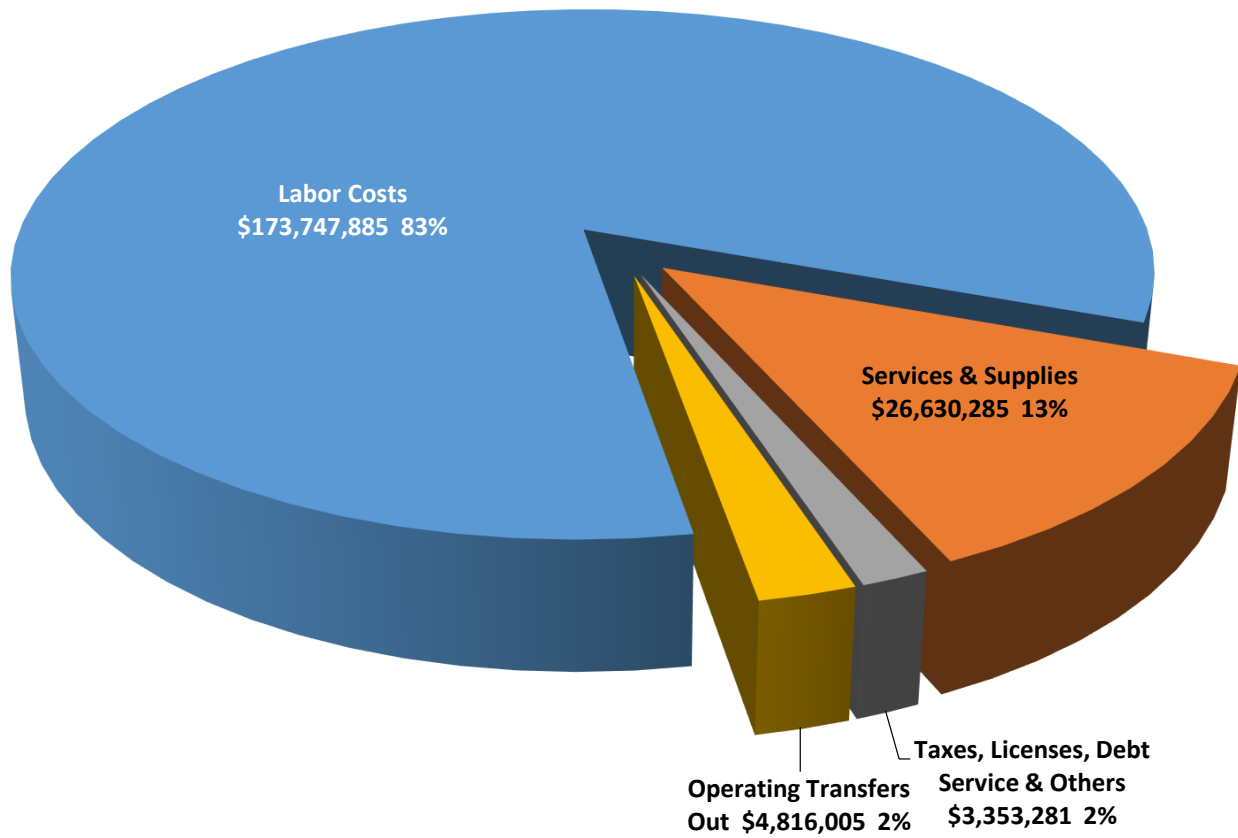
Total Other Financing Uses \$ 2,875,926 \$ 4,980,848 \$ 4,431,864 \$ 4,816,005 \$ 384,141

Total Expenditures and Other Financing Uses \$ 180,816,326 \$ 185,621,216 \$ 201,703,260 \$ 208,547,456 \$ 6,844,196



EXPENDITURES AND OTHER FINANCING USES - GENERAL FUND 212A

Preliminary Budget FY2018-19





Labor Costs - General Fund Preliminary Budget FY 2018-19

		ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/MID-YEAR BUDGET	
						\$ Change	% Change
WAGES							
111000	Wages	\$ 52,993,101	\$ 53,585,251	\$ 56,270,322	\$ 62,291,267	\$ 6,020,945	10.7%
112100	Reserve F/F-Rio Linda	31,550	49,527	44,049	44,000	(49)	-0.1%
112400	Directors	18,412	20,727	18,302	41,138	22,836	124.8%
113120	Overtime - Shift	1,398,745	1,677,092	1,403,395	1,194,205	(209,190)	-14.9%
113210	FLSA	1,355,335	1,191,798	1,331,283	1,484,126	152,843	11.5%
113110	Constant Staffing-Callback	16,433,823	19,128,432	23,383,988	15,575,457	(7,808,531)	-33.4%
113220	Overtime - Day	254,976	372,753	326,242	363,326	37,084	11.4%
114110	Out of Class	25,221	42,382	14,271	-	(14,271)	-100.0%
114111	Fire Staff Premium	190,518	200,010	232,678	338,861	106,183	45.6%
114120	EMT	1,981,195	2,033,287	2,103,961	2,361,636	257,675	12.2%
114130	Paramedic	2,277,067	2,445,602	2,526,488	2,960,178	433,690	17.2%
114140	Education	2,659,142	2,846,332	3,036,188	3,405,799	369,611	12.2%
114160	Haz-Mat	311,443	336,715	371,645	375,092	3,447	0.9%
114170	Longevity Pay	1,360,497	1,758,578	1,778,362	1,843,128	64,766	3.6%
114200	Standby Pay	18,488	19,551	17,006	18,600	1,594	9.4%
114310	Uniform Allowance	18,638	15,382	24,000	24,000	-	0.0%
114320	Tool Allowance	14,875	15,501	15,250	16,500	1,250	8.2%
115110	Annual PTO/VL Buy Back	877,225	876,871	1,002,792	894,250	(108,542)	-10.8%
115114	Holiday Pay Prem.	2,700,093	2,055,607	2,571,183	2,806,859	235,676	9.2%
115130	Sick Leave Buy Back/Annual	1,223,248	1,499,191	1,388,598	1,412,204	23,606	1.7%
TOTAL WAGES		86,143,592	90,170,589	97,860,003	97,450,626	(409,377)	-0.4%
BENEFITS							
Retirement							
121011	CalPERS Safety	25,758,693	24,889,881	27,091,256	32,296,402	5,205,146	19.2%
121020	CalPERS Misc.	1,331,075	1,253,884	1,444,406	1,686,180	241,774	16.7%
121022	Pension Bonds Principal Payment	2,365,000	2,640,000	5,229,191	4,784,850	(444,341)	-8.5%
121040	SCERS Safety Retirement	1,136,000	2,000,000	3,300,000	3,141,977	(158,023)	-4.8%
121041	Pension Bonds Interest Payment	2,375,527	2,262,244	2,135,788	1,994,962	(140,826)	-6.6%
Total Retirement		32,966,295	30,783,765	37,064,853	41,909,409	4,844,556	13.1%
Medical							
123010	Employees	11,258,096	11,485,591	11,300,841	12,130,427	829,586	7.3%
123011	Retirees	8,726,487	9,067,903	9,514,561	9,580,561	66,000	0.7%
123013	Pay In-Lieu of Medical	177,300	161,400	170,400	176,400	6,000	3.5%
123015	PERS OPEB	5,463,185	5,104,139	4,945,234	5,446,020	500,786	10.1%
123020	Dental	1,124,667	1,117,826	1,127,864	1,118,746	(9,118)	-0.8%
123030	Vision	140,937	137,177	127,516	140,228	12,712	10.0%
123040	Employee Assistance Program (EAP)	15,500	17,701	15,537	19,481	3,944	25.4%
123050	LT Disability	33,684	35,349	38,494	40,583	2,089	5.4%
123060	Life/AD&D	118,942	118,900	118,502	134,640	16,138	13.6%
123080	Employee Retirement Consulting	24,327	24,003	23,850	25,324	1,474	6.2%
Total Medical:		27,083,125	27,269,989	27,382,799	28,812,410	1,429,611	5.2%
122020	OASDHI	1,189,980	1,254,291	1,323,741	1,415,010	91,269	6.9%
122030	PARS	6,191	6,133	6,133	7,010	877	14.3%
124000	Workers Compensation Claims	1,877,033	3,046,121	2,138,165	2,146,458	8,293	0.4%
125000	Unemployment	15,353	72,404	11,888	12,000	112	0.9%
TOTAL BENEFITS		63,137,977	64,694,947	70,063,367	76,297,259	6,233,892	8.9%
TOTAL LABOR COSTS		\$ 149,281,569	\$ 154,865,536	\$ 167,923,370	\$ 173,747,885	\$ 5,824,515	3.5%



Expenditures by Division - General Fund

Preliminary Budget FY 2018-19

		ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR
OFFICE OF THE FIRE CHIEF						
FCH	FIRE CHIEF	2,633,278	2,850,234	2,306,528	2,186,238	-5.2%
DEV	DEVELOPMENT TEAM	1,519	16,339	264,513	336,949	27.4%
BRD	BOARD OF DIRECTORS	229,457	352,957	256,049	404,156	57.8%
COR	COMMUNITY RELATIONS	22,328	44,267	454,942	440,781	-3.1%
ADMINISTRATION						
CRR	COMMUNITY RISK REDUCTION	3,057,001	3,762,156	4,214,198	3,561,365	-15.5%
DCO	DEFERRED COMP	36,630	97,717	40,000	55,200	38.0%
FIN	FINANCE	3,376,746	3,365,721	3,967,075	4,277,148	7.8%
HRE	HUMAN RESOURCES	1,685,370	1,644,778	1,946,449	1,952,272	0.3%
NDI	NON-DIVISIONAL	27,135,450	23,761,501	29,275,631	30,799,650	5.2%
WCO	WORKERS COMP	2,634,259	3,776,786	2,935,694	2,984,976	1.7%
OPERATIONS						
APE	APPARATUS & EQUIP	75,053	985,303	640,877	375,170	-41.5%
ARS	ARSON/FIRE INVESTIGATIONS	368,195	373,321	565,051	478,220	-15.4%
CER	COMM EMER RESPONSE TM	480	11,859	9,400	9,400	0.0%
CIS	CRITICAL INCIDENT STR MNGT	-	-	37,359	25,750	-31.1%
CPT	AIR OPS	1,477,104	920,080	1,679,970	866,656	-48.4%
DIS	DISPATCH	3,940,205	3,623,018	3,643,029	4,059,009	11.4%
DZR	DOZER PROGRAM	8,526	16,520	28,020	20,000	-28.6%
EMS	EMER MEDICAL SERVICES	4,264,659	5,583,695	6,821,700	6,739,736	-1.2%
EPS	EMER PLANNING SPEC	(23,484)	29,839	174,918	20,678	-88.2%
HFI	HEALTH & FITNESS	197,554	314,463	400,405	429,520	7.3%
HZM	HAZMAT	9,272	27,922	62,900	47,000	-25.3%
OPE	OPERATIONS ADMIN	1,294,922	1,405,791	1,385,256	1,457,399	5.2%
RCA	RECRUIT ACADEMY	2,364,549	875,823	245,696	259,710	5.7%
RES	RESCUE	-	-	-	37,500	
RFP	RESERVE FF PROGRAM	1,480	28,853	30,900	51,898	68.0%
SAF	SAFETY	1,078,933	1,074,696	1,370,815	1,549,084	13.0%
SRP	SINGLE ROLE PARA PRG	3,990,616	3,342,788	3,385,690	2,380,841	-29.7%
SUP	SUPPRESSION	104,493,221	108,176,903	115,397,331	122,177,655	5.9%
TEM	TACTICAL EMS	2,017	13,944	11,300	14,300	26.5%
TRA	TRAINING	1,590,144	1,688,620	1,735,476	1,969,152	13.5%
UAV	UNMANNED AERIAL VEHICLE	-	-	-	21,970	
USR	URBAN SEARCH & RESCUE	-	1,448	1,500	1,500	0.0%
UTL	FIRE STATIONS UTILITIES	562,839	577,731	670,538	678,476	1.2%
WIL	WILDLAND	-	-	-	80,787	
WTR	WATER RESCUE	8,071	3,847	40,150	15,950	-60.3%
SUPPORT SERVICES						
COM	COMMUNICATION	2,118,273	1,628,858	1,390,711	1,477,502	6.2%
FAC	FACILITIES	881,545	1,405,551	1,930,514	1,777,975	-7.9%
FLE	FLEET	3,394,274	3,624,257	4,077,436	4,066,350	-0.3%
LOG	LOGISTICS	2,157,533	2,306,026	2,599,977	2,493,136	-4.1%
TEC	INFORMATION TECHNOLOGY	2,872,381	2,926,756	3,273,398	3,150,392	-3.8%
TOTALS:		\$ 177,940,400	\$ 180,640,368	\$ 197,271,396	\$ 203,731,451	3.3%

