



Sacramento Metropolitan Fire District

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

REGULAR BOARD MEETING AGENDA

THURSDAY, JUNE 11, 2020

Action Item #1

Separate Attachment Fiscal Year 2020/21 Preliminary Budget



Preliminary Budget

Fiscal Year 2020/21

July 1, 2020 – June 30, 2021

Presented to the Board of Directors by:

Todd Harms, Fire Chief & Amanda Thomas, Chief Financial Officer

June 11, 2020



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INTRODUCTION





BOARD OF DIRECTORS

SECRETARY
Cynthia Saylor



DIVISION 1

Grant B. Goold



DIVISION 2

Randy Orzalli



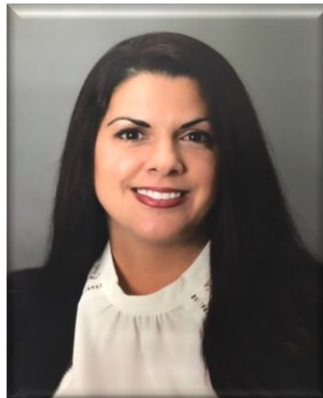
DIVISION 3

Ted Wood



DIVISION 4

PRESIDENT
Jennifer Sheetz



DIVISION 5

D'Elman Clark



DIVISION 6

VICE-PRESIDENT
Matt Kelly



DIVISION 7

Gay Jones



DIVISION 8

Walt White



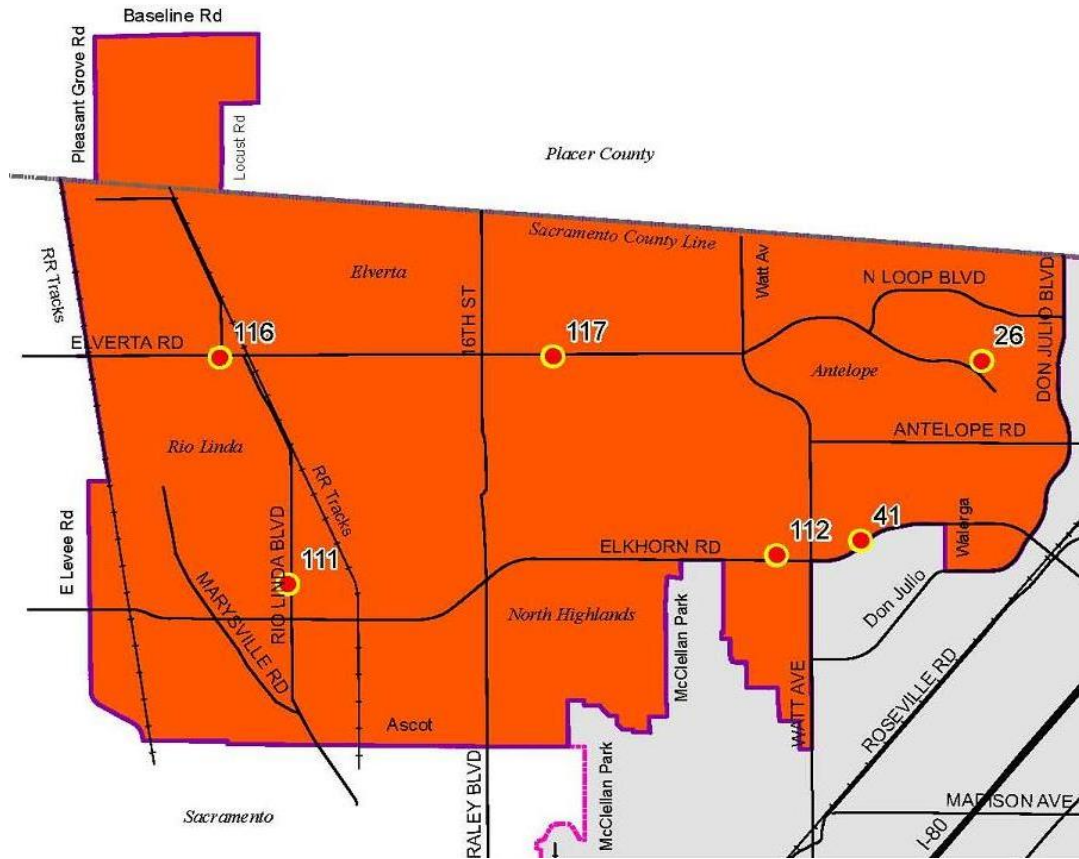
DIVISION 9



DIVISION BOUNDARY MAPS



DIVISION 1



DIVISION 2



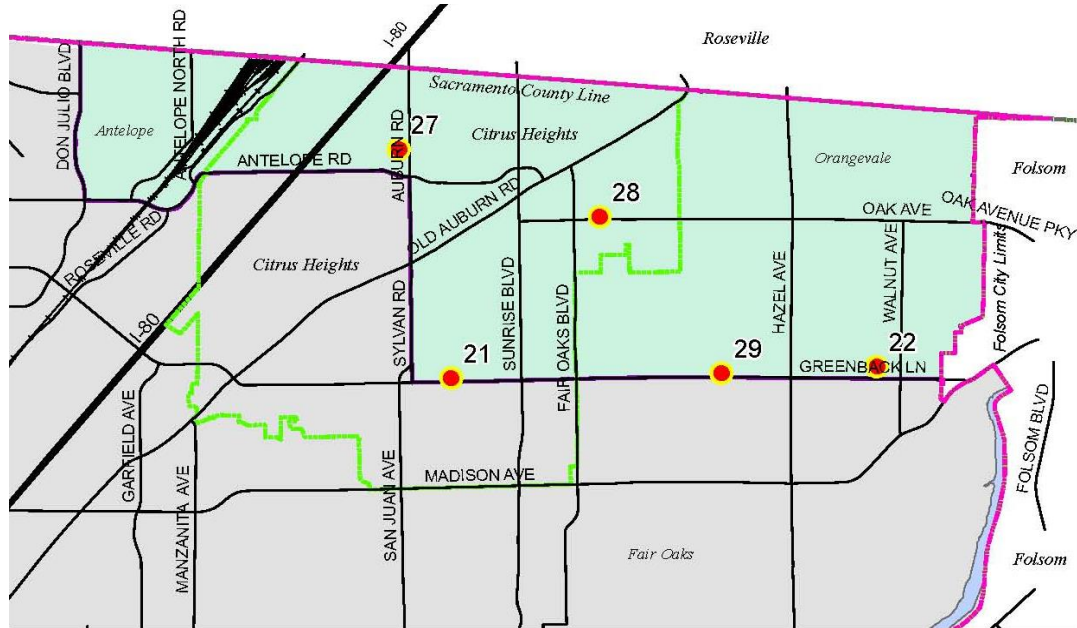
- Fire Station
- Metro Fire



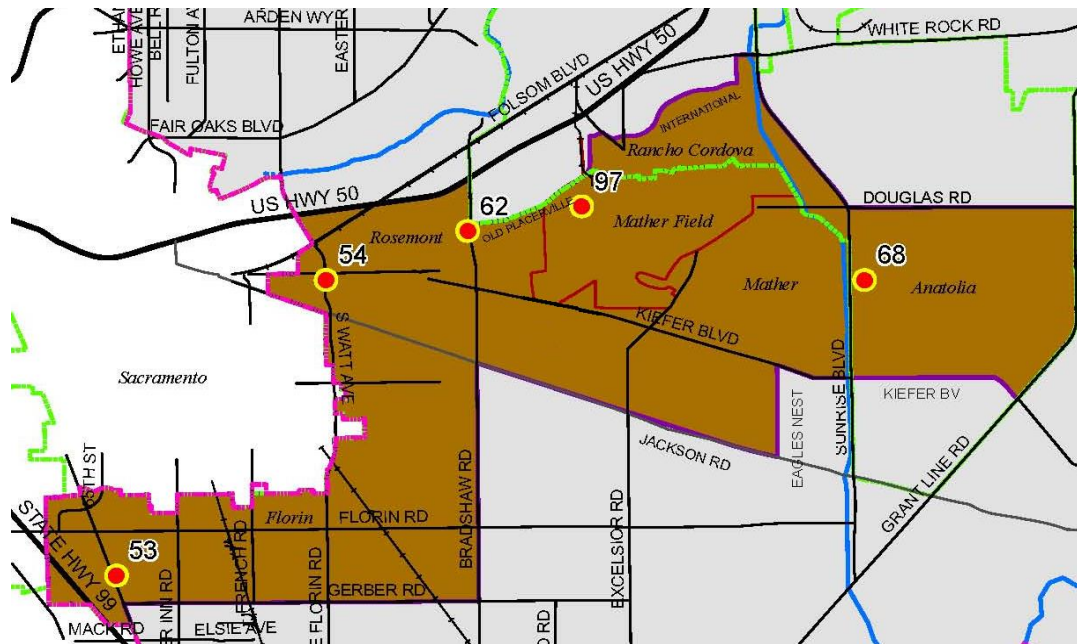