REVENUE & EXPENDITURES

OTHER FUNDS





BUDGET SUMMARY - PENSION OBLIGATION BOND FUND 212E

Preliminary Budget FY 2018-19

	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
INVESTMENT INCOME	\$ 10,558	\$ 16,189	\$ -	\$ -	\$ -
Total Revenues	10,558	16,189	-	-	-
EXPENDITURES:					
SERVICES & SUPPLIES	-	-	-	70,000	70,000
TAXES, LICENSES, DEBT SERVICE & OTHERS	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
Total Expenditures	-	-	-	70,000	70,000
REVENUE LESS EXPENDITURES	10,558	16,189	-	(70,000)	(70,000)
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) Fund A	19,328	-	-	-	-
Total Other Financing Sources (Uses)	19,328	-	-	-	-
SPECIAL ITEM					
EARLY BOND RETIREMENT				(25,500,000)	(25,500,000)
REV LESS EXP PLUS TRANSFERS	\$ 29,886	\$ 16,189	\$ -	\$ (25,570,000)	\$ (25,570,000)



BUDGET SUMMARY - CAPITAL FACILITES FUND 212D

Preliminary Budget FY 2018-19

	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
INVESTMENT INCOME	\$ (19,121)	\$ 36,265	\$ 1,000	\$ -	\$ (1,000)
Total Revenues	(19,121)	36,265	1,000	-	(1,000)
EXPENDITURES:					
SERVICES & SUPPLIES	-	-	129,000	30,973	(98,027)
TAXES, LICENSES, DEBT SERVICE & OTHERS	2,382,750	2,448,771	3,753,642	4,747,381	993,739
CAPITAL OUTLAY	5,174,626	6,732,979	6,050,630	5,336,103	(714,527)
Total Expenditures	7,557,376	9,181,750	9,933,272	10,114,457	181,185
REVENUE LESS EXPENDITURES	(7,576,497)	(9,145,485)	(9,932,272)	(10,114,457)	(182,185)
OTHER FINANCING SOURCES(USES)					
ISSUANCE OF CAPITAL LEASES	4,715,651	6,207,214	3,769,780	3,303,500	(466,280)
SALE OF ASSETS	43,357	13,200	-	600,000	600,000
TRANSFERS IN(OUT) Fund A	2,836,288	4,914,956	3,826,353	4,656,354	830,001
TRANSFERS IN(OUT) Fund L	409,108	40,760	-	-	-
Total Other Financing Sources (Uses)	8,004,404	11,176,130	7,596,133	8,559,854	963,721
REV LESS EXP PLUS TRANSFERS	\$ 427,907	\$ 2,030,645	\$ (2,336,139)	\$ (1,554,603)	\$ 781,536

SERVICES & SUPPLIES						
259100	OTHER SERVICE	-	-	129,000	30,973	(98,027)
TAXES, LICENSES, DEBT SERVICE & OTHERS						
321000	INTEREST	331,541	298,222	357,941	418,299	60,358
322000	PRINCIPAL	2,051,209	2,150,549	3,395,701	4,329,082	933,381
CAPITAL OUTLAY						
410100	LAND ACQUISITION	178,144	-	9,935	-	(9,935)
420100	STRUCTURES	259,731	-	12,000	150,000	138,000
430100	VEHICLES	2,644,617	4,220,518	3,905,452	4,832,103	926,651
430200	OPHTHER EQUIPMENT	-	-	110,954	-	(110,954)
430300	EQUIPMENT	2,092,134	2,512,461	2,012,289	354,000	(1,658,289)



FUND D CAPITAL OUTLAY SUMMARY

Preliminary Budget FY 2018-19

Description	Type	Units	Price	Equipment Subtotal	Amount Financed in FY 2018-19	Annual Financing Cost	FY 2018-19 Costs
HOLMATRO COMBI CUTTER (TR50, WT58)	EQUIP-APPARATUS	2	\$ 13,000	\$ 26,000	\$ 26,000	\$ 5,639	\$ 2,819
SITE IMPROVEMENTS STATION 68	STRUCTURES	1	150,000	150,000	-	-	-
AIR RIG - CARRY FORWARD FY2017-18	VEHICLES	1	550,000	550,000	550,000	119,278	59,639
EMS24 VEHICLE	VEHICLES	1	50,000	50,000	50,000	10,843	5,422
AMBULANCE	VEHICLES	3	210,000	630,000	630,000	136,627	68,314
ENGINE TYPE I	VEHICLES	2	500,000	1,000,000	1,000,000	216,868	108,434
ENGINE TYPE VI	VEHICLES	2	180,000	360,000	360,000	78,073	39,036
SERVICE TRUCK	VEHICLES	1	100,000	100,000	100,000	21,687	10,843
STRIKE TEAM LEADER PICKUP	VEHICLES	1	70,000	70,000	70,000	15,181	7,590
SUV - ADMIN	VEHICLES	2	50,000	100,000	100,000	21,687	10,843
SUV - ARSON	VEHICLES	1	45,000	45,000	45,000	9,759	4,880
VAN - LOGISTICS	VEHICLES	1	60,000	60,000	60,000	13,012	6,506
WATER TENDER - CARRY FORWARD FY2017-18	VEHICLES	1	312,500	312,500	312,500	67,771	33,886
AMBULANCE - CARRY FORWARD FY2017-18	VEHICLES	3	200,587	601,760	-	-	-
HAZMAT TRUCK - CARRY FORWARD FY2017-18	VEHICLES	1	952,843	952,843	-	-	-
CALIFORNIA REQUIRED COMPLIANCE DPF - UNIT 24244	EQUIPMENT	-	-	15,000	-	-	-
SNAPON SCANNER	EQUIPMENT	-	-	13,000	-	-	-
PARTS WASHER	EQUIPMENT	-	-	10,000	-	-	-
SET (8) HEAVY VEHICLE LIFTS	EQUIPMENT	-	-	100,000	-	-	-
PORTACOUNT - REPLACE FIT TEST EQUIPMENT	EQUIPMENT	-	-	33,000	-	-	-
SAN STORAGE UPGRADE	EQUIPMENT	-	-	50,000	-	-	-
SERVERS	EQUIPMENT	-	-	107,000	-	-	-

NOTE:

Financed in the CY over 5 years at 3% interest

Already financed in the prior year

\$ 5,336,103	\$ 3,303,500	\$ 716,425	\$ 358,212
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BUDGET SUMMARY - GRANTS FUND 212G

Preliminary Budget FY 2018-19

	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
INVESTMENT INCOME	\$ 7,454	\$ 5,892	\$ -	\$ -	\$ -
INTERGOVERNMENTAL	587,002	1,412,321	1,661,454	264,313	(1,397,141)
Total Revenues	594,456	1,418,213	1,661,454	264,313	(1,397,141)
EXPENDITURES:					
LABOR COSTS	246,425	1,000,033	1,348,816	253,507	(1,095,309)
SERVICES & SUPPLIES	82,817	48,166	233,107	-	(233,107)
TAXES, LICENSES, DEBT SERVICE & OTHERS	-	-	-	-	-
CAPITAL OUTLAY	222,052	434,150	95,836	10,806	(85,030)
Total Expenditures	551,294	1,482,349	1,677,759	264,313	(1,413,446)
REVENUE LESS EXPENDITURES	43,162	(64,136)	(16,305)	-	16,305
OTHER FINANCING SOURCES(USES)					
ISSUANCE OF CAPITAL LEASES	-	-	-	-	-
SALE OF ASSETS	-	-	-	-	-
TRANSFERS IN(OUT) FUND A	19,559	65,892	16,305	-	(16,305)
TRANSFERS IN(OUT) FUND D	-	-	-	-	-
Total Other Financing Sources (Uses)	19,559	65,892	16,305	-	(16,305)
REV LESS EXP PLUS TRANSFERS	\$ 62,721	\$ 1,756	\$ -	\$ -	\$ -

LABOR COSTS

110000	WAGES	\$ 155,422	\$ 541,640	\$ 697,921	\$ 130,175	\$ (567,746)
120000	BENEFITS	91,003	458,393	650,895	123,332	(527,563)
SERVICES & SUPPLIES						
203500	EDUCATION/TRAINING SERVICES	14,780	1,611	60,744	-	(60,744)
207600	OFFICE SUPPLY	58,675	46,555	-	-	-
229100	OTHER EQUIP SERV	-	-	2,483	-	(2,483)
231400	SAFETY CLOTHING & SUPPLIES	-	-	-	-	-
244300	MEDICAL SERVICES	-	-	-	-	-
259100	OTHER SERVICE	9,362	-	99,407	-	(99,407)
289800	OTHER SUPPLIES	-	-	70,473	-	(70,473)
CAPITAL OUTLAY						
430300	EQUIPMENT	222,052	434,150	95,836	10,806	(85,030)



BUDGET SUMMARY - DEVELOPMENT IMPACT FEES FUND 2121

Preliminary Budget FY 2018-19

	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
CHARGES FOR SERVICES	\$ 1,528,101	\$ 1,506,440	\$ 1,500,000	\$ 1,300,000	\$ (200,000)
INVESTMENT INCOME	8,692	15,067	-	-	-
Total Revenues	1,536,793	1,521,507	1,500,000	1,300,000	(200,000)
EXPENDITURES:					
SERVICES & SUPPLIES	43,217	80,000	124,000	95,000	(29,000)
Total Expenditures	43,217	80,000	124,000	95,000	(29,000)
REVENUE LESS EXPENDITURES	1,493,576	1,441,507	1,376,000	1,205,000	(171,000)
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
REV LESS EXP PLUS TRANSFERS	\$ 1,493,576	\$ 1,441,507	\$ 1,376,000	\$ 1,205,000	\$ (171,000)



BUDGET SUMMARY - LEASED PROPERTIES FUND 212L

Preliminary Budget FY 2018-19

	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
INVESTMENT INCOME	\$ 4,124	\$ 8,420	\$ -	\$ -	\$ -
RENTAL INCOME	1,177,413	737,666	895,299	688,907	(206,392)
Total Revenues	1,181,537	746,086	895,299	688,907	(206,392)
EXPENDITURES:					
SERVICES & SUPPLIES	289,204	357,281	2,078,785	541,976	(1,536,809)
TAXES, LICENSES, DEBT SERVICE & OTHERS	297,581	293,981	295,382	296,582	1,200
CAPITAL OUTLAY	80,822	82,615	-	-	-
Total Expenditures	667,607	733,877	2,374,167	838,558	(1,535,609)
REVENUE LESS EXPENDITURES	513,930	12,209	(1,478,868)	(149,651)	1,329,217
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) FUND A	-	-	589,206	159,651	(429,555)
TRANSFERS IN(OUT) FUND D	(409,108)	(40,760)	-	-	-
Total Other Financing Sources (Uses)	(409,108)	(40,760)	589,206	159,651	(429,555)
REV LESS EXP PLUS TRANSFERS	\$ 104,822	\$ (28,551)	\$ (889,662)	\$ 10,000	\$ 899,662

SERVICES & SUPPLIES

210300	LANSCAPE SCV/PEST CONTROL	\$ 18,686	\$ 21,658	\$ 16,404	\$ -	\$ (16,404)
211100	BUILDING SERVICE	80,130	148,948	1,830,266	395,527	(1,434,739)
213100	ELECTRICAL SERVICE	-	-	2,250	-	(2,250)
215100	MECH SYSTEMS SERVICE	5,622	28,059	37,422	-	(37,422)
219100	ELECTRICITY	121,974	99,253	121,641	96,144	(25,497)
219200	NATURAL GAS	17,007	13,504	11,807	13,022	1,215
219300	REFUSE SERVICE	3,324	2,431	3,222	3,225	3
219500	SEWER SERVICE	10,910	11,295	13,231	10,226	(3,005)
219800	WATER SERVICE	20,151	21,683	22,400	20,232	(2,168)
232100	CUSTODIAL SERVICE	11,400	10,450	11,742	-	(11,742)
296200	PARKING CHARGES	-	-	8,400	3,600	(4,800)

TAXES, LICENSES, DEBT SERVICE & OTHERS

321000	INTEREST	111,524	202,426	200,723	197,325	(3,398)
322000	PRINCIPAL	186,057	91,555	94,659	99,257	4,598

CAPITAL OUTLAY

410100	LAND ACQUISITION	321	68,627	-	-	-
420100	STRUCTURES/IMPROVEMENTS	80,501	13,988	-	-	-



BUDGET SUMMARY - IGT FUND 212M

Preliminary Budget FY 2018-19

	ACTUALS FY 2015-16	ACTUALS FY 2016-17	MID-YEAR FY 2017-18	PRELIMINARY FY 2018-19	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
CHARGES FOR SERVICES	\$ -	\$ 15,454,353	\$ 30,494,610	\$ 10,000,000	\$ (20,494,610)
INVESTMENT INCOME	-	72,837	-	-	-
Total Revenues	-	15,527,190	30,494,610	10,000,000	(20,494,610)
EXPENDITURES:					
SERVICES & SUPPLIES	-	9,346,552	18,263,521	6,200,000	(12,063,521)
Total Expenditures	-	9,346,552	18,263,521	6,200,000	(12,063,521)
REVENUE LESS EXPENDITURES	-	6,180,638	12,231,089	3,800,000	(8,431,089)
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT)	-	(5,879,482)	(6,004,857)	(6,226,232)	(221,375)
Total Other Financing Sources (Uses)	-	(5,879,482)	(6,004,857)	(6,226,232)	(221,375)
REV LESS EXP PLUS TRANSFERS	\$ -	\$ 301,156	\$ 6,226,232	\$ (2,426,232)	\$ (8,652,464)



BUDGETARY AND FINANCIAL FRAMEWORK

BUDGETARY FUND STRUCTURE

The FY 2018/19 Preliminary Budget includes appropriations for the following District budgetary funds:

- General Fund
- Pension Obligation Bond 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, Leased Properties Fund, and Pension Obligation Bond 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 *Pension Obligation Bond Fund* is used to account for activity related to the District's 2004 Pension Obligation Bonds.

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

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

The *Grant 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 and Leased Properties Fund result from shortfalls of revenues and other financing sources relative to expenditures and other financing uses in those funds. Budgeted operating transfers from the General Fund to the Grant Fund result from any local funding matches required by grant agreements.

Budget 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.



BUDGETARY AND FINANCIAL FRAMEWORK

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 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 Metro Fire.

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.



BUDGETARY AND FINANCIAL FRAMEWORK

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.

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 and Series 2004C Bonds on their call dates of November 19, 2025 and November 15, 2018, respectively.

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)		



BUDGETARY AND FINANCIAL FRAMEWORK

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, 2017, the District's bonded debt limit was \$1,485,340,441. Outstanding applicable debt as of the same date was \$50,446,930, for a legal debt margin of \$1,434,893,511.

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 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.



BUDGETARY AND FINANCIAL FRAMEWORK

DISTRICT STRATEGIC PLAN

In 2015, the District adopted a 5-Year Strategic Plan identifying the following Board strategies and associated implementing actions:

1. We have clear policy criteria surrounding consolidation in the region
2. We clearly understand response times and their trends
3. We are continuing to implement transparency and openness methods and opportunities
4. We enjoy a positive and productive reputation among our public and strategic partners
5. We adhere to best Board practices and policies through training and self-assessment
6. We consider organizational sustainability in decision making and policy matters

Progress toward achieving the Strategic Plan objectives is reviewed annually at an annual Board workshop focused on the Strategic Plan.

LONG-RANGE FINANCIAL PLANNING

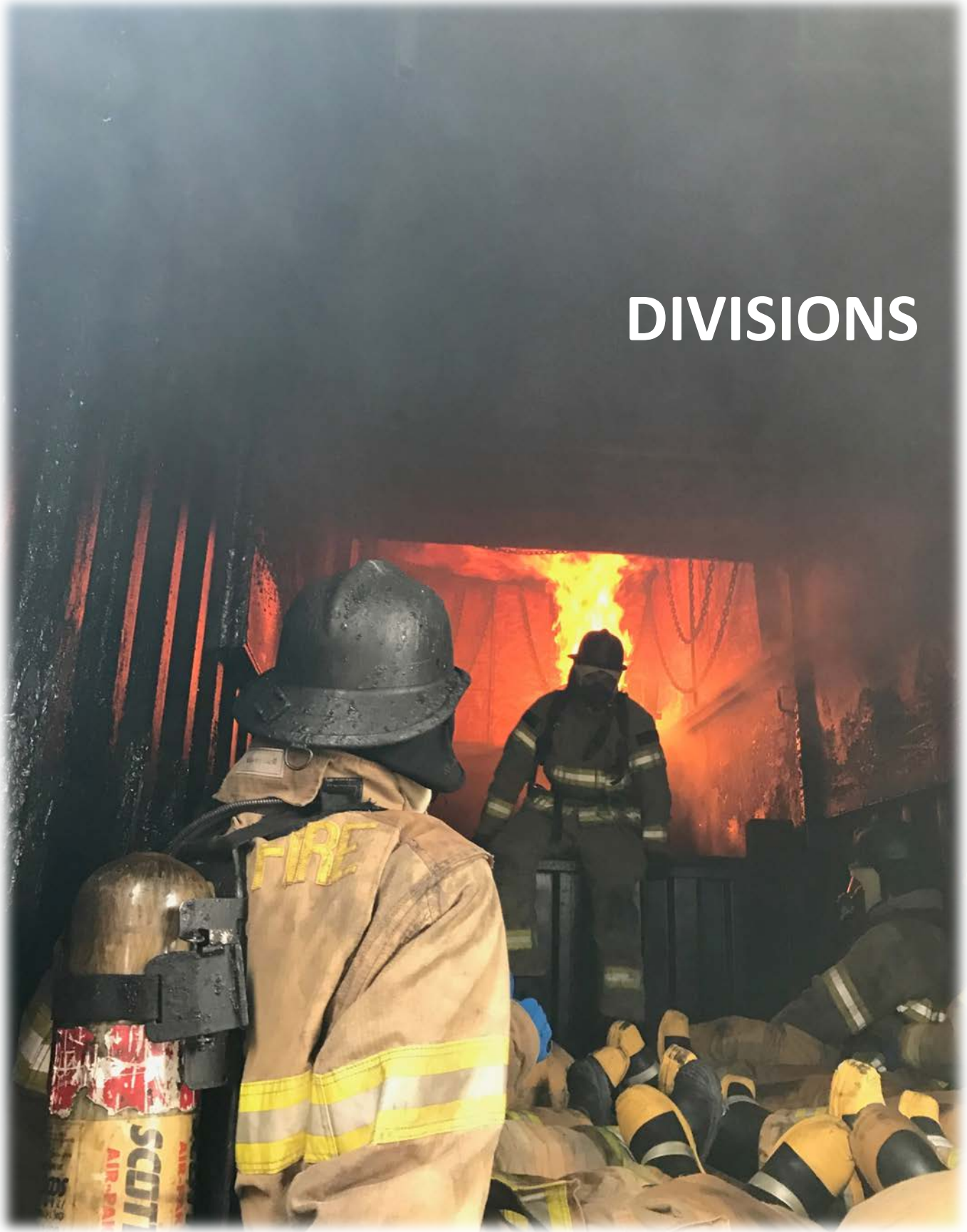
As a part of the District's strategic planning efforts, long-range financial trends and assumptions are used to identify financial challenges and develop plans to address them. Identified challenges include the escalating costs of pension and other postemployment benefits, equipment replacement and facility 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 has recently embarked on 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.

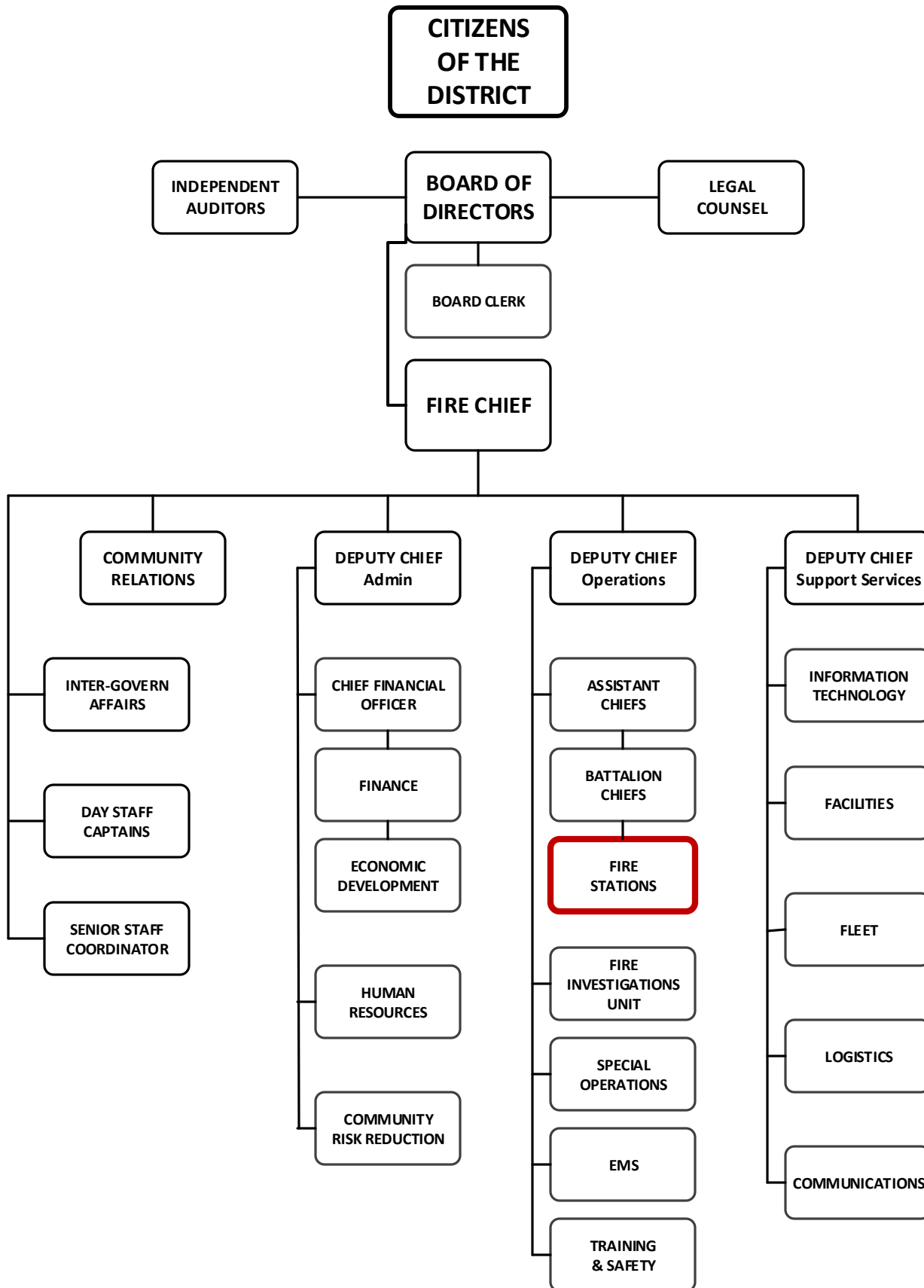
In order to mitigate any impact of reduced IGT funding levels in the future, the District is evaluating all opportunities to achieve full cost recovery for emergency medical services, including supporting efforts already underway to maximize reimbursements for Medi-Cal services.

DIVISIONS



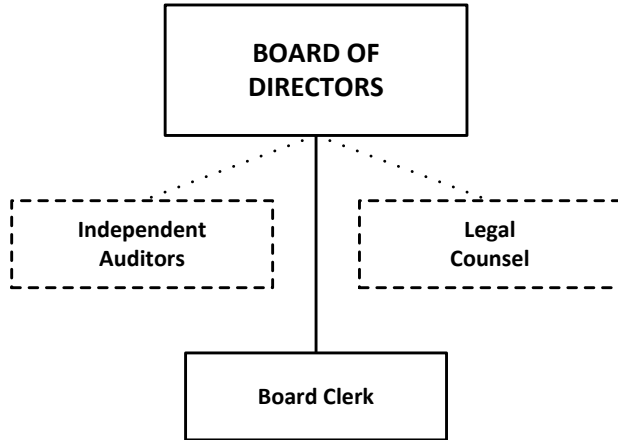


ORGANIZATIONAL CHART





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
FY2018/19	\$ 178,156	\$ 226,000	\$ -	\$ -	\$ 404,156	0.2%



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 citizens residing in various 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. 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 set by the Board. 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.

FY2017/18 ACCOMPLISHMENTS:

- Conducted an annual workshop to ensure the needs of the approved 15/16 Strategic Plan are met. The Strategic Plan is a five-year plan that captures and will implement the Board's strategic vision by 2020.
- Held two off-site Board meetings at fire stations. The Board traveled to Station 50 and Station 29 to be more accessible to the community and employees of Metro Fire.
- Allowed three Directors to attend Cap-to-Cap as "freshman". They worked with the Public Safety Team to collectively promote the Capital Region, and represented Metro Fire in meetings with Federal Representatives.

BUDGET DISCUSSION:

In an effort to ensure delivery of the highest level of service to the constituency, a fiscally conservative budget is maintained. With 2018 being an election year, money has been allocated to the election services account to allow Metro Fire to work with the Sacramento and Placer Counties Voter Registration and Elections Departments. 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. Management, union leadership, all rank and file employees and support personnel are making concerted effort to successfully achieve this goal.