DIVISION BOUNDARY MAPS



DIVISION 3



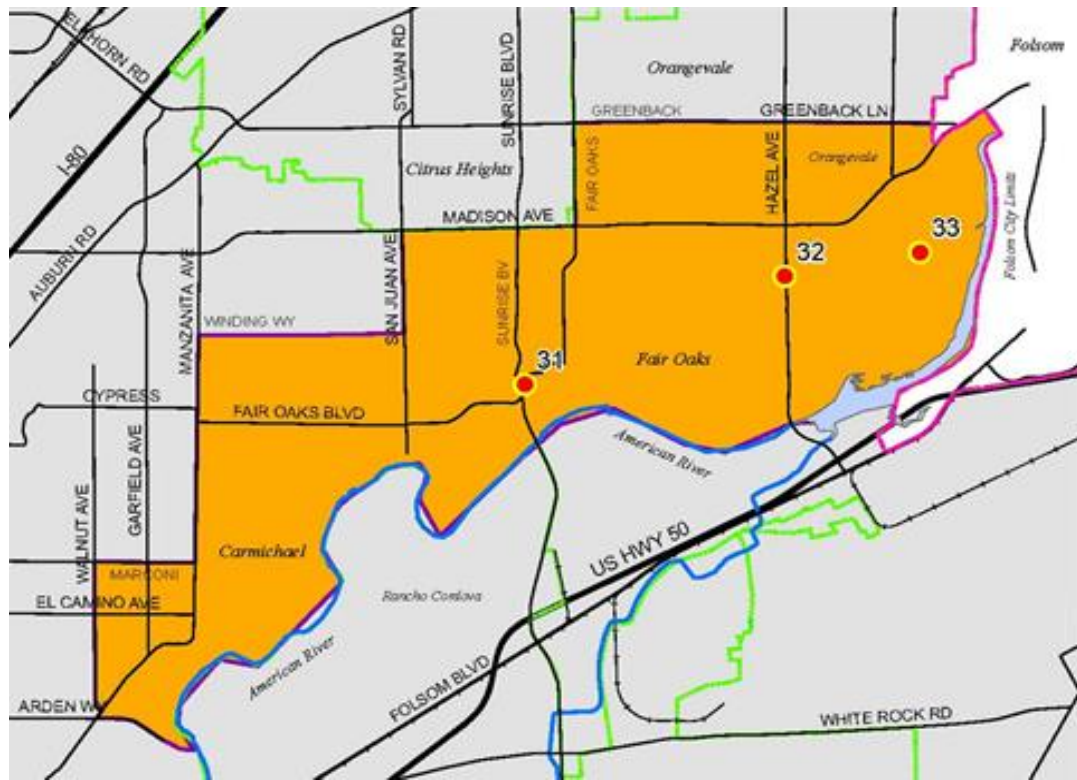
DIVISION 4



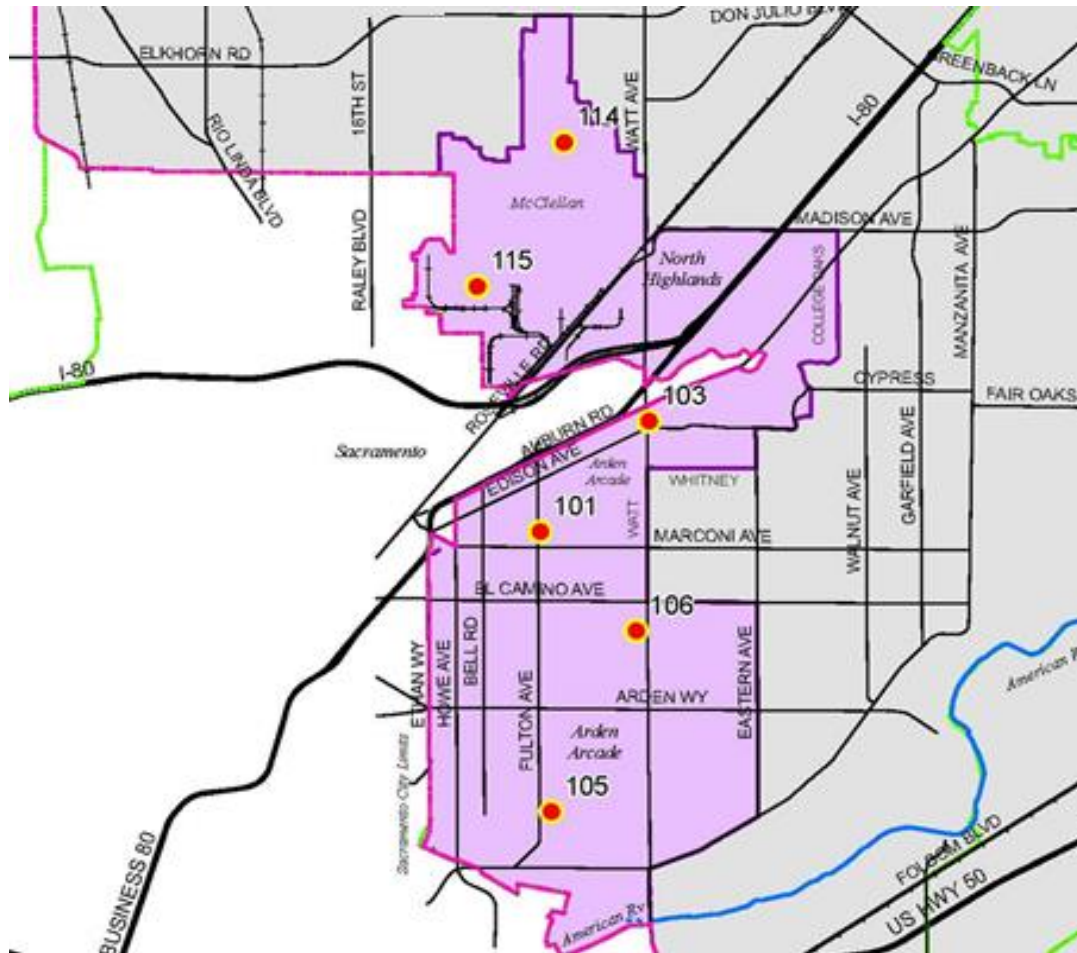
- Fire Station
- Metro Fire



DIVISION 5



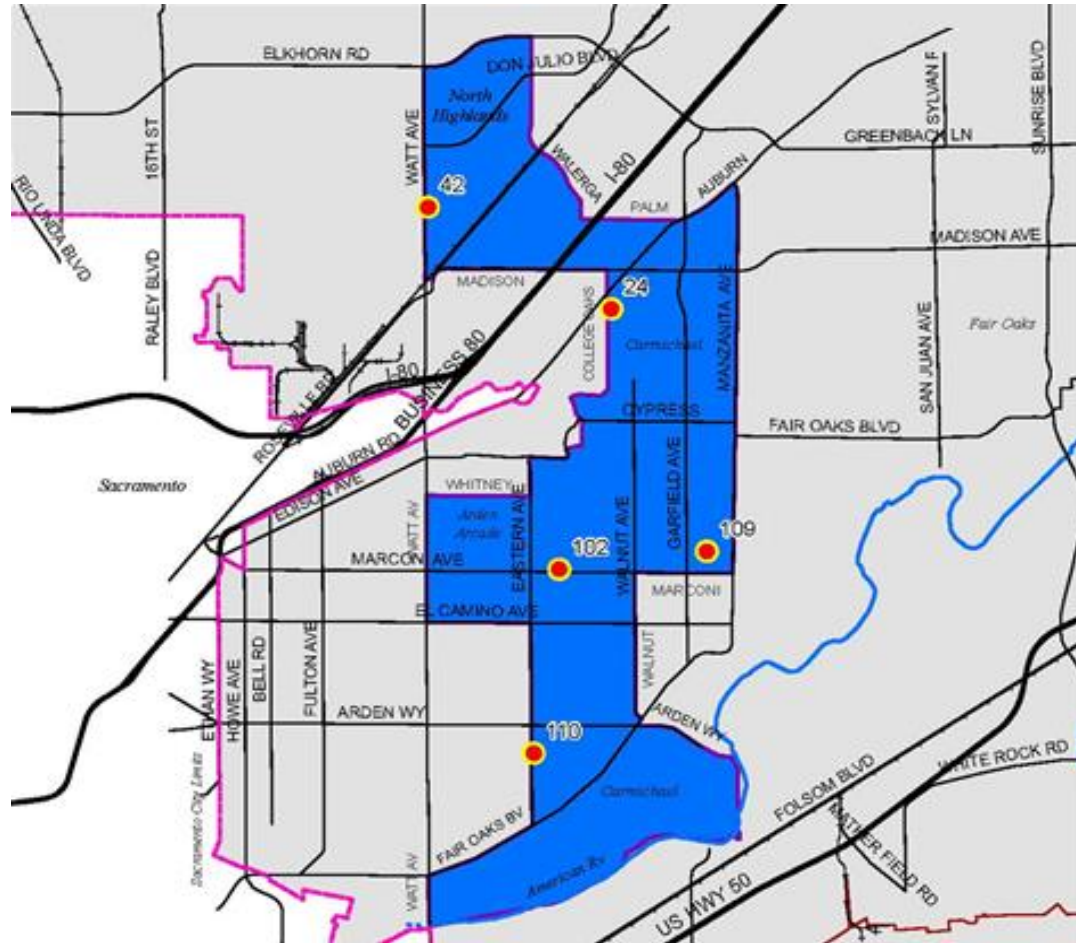
DIVISION 6



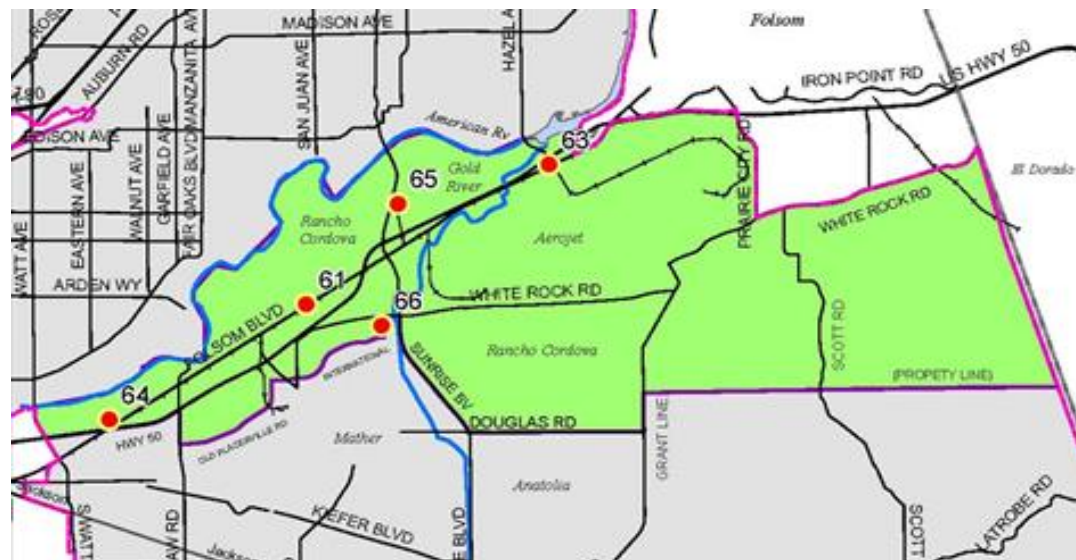
- Fire Station
- Metro Fire



DIVISION 7



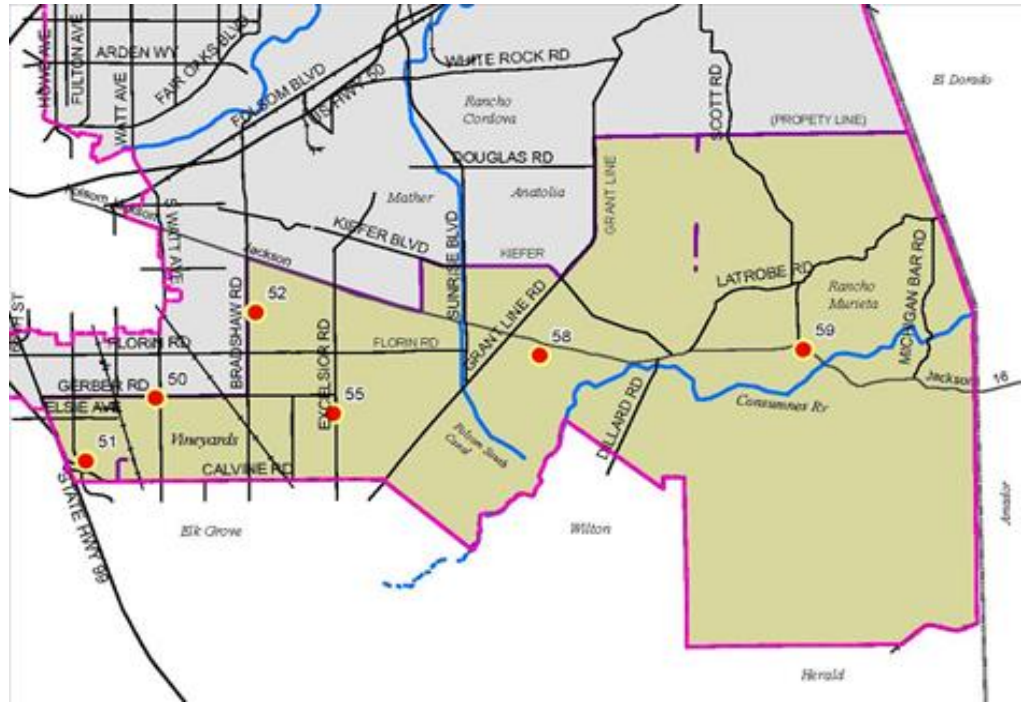
DIVISION 8





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 Michael Lozano

B Shift Chris Greene

C Shift Adam Mitchell

EMS Barbara Law