Office of the Fire Chief

Todd Harms Fire Chief

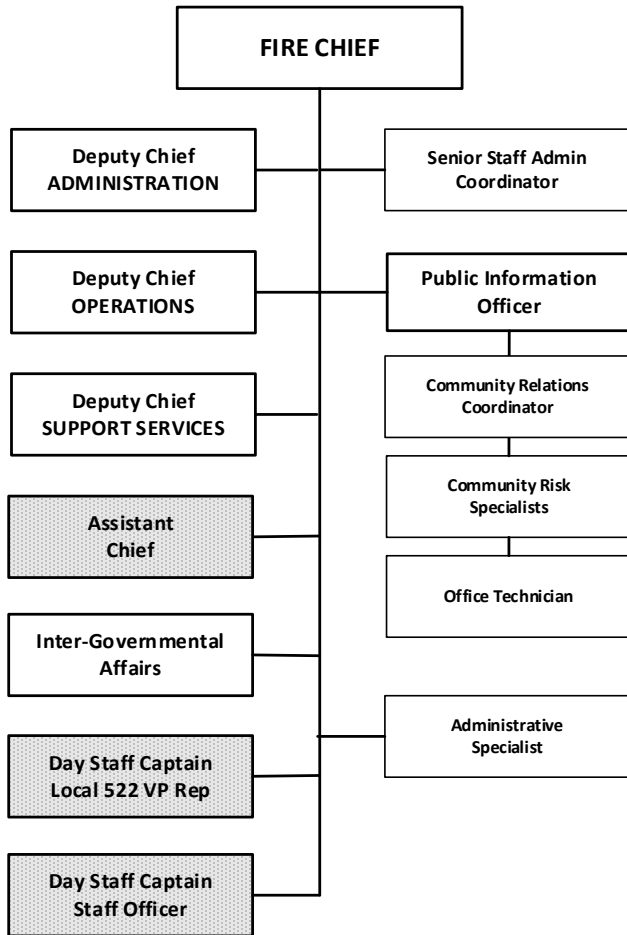


Peer Support

Community Relations



OFFICE OF THE FIRE CHIEF



STAFFING:

Fire Chief	1
Sr. Staff Admin Coordinator	1
Deputy Chiefs	3
Assistant Chief	0
Inter-Governmental Affairs	.5
Day Staff Captain – Local 522	1
Day Staff Captain – Staff Officer	0
Public Information Officer	1
Community Relations Coordinator	1
Community Risk Specialists	2
Office Technician*	.5
Administrative Specialist	<u>1</u>
	<u>12</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 1,904,756	\$ 281,482	\$ -	\$ -	\$ 2,186,238	1.0%

*Office Technician will split their time equally between Community Relations and Community Risk Reduction divisions.



OFFICE OF THE FIRE CHIEF

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

BUDGET DISCUSSION:

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



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

FY2017/18 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.
- Continued to seek alternative revenue enhancement opportunities, such as the continued participation in State Intergovernmental Transfer (IGT) programs and grant funding opportunities.
- Through a collaborative effort, continued to work with the Board of Directors, staff, labor-management and stakeholders in maintaining and developing objectives and operational strategies to meet the implementing actions set forth in the District's Five-Year Strategic Plan.
- Based on the strategic vision set forth by the Board of Directors, completed a five-year financial forecast, which was presented to the Board of Directors in May 2017.

GOALS FOR UPCOMING YEARS:

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

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



PEER SUPPORT PROGRAM

The Peer Support Program is a critical component to the health and wellness of Metro Fire members and has proven to be extremely beneficial in helping many members navigate through difficult situations. When a fellow member is in need, it is the Peer Support Team that responds. The stresses faced by fire service members throughout the course of their careers – multiple casualty events, violence, injury to children and the inherent dangers of firefighting – can have a cumulative impact on mental health and well-being. Peer support programs have been demonstrated to be an effective method for providing support to firefighters.

FY2017/18 ACCOMPLISHMENTS:

- Instituted a retired annuitant position for Metro Fire. This position has been instrumental in the facilitation of weekly first responder meetings, four quarterly trainings and behavioral health presentations to all suppression and SRP academies and at monthly reserve drills. Additionally, the annuitant maintains the Fire Strong website to ensure that local resources and information are accurate, available and easily accessible by its users.
- Trained 30 peer counselors, bringing the total number of trained peer support counselors to 44
- 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 and distributing Employee Assistance Program (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 (CISM), Suicide and Peer Advanced and Basic training
- Continue to enhance the number of professional providers in the network for member services
- Focus on the development of a spousal support program and continued expansion of educational opportunities, awareness and resources for members of Metro Fire and regional partners



COMMUNITY RELATIONS

The Community Relations Division (COR) provides coordinated and enhanced community relationships while also focusing on internal communications and the promotion of the “Metro Fire” brand through presence at community events, meetings, and programs. Some of the programs included are Sidewalk CPR, fire station open houses, fire camp, and in coordination with Fire Fighter Burn Institute, the Youth Fire Setter program.

The division is dedicated to providing 24/7/365 Public Information Officers (PIO) through a PIO cadre made up of four Fire Captains and a Fire Inspector II. Collectively, the cadre has over 75 years of diverse fire service experience allowing a subject matter expert to respond to specific inquiries and requests regarding all District topics.



FY2017/18 ACCOMPLISHMENTS:

- Re-established District participation with the Fire Fighters Burn Institute Youth Fire Setter program
- Hosted and led quarterly Sacramento Regional Public Safety PIO meetings
- Led Sacramento County Fire Agencies National Fire Prevention Week youth contest
- Partnered with CalOES and PG&E on multi-lingual public safety announcements with statewide media campaign
- Trained fifty personnel in wildland fire overhead positions through management of the SAFCA MOA
- Selected as the California State Representative at “Vision 20/20: Model Performance in Community Risk Reduction Symposium” in Reston, Virginia
- Reclassified a full time position to Community Relations Coordinator
- Continued representation of District to the Sacramento Metropolitan Air Quality Management District (SMAQMD) on training burn working group
- Obtained certified training for all PIOs to meet California Incident Command Certification System (CICCS) for “PIO3”

BUDGET DISCUSSION:

By investing in continued training for our personnel we will improve our ability to produce in-house media content while also reducing the time to provide relevant content to the medium desired by the community we serve. A professional media studio with the required equipment will be created with continued use of professional production services for specific content. The Sidewalk CPR program was transitioned to COR from Emergency Medical Services and will be updated to conform to new standards for California high schools, incorporating components of basic first aid. In addition, the division will continue to provide marketing materials throughout the District.

GOALS FOR UPCOMING YEARS:

- Continue enhancing the District’s “Metro Fire” brand through consistent publications and utilizing all available media platforms with increased content quality and quantity
- Begin livestream program for information dissemination and incident information
- Seek additional fire service presentation opportunities through national associations
- Continue partnerships with professional associations like the Underwriter’s Laboratories Firefighter Safety Research Institute and the National Fire Protection Association
- Renew and maintain vegetation management partnerships with governmental land agencies
- Support District wide CICCS overhead training for vegetation fire qualifications

Administration Branch

Greg Casentini
Deputy Chief



Community Risk Reduction

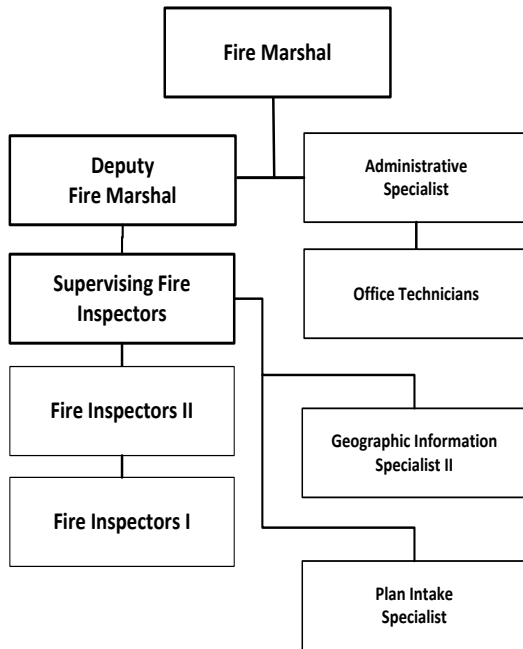
Finance

Human Resources

Non-Divisional



COMMUNITY RISK REDUCTION



STAFFING:

Fire Marshal	1
Deputy Fire Marshal	1
Supervising Fire Inspectors	3
Fire Inspectors II	6
Fire Inspector I	8
Geographic Information Spec II	1
Administrative Specialist	1
Plan Intake Specialist	3
Office Technicians	<u>2.5</u>
	<u>26.5</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 3,461,065	\$ 310,835	\$ -	\$ -	\$ 3,771,900	1.7%



COMMUNITY RISK REDUCTION

Community Risk Reduction 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. Fire Inspectors also handle special event requests, carnivals, fairs, fireworks booth inspections and public fireworks displays. In addition, through coordinated efforts with line personnel, the GIS Specialist provides detailed District maps and pre-fire drawings for use in emergency response.

FY2017/18 ACCOMPLISHMENTS:

- Created and implemented comprehensive training program for Fire Inspectors focusing on code enforcement
- Senior Inspectors assigned to train and mentor new inspectors through the academy process
- Began implementation of electronic plan review
- Implemented project tracking software to provide greater up to date information to the plan review customer
- Established plan intake desks at Citrus Heights and Rancho Cordova
- Implemented digitization plan for division historical documents

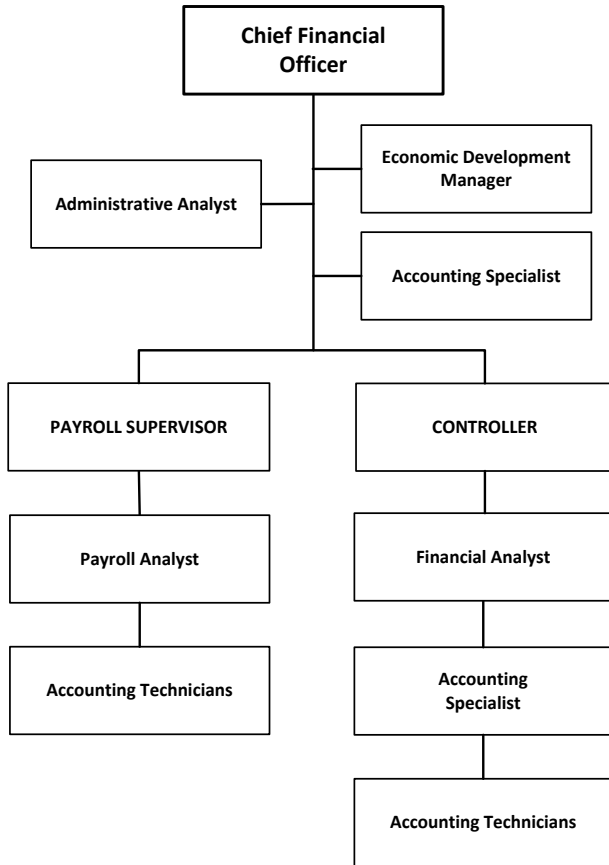
BUDGET DISCUSSION:

The Community Risk Reduction Division saw approximately a 17% increase in construction permit reviews during FY2017/18, 23% of which were completed at the Permit Center in downtown Sacramento by our Plan Intake Specialist. These increased reviews account for a larger workload, especially when evaluated in conjunction with code enforcement inspections. Through attrition and in consideration of the increased number of inspections, the division will backfill with Fire Inspector I positions, which entails a one-year training program.



GOALS FOR UPCOMING YEARS:

- Enhance communication to business community by establishing collaborative working groups such as Sunrise Market Place and Fulton Avenue Association
- Implement comprehensive computer training program for Fire Inspectors to include construction inspections, plan review and high hazard occupancy inspections
- Create policies and Fire Inspection Manual for services provided by Community Risk Reduction
- Partner with the County of Sacramento to implement digital plan review
- Provide ethics training for all Community Risk Reduction personnel
- Conduct a fee study to evaluate our current fee schedule
- Analyze inspection and fire data to identify potential risks with data analytic software
- Establish exterior hazards mitigation program



STAFFING:

Chief Financial Officer	1
Economic Development Manager	1
Controller	1
Payroll Supervisor	1
Payroll Analyst	1
Administrative Analyst	1
Financial Analyst	1
Accounting Specialists	2
Accounting Technicians	<u>6</u>
	<u>15</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 1,604,048	\$ 842,000	\$ 1,831,100	\$ -	\$ 4,277,148	1.9%



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

FY2017/18 ACCOMPLISHMENTS:

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

- Awarded the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the District's Comprehensive Annual Financial Report (CAFR) for the fourth consecutive year
- Obtained a clean audit opinion for the sixth straight year
- District payroll staff now perform all payroll processing functions previously handled by the County of Sacramento, resulting in greater efficiency and flexibility
- Issued a request for proposals for a new Enterprise Resource Planning (ERP) system
- Implemented improvements to the budget development process
- Implemented Employee Self Service (ESS), giving employees online access to receive pay information and initiate tax withholding and direct deposit changes



BUDGET DISCUSSION:

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

- Continuing education to keep up with the ever-changing accounting and regulatory environments
- Consulting with third-party experts regarding property taxes, actuarial projections, financing arrangements and various other financial topics
- Costs associated with implementation and licensing for a replacement ERP system
- Fees paid to the County of Sacramento for administering Metro Fire's property taxes

GOALS FOR UPCOMING YEARS:

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

- Complete the selection process and begin implementation of a replacement ERP system
- In addition to the CAFR, develop and issue a Popular Annual Financial Report (PAFR)
- In conjunction with Human Resources, support development of supervisor training on payroll issues



ECONOMIC DEVELOPMENT

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

FY2017/18 ACCOMPLISHMENTS:

- Managed grant awards totaling over \$2.9 million for staffing of nine firefighters, advanced bulk storage foam training, Zinfandel Urban Search and Rescue (US&R) props site certification, and night vision enhancement flight goggles.
- Submitted three new grant proposals totaling over \$4.6 million for projects including ballistic protective body armor, flood response boats, and a regional Self Contained Breathing Apparatus (SCBA) replacement project.
- Successfully fulfilled the FY2016/17 A-133 Single Audit requirements with a clean audit.
- Began a District-wide facility condition assessment project.
- Executed a lease agreement for the first floor of the headquarters building and completed a tenant improvement project for the new tenant.



BUDGET DISCUSSION:

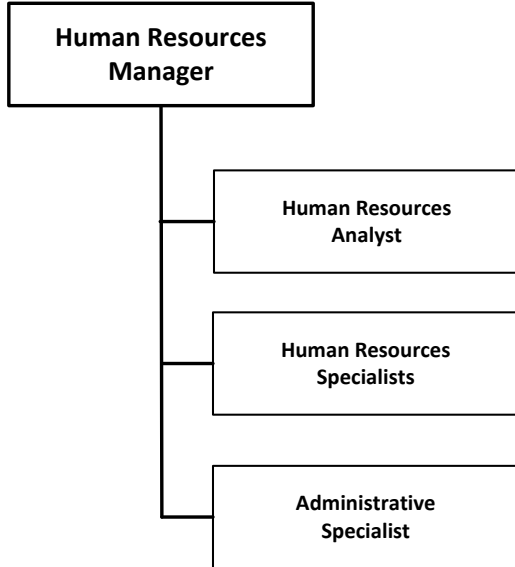
The Economic Development Division will continue to focus on the management of District properties, planning for future growth, and securing grants to fulfill District needs. In FY2018/19, funds are being requested for updating the fire station design criteria and planning for new fire stations in growth areas. Additionally, funds are anticipated to come in FY2018/19 for the sale of surplus real property.

GOALS FOR UPCOMING YEARS:

- Update the fire station design criteria.
- Complete a District-wide facility assessment survey in order to establish a facility maintenance plan and capital improvement plan.
- Continue to apply for grant funding for District needs.
- Develop and implement procedures for identifying future fire station location and staffing needs as new development continues to grow.
- Continue to evaluate District properties for operational needs and make surplus property determinations.
- Develop and implement a Grants Management Policy in accordance with federal grant guidelines.



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
FY2018/19	\$ 733,861	\$ 1,218,411	\$ -	\$ -	\$ 1,952,272	0.9%



HUMAN RESOURCES

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

FY2017/18 ACCOMPLISHMENTS:

During the last fiscal year, the HR Division recruited for two firefighter academies and three Single Role Paramedic Program academies. Additionally, HR assisted all Divisions with recruitment and selection to fill various open positions attributed to attrition and reorganization.

BUDGET DISCUSSION:

The Human Resources division budget includes the following:

- Projected recruitment of 140 new employees. Recruitment costs include: advertising, testing, interviewing, background investigations, and medical evaluations before candidates are placed in their respective division.
- HR is anticipating conducting a promotional exam for Fire Captain in 2019.
- Because of ever-changing laws and regulations in the Human Resources field, it is necessary to provide ongoing professional training.



GOALS FOR UPCOMING YEARS:

To accommodate the growing needs of the District, the HR Division will be recruiting for numerous positions in FY2018/19 both internally and externally. The HR division seeks to recruit and maintain a workforce to fill the projected 130 positions needed in the Operations Division. In addition to firefighter-paramedics, single role emergency medical response personnel will be recruited to sustain the District's Single Role Paramedic Program. Several support positions in Fleet, Logistics and Community Risk Reduction will also be filled due to retirements in multiple divisions within the District.

A major goal of the Human Resources division is to assist with negotiations and clean up language from the current labor contract.



NON-DIVISIONAL

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

BUDGET DISCUSSION:

The Non-Divisional budget includes \$15 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. Trust contributions are from employer contributions and employee and retiree cost-sharing equal to 8% medical premium costs paid. Cost-sharing reduces the long-term employer OPEB obligation significantly.

Another large Non-Divisional expenditure is the pension bond debt service and sinking fund payments totaling \$6.8 million which remain relatively fixed from year to year. In accordance with the District's plan to retire the pension bonds at the earliest date allowed, there will be 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 \$3.1 million for a liability due to Sacramento County Employees' Retirement System (SCERS). These payments reduce an unfunded liability for District retirees and employees formerly employed by the Florin Fire Protection District which is a predecessor agency. Also included in the budget are estimates for paid time off and sick leave buybacks of about \$2.3 million for all divisions.

This division also covers expenditures for property insurance premiums, postage, and for the District's headquarters expenditures such as utilities, janitorial services and landscape maintenance. Finally, Inter-Governmental Transfer (IGT) fees amounting to \$6 million are included in the expenditure budget. This will allow the District to recover an enhanced based rate for transport of Medi-Cal managed care beneficiaries amounting to \$9.8 million.

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 28,526,988	\$ 7,737,341	\$ 5,538,256	\$ -	\$ 41,802,585	19.0%

*The early bond payoff of \$25.5 million is not included in the above totals.

Operations Branch

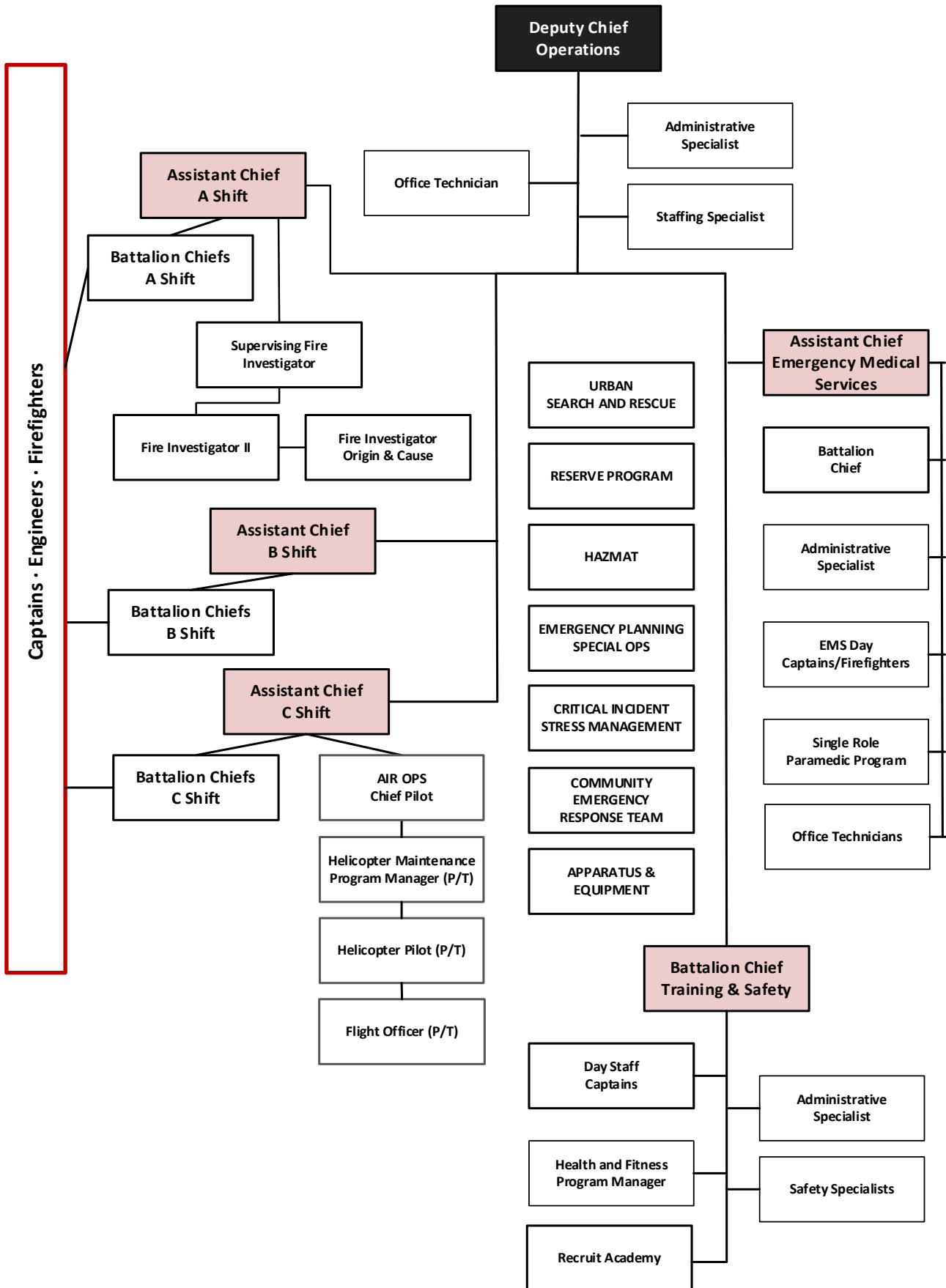
Eric Bridge Deputy Chief

Operations
Emergency Medical Services
Single Role Paramedic Program
Fire Investigations Unit
Training
Health & Fitness





OPERATIONS





OPERATIONS

Deputy Chief	1	Supervising Fire Investigator	1
Assistant Chiefs	3	Fire Investigator II	2
Administrative Specialist	1	Battalion Chiefs	15
Staffing Specialist	1	Captains	132
Office Technicians	1	Engineers	132
Helicopter Chief Pilot	1	Firefighters	<u>231</u>
Helicopter Maintenance Manager (P/T)	1		<u>525</u>
Helicopter Pilots (P/T)	3		

<i>Administrative</i>	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 1,145,654	\$ 44,263	\$ -	\$ -	\$ 1,189,917	0.5%

<i>Suppression</i>	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 122,427,042	\$ -	\$ -	\$ -	\$ 122,427,042	55.8%

<i>Fire Investigations</i>	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 452,238	\$ 25,982	\$ -	\$ -	\$ 478,220	0.2%



OPERATIONS

The Operations Division oversees all aspects of the District's all-hazard emergency services delivered from 41 stations with daily shift staffing of 186 personnel. The Operations Branch answered over 101,000 calls for service in 2017; a number that has steadily increased during each year. These calls for service are answered by 5 Battalion Chiefs, 36 first-out engine companies, 7 truck companies, 14 fire-based medics and 10 single role paramedic units.

Metro Fire has several special operations programs that are managed under the Operations Division. These programs include Hazardous Materials (HazMat), Technical Rescue, Urban Search and Rescue (US&R), Swift Water Rescue, Tactical Emergency Medical Support (TEMS), Fire Investigations Unit, Air Operations, and the Dozer program. Metro Fire's HazMat and Technical Rescue programs are certified by the California Office of Emergency Services for Type I statewide response. The US&R program is a member of California Urban Search and Rescue Task Force 7 (CA TF-7), one of 28 FEMA US&R task forces in the nation and one of eight in the State. Metro Fire's aviation and dozer programs are the only ones of their kind regionally and provide critical response capabilities to the region. Metro Fire's TEMS program, also the only one of its kind regionally, provides tactical medical support to the Sacramento County Sheriff's Department, Citrus Heights Police Department, and FBI SWAT Teams. Additionally, Metro Fire is a member of the FBI Joint Terrorism Task Force, Regional Fusion Center, and Urban Area Security Initiative's Urban Area Working Group.

New to the 2018-19 budget is the Unmanned Aerial Vehicle (UAV) program. The program allows both visual and thermal overflight of affected areas, enhancing safety and operational efficiency on scene. Additionally, with the payload capacity of the larger Metro Fire UAVs, delivery of specific items can be accomplished in remote or otherwise difficult to access areas.

FY2017/18 ACCOMPLISHMENTS:

- Continued with the Professional Development Program.
- Re-established our Company Officer Academy
- Purchased a new Hazmat Truck
- Continuously strengthening our partnerships with regional agencies
 - Allows for comprehensive regional training, so all crews, regardless of agency, are operating at the same standard.
 - Regional Standard Operating Guidelines – released two updated SOGs and a regional team is in process of evaluating all SOGs.



BUDGET DISCUSSION:

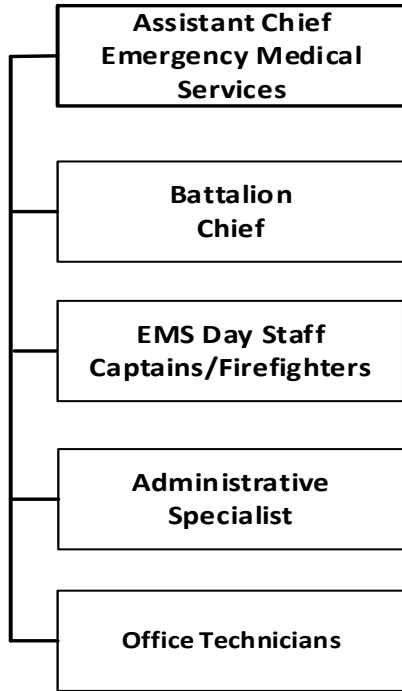
Metro Fire's primary source of funding is property tax revenue and as such, its operations are significantly impacted by property values. The FY2018/19 Operations budget continues to reflect the restoration of much of the service that was reduced in the prior economic downturn.

GOALS FOR UPCOMING YEARS:

- Continually identify and improve response times.
- Grow and develop the UAV program.
- Implement a regional automated data monitoring and alerting system.
- Replacing our breathing apparatus (SCBAs) with new ones.
- Purchasing additional personal protective equipment to further support our members in preventing cancer.



EMERGENCY MEDICAL SERVICES



STAFFING:

Assistant Chief	1
Battalion Chief	1
Administrative Specialist	1
EMS Day Staff Captains	2
EMS Day Staff Firefighter	1
Office Technicians	<u>2</u>
	<u>8</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 1,371,911	\$ 5,367,825	\$ 213,560	\$ -	\$ 6,953,296	3.2%



EMERGENCY MEDICAL SERVICES

The Emergency Medical Services (EMS) Division is committed to providing cutting edge training, an enhanced response model, and ensuring quality care improvement for the members of Metro Fire and the community that we serve. The EMS Division supports the third largest fire-based transporting program in the State of California, operating 28 Advanced Life Support (ALS) ambulances, five reserve ALS ambulances, and 43 ALS engine and truck companies. With over 500 paramedics and 100 EMTs to staff these units, as well as trucks, water craft, a helicopter, and a bike medic team for special events, over 64,000 patients are transported or receive EMS services annually.

FY2017/18 ACCOMPLISHMENTS:

- Enhanced the staffing of the EMS division with a Battalion Chief
- Collaborated with American River College (ARC) to establish a paramedic training partnership
- Partnered with ARC and area hospitals in the establishment of a mobile simulation training unit

BUDGET DISCUSSION:

The EMS Division's implementation of the upgraded ePCR (Image Trend Elite) system that meets the Health Insurance Portability and Accountability Act of 1996 and NEMSIS 3.4 state requirement was met on December 28, 2016. The data elements utilized for identifying training needs, system trends, quality care improvement and expedience of cost recovery are the result of the Image Trend Elite electronic patient care reporting system.

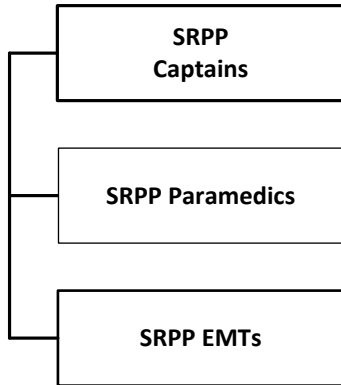
GOALS FOR UPCOMING YEARS:

- Enhance the staffing of the EMS division with a retired annuitant Fire Captain
- Explore streamlining processes for the billing process
- Collaborate with Allied Facilities and Agencies
- Develop EMS Training Program in cooperation with Regional Hospitals
- Research service delivery model and alternate vehicle type response models
- Develop paramedic competition teams for national events
- Enhancement and update EMS QI Program
- Develop an EMS Newsletter
- Develop committee working groups for training, response, and quality care improvement





SINGLE ROLE PARAMEDIC PROGRAM



STAFFING:

SRPP Captains	3
SRPP Paramedics	21
SRPP EMTs	<u>18</u>
	<u>42</u>

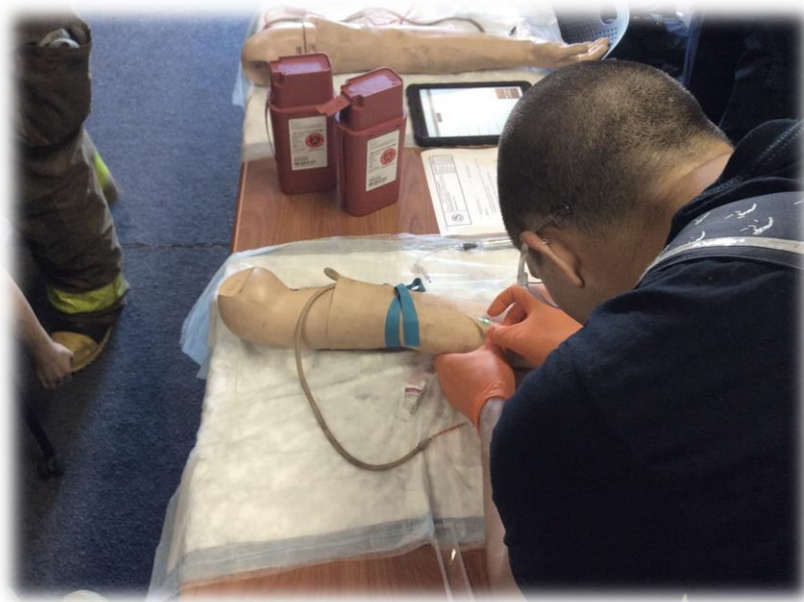
	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 2,345,441	\$ 35,400	\$ -	\$ -	\$ 2,380,841	1.1%



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. The model has proven to be successful with approximately 100 of our current Firefighter/Paramedics and Engineers having begun their Metro Fire career in the program.

The SRPP is managed in the field by three EMS 24 Captains, and operates via nine medics assigned throughout each battalion in Metro Fire's jurisdiction.



FY2017/18 ACCOMPLISHMENTS:

- Reduced time frame of onboarding process
- Hired 17 Paramedics
- Hired 13 Emergency Medical Technicians (EMTs)
- Promoted 11 EMTs to Paramedic
- Provided Paramedic internships for program members

BUDGET DISCUSSION:

The Single Role Paramedic Program celebrated its fifth year on March 1, 2018. The continued goal of the program is to enhance the capabilities of the District to provide a high caliber transporting program, which provides the best service to the community that Metro Fire serves.

GOALS FOR UPCOMING YEARS:

- Expand community outreach efforts
- Explore innovative schedule and deployment model
- Increase on duty training opportunities



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 FIU is to investigate all fire-related incidents, including small-scale explosives, occurring within the District. As a member of the Arson/Bomb Task Force, we assist with similar incidents throughout Sacramento County. The FIU continues to assist the Community Risk Reduction Division in enforcing fire and building code violations through the legal system. The FIU works as a liaison with local law enforcement as well as state and federal agencies. With the formation of the Arson/Bomb Task Force, integrated cross-training has been provided in both explosive and arson training for all members.

FY2017/18 ACCOMPLISHMENTS

- The FIU conducted 273 investigations from May 1, 2017 to May 1, 2018.
- Total losses were approximately \$25.7 million.
- There were a total of 29 cases closed by arrest, with 80 cases determined as arson.
- The FIU has a case clearance rate of 36% compared to the national average of 20.4%.
- The FIU was reduced to two investigators for four months during this budget cycle while a replacement investigator completed the hiring process. The FIU was fully staffed as of April.
- The FIU has investigated four fire fatalities, with one ruled as homicide.



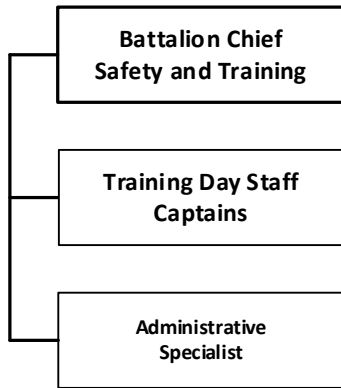
BUDGET DISCUSSION:

Under the direction of the Fire Chief, the FIU is a subsection under the Operations Division. Our fire investigators, along with members of the Sacramento County Sheriff's Department, work continually to increase operational efficiency. The Taskforce members assist in fire investigation duties throughout the Sheriff Department's jurisdiction within Sacramento County. Members of the FIU work on new cases, which are identified frequently, as well as work diligently to close previous cases.

With fire season on a fast approach, the FIU will be working to assist the Sacramento County Parks Department in the mitigation of fires that continue to plague the American River Parkway. To ensure our members are adequately equipped to safely function, the FIU will continue to update assigned equipment and provide necessary training to meet current law enforcement standards. In an effort to meet District demands, the FIU is researching alternative ways to staff the unit.

GOALS FOR UPCOMING YEARS:

- Continue NFPA training standards for all FIU members.
- Research and update agency staffing and recruit standards for the FIU.
- Continue to provide fire investigations training to our Operations members.
- Update callout criteria to incorporate the investigation of all arson-related fires.
- Continue ongoing training requirements and minimum training standards.
- Review and update District Peace Officer Policies.
- Replace one aged investigator vehicle.
- Increase case clearance rate for arson cases.



STAFFING:

Battalion 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
FY2018/19	\$ 1,022,087	\$ 801,460	\$ 185,000	\$ -	\$ 2,008,547	0.9%



TRAINING

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.

FY2017/18 ACCOMPLISHMENTS:

- The graduation of Firefighter Academies 17-2 and 18-1
- Conducted performance appraisals of 79 probationary suppression personnel from the rank of Battalion Chief to Firefighter
- Professional Development Program initiated to provide ongoing sustainable and consistent training for our current and future leaders
- Conducted multiple District-wide hands-on full-scale exercises at donated structures
- Logged more than 145,000 training hours District-wide
- Expansion of Fire Behavior training with the delivery of a two-story live fire prop
- Increased the number of California State Fire Training registered instructors



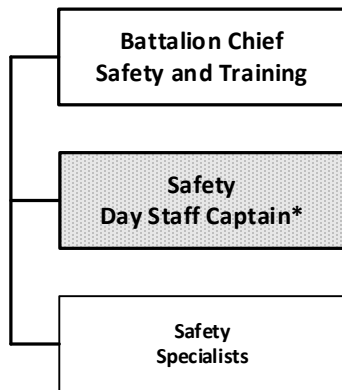
BUDGET DISCUSSION:

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

An increase in budget support hours for FY2018/19 is due to the increased staffing levels for live fire training, current training for specialty qualifications and skills evaluations of all ranks. It also includes an engineer mobile training prop to cultivate our diminishing engineers rank and a mobile all hazard command simulator which can also be used for community outreach and education. Continued evaluation and mentoring for all personnel is essential in ensuring the highest level of service to the community.

GOALS FOR UPCOMING YEARS:

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



STAFFING:

Battalion Chief	.5
Safety Day Staff Captain*	0
Safety Specialists	<u>2</u>
	<u>2.5</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 216,384	\$ 1,332,700	\$ -	\$ 33,000	\$ 1,582,084	0.7%

**Position currently vacant and not funded.*



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

FY2017/18 ACCOMPLISHMENTS:

- Completed a district-wide full PPE inspection while personnel attended the annual fit testing
- Purchased 168 sets of replacement turnouts for current personnel, new hires, and live fire training ground use
- Completed review of structural PPE, i.e., turnouts and updated the specifications. Entered into a 3-year contract with a vendor.
- Implemented NFPA 1851 mandated tracking of all PPE; PPE is now on a schedule to ensure semi-annually cleaning and annual advanced inspections
- Began review of current structural firefighting hoods; goal is to have a hood that protects the firefighter from as much exposure as possible by providing multiple hoods for use.
- Completed an SCBA evaluation to begin purchase of replacement equipment in FY2018/2019

BUDGET DISCUSSION:

- All PPE/Safety items have increased to accommodate for two recruit academies, turnouts that will no longer be compliant, and associated increased costs.
- Hood Replacement Program – the issuing of four hoods per firefighter has an increased cost.
- Structure gloves will be in process of being reviewed for potential new manufacturer and the issuing of two pairs per firefighter.
- Requested funding to provide more training for current Safety Specialists
- Request for funding to begin replacement of SCBAs

GOALS FOR UPCOMING YEARS:

- Obtain funding for purchase of replacement SCBAs
- Purchase three Porta Count Fit Test machines to replace current non-serviceable equipment
- Purchase 220 sets of structural turnouts for new and current personnel
- Continue to reissue current stock of compliant Morning Pride turnouts
- Implement a hood replacement program so that line personnel will always have a clean structural hood for use after an incident
- Review specifications for current structural hoods and structure gloves





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 Manager.

FY2017/18 ACCOMPLISHMENTS:

- Fitness assessments were scheduled by company and occurred at stations
- Completed daily morning PT for multiple academies (both SRP and Fire)
- Provided additional outside tactical strength and conditioning training for our Peer Fitness Trainers
- Completed the first District-wide preventative maintenance plan on all fitness equipment
- Began second phase of three year plan to update fitness equipment at all stations and offices to modern equipment.



BUDGET DISCUSSION:

To comply with NIOSH Line of Duty Death report recommendations, as well as NFPA 1582 and the IAFF/IAFC Wellness Fitness Initiative, the plan for FY2018/19 is to continue to have all suppression personnel participate in a comprehensive medical evaluation. This evaluation will also meet the mandates for employee immunizations, DMV medicals as necessary, annual respiratory clearance and annual medical evaluations for those on the Hazmat team.

GOALS FOR UPCOMING YEARS:

- Hire a new Health and Fitness Manager
- Continue medical wellness exam for NIOSH SCBA compliance and preventive medical screening.
- Continue fitness equipment replacement plan to include updating equipment to current modern standards for functional, fire-specific workouts
 - Expand the Peer Fitness Program including addition tactical fitness training
 - Incorporate behavior health prevention with wellness program
 - Physical therapy partnerships to increase injury prevention and reduce recover time and fiscal liability.

**Health and Fitness
Program Manager**

STAFFING:

Program Manager 1

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 86,860	\$ 342,660	\$ -	\$ -	\$ 429,520	0.2%

Support Services Branch

Brian Shannon
Deputy Chief



Communications

Facilities

Fleet

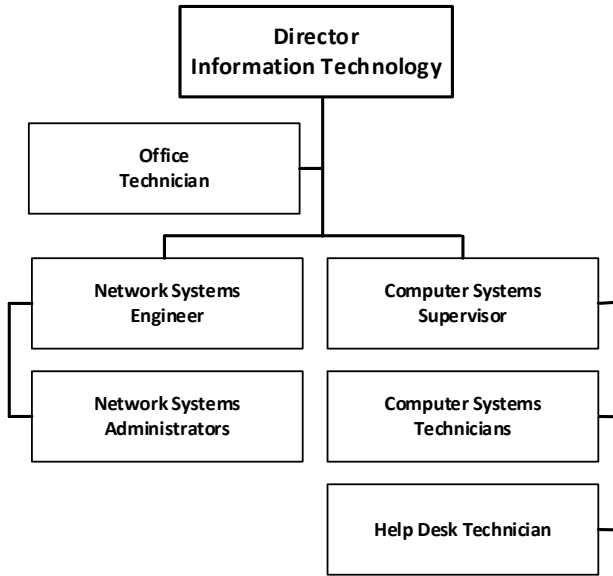
Information Technology

Logistics



INFORMATION TECHNOLOGY

STAFFING:



Director	1
Network Systems Engineer	1
Computer Systems Supervisor	1
Network Systems Administrator	2
Computer Systems Technician	2
Help Desk Technician	1
Office Technician	<u>.5</u>
	<u>8.5</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 1,140,799	\$ 1,831,695	\$ 177,898	\$ 157,000	\$ 3,307,392	1.5%



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.



FY2017/18 ACCOMPLISHMENTS:

- Installed link balancers
- Replaced some core network equipment
- Replaced several fire panels
- Upgraded virtual environment
- Developed a new backup strategy

BUDGET DISCUSSION

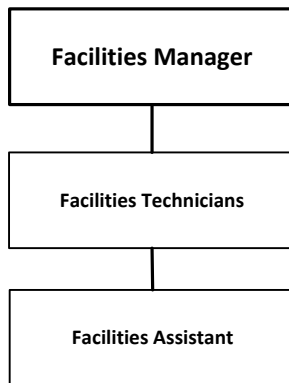
Some budget items have moved into the IT budget from other divisions and some new programs have been added as well. Even with the added budget items the IT budget is very similar to fiscal year 2017/18's budget.

GOALS FOR UPCOMING YEARS:

- Upgrade virtual environment, servers and SAN
- Finish the fire panel replacement project
- Continue working on the new website
- Replace several pieces of equipment



FACILITIES



STAFFING:

Facilities Manager	1
Facilities Technicians	3
Facilities Assistant	<u>1</u>
	<u>5</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 635,169	\$ 1,142,806	\$ -	\$ -	\$ 1,777,975	0.8%



FACILITIES

The Facilities Division is tasked with the heavy maintenance and remodeling of the District's 41 fire stations, administrative buildings, and other District-owned properties being leased out. These tasks include using personnel to remodel and retrofit existing buildings to meet current needs and to troubleshoot, repair, and maintain the District's physical structures and grounds. Our mission is to keep all District properties in good condition and to keep the fire stations as fully functional and comfortable homes for our firefighters during their 48 hour shifts.

FY2017/18 ACCOMPLISHMENTS:

- Completed full refurbishment of Station 52 to accommodate training needs.
- Completed multi-site LED lighting upgrades.
- Completed HVAC installations at Headquarters and at Stations 21 and 117.
- Completed District-wide station sign replacements.
- Completed bathroom refurbishments at Stations 65 and 101.
- Completed repair/replacement of two fire hydrants at Station 21.
- Completed District-wide backflow freeze protection.
- Worked with Economic Development Division to initiate a formal facility condition assessment.

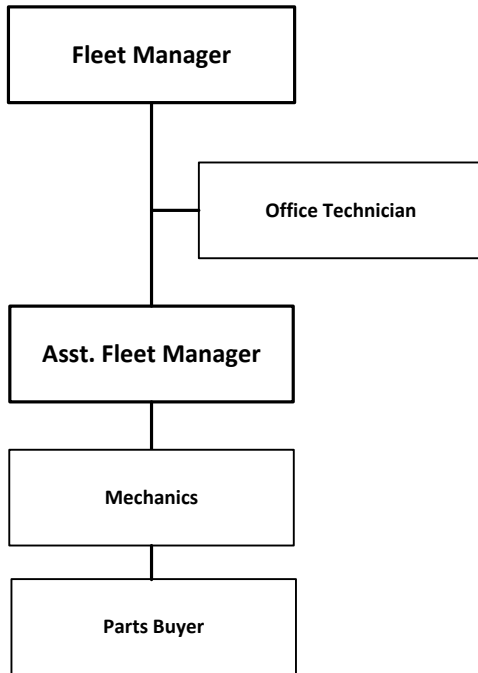


FY2018/19 BUDGET:

The Facilities Division continues to focus on maintaining aging District facilities. In FY2018/19, funds are being requested for a variety of necessary repair/replacement projects as well as station refurbishments. The Facilities Division will also be working with a consultant on the District-wide facility condition assessment project.

GOALS FOR FY2018/19:

- Continue providing the District with outstanding service and maintenance.
- Continue implementation of the electronic facilities management program.
- Continue with station refurbishments throughout the District.
- Complete necessary repairs to aging properties in order to increase functionality.
- Complete a District-wide facility assessment survey in order to establish a long term facility maintenance plan.



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2018/19	\$ 2,052,440	\$ 2,013,910	\$ -	\$ 4,017,260	\$ 8,083,610	3.7%



Fleet Maintenance Division's primary mission is to support District operational readiness by maintaining more than 340 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.

FY2017/18 ACCOMPLISHMENTS:

- Promoted a new Fleet Manager and Assistant Fleet Manager from within the Division.
- Created a new five-year Master Vehicle Replacement Plan.
- Ordered the following vehicles: Air Unit, three Ambulances, Flatbed truck, Foam trailer, Hazmat unit, Lowboy trailer, five Type VI engines, Water tender, four SUV's, and a Pickup.
- Worked with the Training Division to purchase a portable pump testing and training trailer.
- Purchased new tools to be able to repair more failures in house.
- Provided 24-hour mobile response services.
- Provided apparatus training to new SRPP employees, recruit firefighters, and current line personnel.
- Hosted and attended the 47th annual California Fire Mechanics Academy.



BUDGET DISCUSSION:

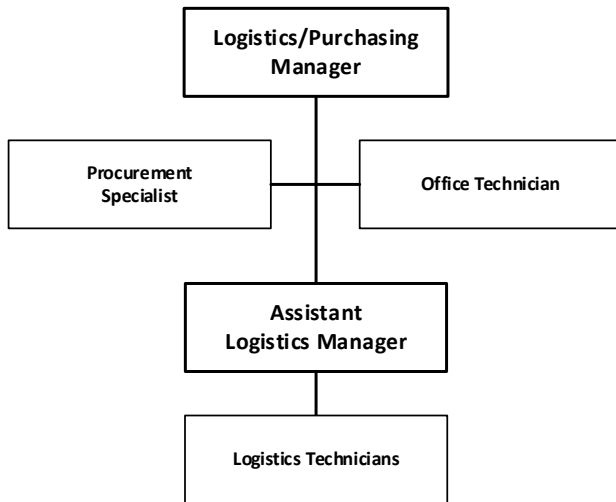
Fleet Maintenance Division's projected budget includes adjustments that are necessary to run day-to-day operations. The budget reflects the typical increases to the service and parts lines that keep our fleet in service. This fiscal year, funds have been allocated to repair some of the existing equipment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

GOALS FOR UPCOMING YEARS:

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



LOGISTICS/PURCHASING



STAFFING:

Logistics/Purchasing Manager	1
Warehouse Supervisor	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
FY2018/19	\$ 1,038,698	\$ 1,404,438	\$ 50,000	\$ -	\$ 2,493,136	1.1%



LOGISTICS/PURCHASING

Logistics is the central hub of warehouse operations for all District supplies and equipment. Our inventory supplies all 41 fire stations, Armstrong Headquarters, Fleet Division, Communications Division, and the Logistics/Training Facility. We are responsible for purchasing, receiving, and inventorying all fire suppression equipment, EMS supplies, office supplies and custodial supplies.

Purchasing is responsible for administering the District's Purchasing Policy, creating all purchase orders, working with budget officers on informal and formal bids by offering advice for sourcing and cost savings, facilitating bid openings and evaluations, updating vendor and employee reimbursement profiles in the Districts financial system, and creating new vendors.



FY2017/18 ACCOMPLISHMENTS:

- Continuing to roll out Operative IQ inventory program to additional stations
- Worked with IT Division to streamline convault reporting requirement
- Manages ladder testing program by testing 250 ladders to ensure compliance with NFPA 1932
- Manages hose testing program to ensure compliance with NFPA 1962
- Manages PPE cleaning and inspection program to ensure compliance with NFPA 1851
- Manages Districts Hazardous Materials Permits and Plans required by Sac County EMD
- Hired a Procurement Specialist in the Purchasing Division

BUDGET DISCUSSION:

The Logistics budget is a direct reflection of District needs requested by all divisions. The Logistics/Purchasing Division continues to find cost savings for all purchases by constantly researching various vendors.

GOALS FOR UPCOMING YEARS:

- Continue to roll out Operative IQ inventory program to all District fire stations
- Streamline ordering process
- Continue providing the District with outstanding service by supporting all programs

PERSONNEL





POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2018/19

SUMMARY				
Full-time Positions				
	Authorized Positions	Actual Filled Positions	Funded Positions	Proposed Changes
Office of the Fire Chief	11.5	9.5	9.5	0
Operations	612	553	580	0
Support Services	44	42	44	0
Administration	48.5	41.5	47.5	0
Total	716	646	681	0



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2018/19

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
Chief Deputy	0	0	0		<i>vacant - not funded</i>
Assistant Chief	1	0	0		<i>vacant - not funded</i>
Day Staff Captain, Staff Officer	1	0	0		<i>vacant - not funded</i>
Day Staff Captain, PIO (Ops oversight)	1	1	1		Chris Vestal
Community Relations Coordinator	1	1	1		Chris Dargan
Office Technician	0.5	0.5	0.5		Nanette Goodwin (1/2 time Community Relations & 1/2 time CRRD)
Community Relations Specialist	2	2	2		Brenda Briggs, Rebecca Alessandri
Day Staff Local 522 VP-Representative	1	1	1		Trevor Jamison
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
	11.5	9.5	9.5	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2018/19

OPERATIONS BRANCH							
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments		
Deputy Chief, Operations	1	1	1		Eric Bridge		
Administrative Specialist, Operations Branch	1	1	1		Mollie Meyer		
Assistant Chief, Operations (A-B-C)	3	3	3		C. Quinn	T. Wagaman T. Neville	
Assistant Chief, Special Operations	1	1	1		M. Johnson		
Staffing Specialist	1	1	1		Lara Kelley		
Office Technician, Operations Branch	1	1	1		Larsen Roundy		
FIRE SUPPRESSION					A	B	C
Battalion Chiefs	15	14	15		R. Griggs A. Kastros M. Lozano C. Reed K. Wegener	C. Greene C. Jenkins M. Repetto F. Rowell C. Westfall	B. Law A. Peck S. Turner A. Webster
Fire Captains	135	132	132		Numbers do not include Day Staff & SRP Capts.		
Fire Engineers	135	128	132				
Firefighters	237	209	231				
SINGLE ROLE PARAMEDIC PROGRAM (SRPP)							
Captains	3	3	3		Kiley Keeley, Tracey Valentine, Shani Cornell		
Paramedics (FT)	40	24	21		Actual filled positions may exceed assumed average number of positions funded		
Emergency Medical Technicians (EMT)	18	17	18				
EMERGENCY PREPAREDNESS - SPECIAL OPERATIONS							
Chief Pilot	1	1	1		Montie Vanlandingham		
EMERGENCY MEDICAL SERVICES (EMS)							
Assistant Chief, EMS	1	1	1		Randy Hein		
Day Staff Battalion Chief, EMS	1	1	1		B. Schumacher		
Day Staff Captain, EMS	2	2	2		Jon Davis, Jamie Poole		
Day Staff Firefighter, EMS	1	1	1		Phil Hart		
Administrative Specialist, EMS	1	1	1		Carmen Gandara		
Office Technician	2	2	2		Marcy Mateo, Cynthia Hamilton		
TRAINING/SAFETY							
Day Staff Battalion Chief	1	0	1		(Adam House temporary fill eff. 10/26/17)		
Day Staff Captain, Training	3	3	3		Brian Evers, James Mandes, Jeff Malinowski		
Health & Fitness Program Manager	1	0	1		<i>vacant</i>		
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, Linzi Hunter		
ARSON							
Supervising Investigator	1	1	1		John Barsdale		
Fire Investigator II	2	2	2		Steve Johnson, Chris Rogers		
	612	553	580	0			



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2018/19

SUPPORT SERVICES BRANCH					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Deputy Chief, Support Services	1	1	1		Brian Shannon
LOGISTICS					
Logistics/Purchasing Manager	1	1	1		Mark Jones
Assistant Logistics Manager	1	1	1		Mark Siebert
Logistics Technician	7	6	7		Crusto, Lascelles, Lamons, Putman, Thomas, Spence, <i>vacant</i>
Procurement Specialist	1	1	1		Courtney Moore
Office Technician	1	0	1		<i>vacant</i>
FACILITIES					
Facilities Manager	1	1	1		George Gravin
Facilities Technician	3	3	3		John Raeside, Joe Eachus, Aldrey Almeria
Facilities Assistant	1	1	1		Jamie Bedal
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
Office Technician	1	1	1		Amy Peterson
Information Technology (IT)					
Director, Information Technology	1	1	1		Mat Roseberry
Office Technician	0.5	0.5	0.5		Brandi Freeman (1/2 time Comms & 1/2 time IT)
Network Systems Engineer	1	1	1		Ken Lin
Network Systems Administrator	2	2	2		May Foroudi, Ben Miller
Computer Systems Supervisor	1	1	1		Sarah Turner
Computer Systems Technician	2	2	2		Arthur Hong, Santiago Naranjo
Help Desk Technician	1	1	1		Alex Vasquez
Communications Division					
Communications Manager	1	1	1		Steve Jordan
Communications Technician II	2	2	2		James Day, Alex Ybarra
Office Technician	0.5	0.5	0.5		Brandi Freeman (1/2 time Comms & 1/2 time IT)
	44	42	44	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2018/19

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		Giovanna Read
Human Resources Analyst	1	1	1		Olesya Melnichuk
Human Resources Specialist	3	3	3		Julie Cole, Leslie Miller, Candace Sarlis
FINANCE					
Chief Financial Officer	1	1	1		Amanda Thomas
Controller	1	1	1		Ronald Empedrad
Payroll Supervisor	1	1	1		Sarah Ortiz
Payroll Analyst	1	1	1		Robyn Almeida
Administrative Analyst	1	1	1		Sherri Martucci
Financial Analyst	1	1	1		Tara Maeller
Accounting Specialist	1	1	1		Natividad Manalo
Accounting Technician	6	5	6		Brown, Cheung, Falls, Guerrero, Houston, <i>vacant</i>
DEVELOPMENT					
Economic Development Manager	1	1	1		Jeff Frye
Accounting Specialist (Grants)	1	1	1		R. Marie Bernal
COMMUNITY RISK REDUCTION					
Fire Marshal	1	1	1		Lisa Barsdale
Deputy Fire Marshal	1	0	0		position unfunded - transferred to Training BC
Administrative Specialist	1	1	1		Michelle Dehoney
Plan Intake Specialist	3	2	3		Shana Mamulski, Cora Zielinski, <i>vacant</i>
Office Technician	2.5	2.5	2.5		Joanna Navarro, Kim McCloud, Nanette Goodwin(1/2 time Community Relations & 1/2 time CRRD)
Supervising Inspector	3	3	3		A. Nygren, M. Hambrick, C. Fields
Fire Inspector II	14	6	9		Olivares, T. Olcese, M. Olcese, Schmidt, Callison, Brouqua (all vacant positions are filled with Inspector I) (1 Position being unfunded for the remainder of 16/17)
Fire Inspector I		4	5		Kauppi, Klets, O'Neal, Renteria, (4 <i>vacant between Inspector II & I</i>)
Geographic Information Specialist II	1	1	1		Denis Murray
	48.5	41.5	47.5	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY 2018/19

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	6	6		
Reserve Firefighters	14	9	14		Barnes, Berry, Burwell, Driver, Golosinskiy, Manley, Siebert, Spiegelberg, Wood, <i>5 vacant</i>
Helicopter Pilot (part-time)	3	3	3		Combs, Cotter, Smith
Part-Time Helicopter Maintenance Program Manager	1	1	1		Peter Frinchaboy
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>
Urban Area Security Initiative					
Planning and Exercise Coordinator	1	1	1		Jon Rudnicki, Reimbursed Position
	37	20	24	0	

*Shown in two locations on the PAD

SACRAMENTO METROPOLITAN FIRE DISTRICT

Effective: 7/1/2018

PAY SCALE

(per month unless stated otherwise)

	1st Step	2nd Step	3rd Step	4th Step	5th Step
Fire Chief					21,912.07
Senior Management Staff - Unrepresented Confidential					
Chief Deputy					20,955.45
Deputy Chief					19,957.56
Assistant Chief				17,465.65	18,335.31
Fire Marshal				17,465.65	18,335.31
Chief Financial Officer				15,149.90	15,904.72
Chief Development Officer				15,149.90	15,904.72
Management Staff - Unrepresented Confidential					
Director of Information Technology	10,180.58	10,686.78	11,218.60	11,777.19	12,363.67
Economic Development Manager	8,480.29	8,901.74	9,344.37	9,809.31	10,296.55
Facility Manager	8,480.29	8,901.74	9,344.37	9,809.31	10,296.55
Controller	8,480.29	8,901.74	9,344.37	9,809.31	10,296.55
Fleet Manager	8,480.29	8,901.74	9,344.37	9,809.31	10,296.55
Human Resource Manager	8,480.29	8,901.74	9,344.37	9,809.31	10,296.55
Logistics Manager	8,480.29	8,901.74	9,344.37	9,809.31	10,296.55
Communications Manager	8,480.29	8,901.74	9,344.37	9,809.31	10,296.55
CQI Manager	8,404.47	8,821.46	9,259.65	9,720.13	10,202.88
Chief Pilot	8,316.40	8,728.93	9,161.52	9,615.31	10,092.51
Grant / Economic Dev Coor	8,298.56	8,711.09	9,143.68	9,598.58	10,075.79
Assistant Logistics Manager	7,537.05	7,911.67	8,304.14	8,716.67	9,149.25
Assistant Fleet Manager	7,537.05	7,911.67	8,304.14	8,716.67	9,149.25
Unrepresented Confidential - Exempt					
Network Systems Engineer	8,144.70	8,549.43	8,974.21	9,420.20	9,888.47
Computer Systems Supervisor	7,654.12	8,034.31	8,433.46	8,852.68	9,291.97
Purchasing Agent	7,134.56	7,487.98	7,859.27	8,249.50	8,658.68
Accounting Supervisor	6,947.24	7,291.77	7,653.01	8,033.20	8,432.36
Human Resources Analyst	6,814.56	7,152.39	7,506.95	7,879.32	8,270.70
Facilities Supervisor	6,720.91	7,054.27	7,404.37	7,772.30	8,158.06
Administrative Analyst	6,681.89	7,013.03	7,360.87	7,726.59	8,110.13
Payroll Analyst	6,681.89	7,013.03	7,360.87	7,726.59	8,110.13
Financial Analyst	6,681.89	7,013.03	7,360.87	7,726.59	8,110.13
Board Clerk	6,113.26	6,416.52	6,734.27	7,067.66	7,417.76
Office Manager / Workers' Comp Spec	6,113.26	6,416.52	6,734.27	7,067.66	7,417.76
Staffing Specialist	6,113.26	6,416.52	6,734.27	7,067.66	7,417.76
Sr. Staff Adm Coor/Fire Chief's Secty	5,642.74	5,922.59	6,215.83	6,523.56	6,846.89
Procurement Specialist	4,511.08	4,734.07	4,968.21	5,213.50	5,471.05
Accounting Specialist	4,511.08	4,734.07	4,968.21	5,213.50	5,471.05
Human Resources Specialist	4,511.08	4,734.07	4,968.21	5,213.50	5,471.05
Payroll Specialist	4,511.08	4,734.07	4,968.21	5,213.50	5,471.05
Administrative Specialist	4,511.08	4,734.07	4,968.21	5,213.50	5,471.05
Unrepresented Confidential - Non-Exempt					
Network Systems Administrator	7,364.23	7,729.94	8,113.47	8,515.97	8,938.52
Database Technician	6,947.24	7,291.77	7,654.12	8,034.31	8,433.46
Communications Technician III	6,210.26	6,517.98	6,841.32	7,180.27	7,537.05
Communications Technician II	6,056.39	6,356.31	6,671.84	7,002.98	7,350.86
Computer Systems Technician	5,086.38	5,338.37	5,601.49	5,879.13	6,170.12
Warehouse Supervisor	5,027.30	5,275.92	5,536.83	5,811.10	6,098.76
Health & Fitness Program Manager	4,761.94	4,997.19	5,244.71	5,504.49	5,776.54
Help Desk Technician	3,998.20	4,195.56	4,401.83	4,619.24	4,847.80

	1st Step	2nd Step	3rd Step	4th Step	5th Step
Administrative/Support Personnel Assoc:					
Facilities Technician	6,114.37	6,417.65	6,735.40	7,069.88	7,421.09
Facilities Assistant	4,682.77	4,913.57	5,156.63	5,411.96	5,679.54
Safety Specialist	4,511.08	4,734.07	4,968.21	5,213.50	5,471.05
Plan Intake Specialist	4,511.08	4,734.07	4,968.21	5,213.50	5,471.05
Video Technician	4,437.50	4,657.13	4,886.83	5,128.76	5,381.85
Logistic Technician	4,198.89	4,406.27	4,623.68	4,852.24	5,091.95
Accounting Technician	4,006.02	4,203.35	4,410.73	4,628.14	4,856.71
Office Technician	3,516.54	3,689.37	3,871.09	4,061.76	4,262.46
<u>Hourly Position</u>					
SRPP - Paramedic	19.33	20.28	21.29		
SRPP - EMT	17.13	17.98	18.89		

	1st Step	2nd Step	3rd Step	4th Step	5th Step	6th Step	7th Step
Local 522:							
Recruit Firefighter					4,819.93		
Firefighter (effective 3/24/11)	5,554.67	5,828.96	6,116.60	6,418.75	6,736.51	7,069.88	7,419.98
Fire Engineer	6,762.17	7,096.65	7,447.85	7,816.90	8,203.80		
Fire Captain	7,568.27	7,942.89	8,336.45	8,748.98	9,182.71		
Battalion Chief	9,196.10	9,652.10	10,130.41	10,633.26	11,160.63		
Fire Inspector I	5,017.26	5,263.67	5,523.46	5,795.50	6,080.93		
Fire Inspector II	6,765.50	7,100.00	7,451.20	7,820.24	8,207.13		
Fire Supervising Inspector	7,571.61	7,946.22	8,339.81	8,752.34	9,186.06		
Deputy Fire Marshal	9,007.66	9,453.64	9,921.93	10,413.61	10,929.84		
Fire Investigator I	5,013.91	5,260.33	5,520.11	5,792.14	6,077.58		
Fire Investigator II	6,762.17	7,096.65	7,447.85	7,816.90	8,203.80		
Fire Supervising Investigator	7,568.27	7,942.89	8,336.45	8,748.98	9,182.71		
Hazardous Materials Inspector	7,279.50	7,639.61	8,017.58	8,414.51	8,831.50		
Public Education Technician	4,457.57	4,676.09	4,905.77	5,147.71	5,400.81		
Community Relations Specialist	4,893.50	5,134.33	5,387.42	5,652.77	5,931.52		
Community Relations Coordinator	5,347.29	5,610.41	5,886.93	6,177.92	6,483.41		
Geographic Information Specialist I							
Geographic Information Specialist II	4,962.64	5,206.80	5,463.24	5,731.94	6,015.14		
Shop Assistant	3,445.19	3,613.54	3,790.83	3,977.01	4,172.14		
Parts Buyer	4,974.89	5,220.18	5,477.74	5,747.56	6,030.76		
Fire Mechanic	6,173.45	6,477.84	6,797.82	7,133.44	7,485.76		
Master Fire Mechanic	6,866.97	7,205.91	7,562.69	7,937.30	8,329.77		

Hourly Position:	
Effective: 1/1/2018	
Hourly Employees	11.00
PT Helicopter Pilot	45.00
PT Helicopter Mechanic	45.00