Training Adam House

Fire Marshal Lisa Barsdale



DISTRICT HISTORY

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

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

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

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

Core Values

Integrity • Professionalism • Teamwork • Service Before Self

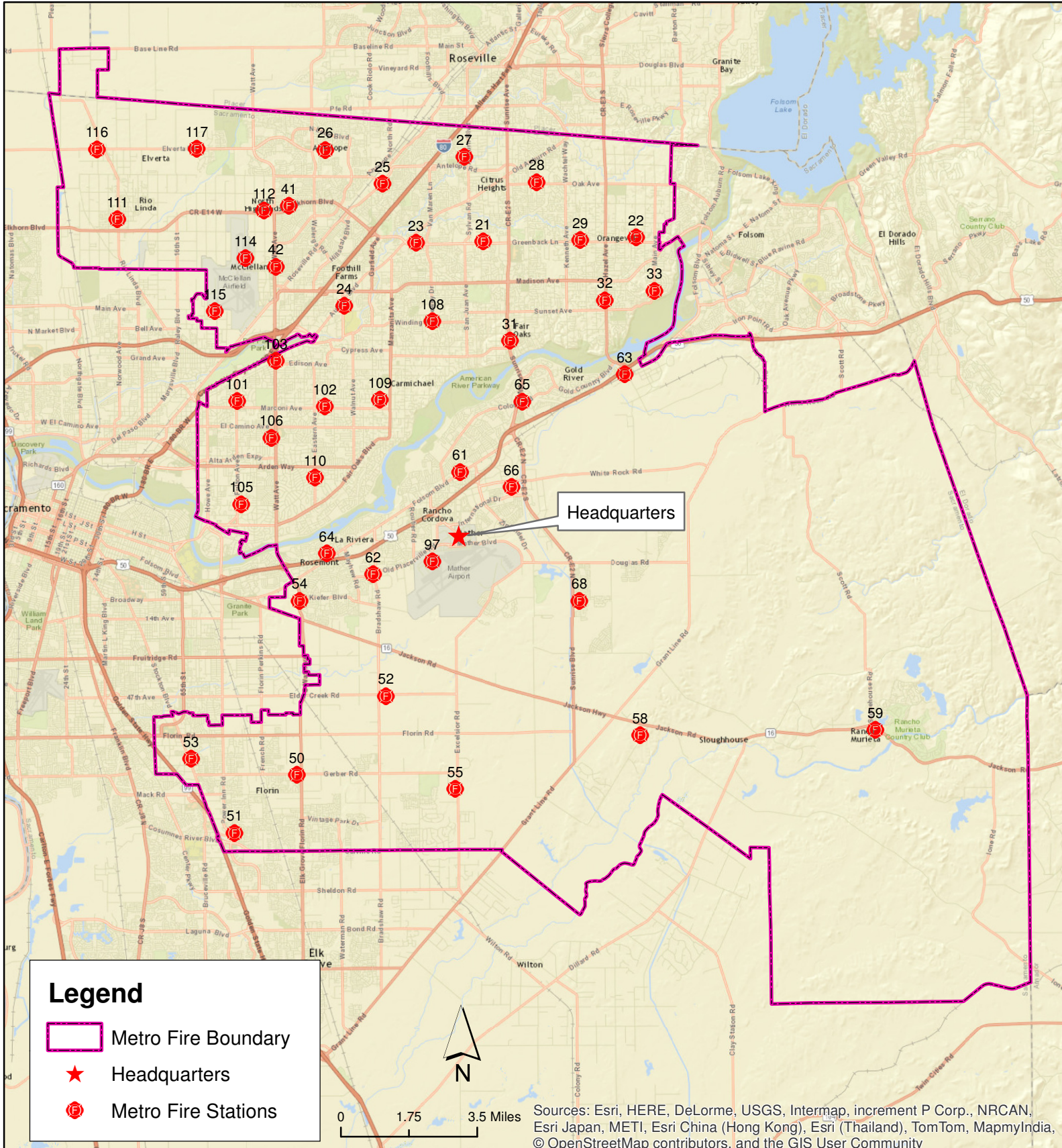
Mission Statement

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



Sacramento Metropolitan Fire District

10545 Armstrong Ave, Suite 200
Mather, CA 95655



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



METRO FIRE LOCATIONS

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

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 11, 2020

TO: Board of Directors

FROM: Todd Harms, Fire Chief

RE: Preliminary Budget for the Fiscal Year Ending June 30, 2021

BUDGET OVERVIEW

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

Based on estimated property values as of January 1, 2020, assessed property value growth within the District is estimated to result in a 4.5% increase in property tax revenues received by the District in FY 2020/21, continuing a 7-year trend of increasing property tax revenues following the Great Recession. The FY 2020/21 Preliminary Budget also reflects increased ongoing spending requirements resulting from labor cost escalation, including increases in required pension and medical contributions and an assumed wage increase. Overall, the FY 2020/21 Preliminary Budget presented for the Board of Directors' consideration results in a \$2 million operating budget surplus in the General Fund.

The budget for FY 2020/21, as well as projections for future years, will continue to be refined as more information is known. Our overriding goals will be to optimize services to the greatest extent possible given the available sources of funding, ensuring that the ongoing all-risk fire, rescue and emergency medical needs of the District are met, and to provide adequate reserves for future contingencies.

BUDGET DISCUSSION

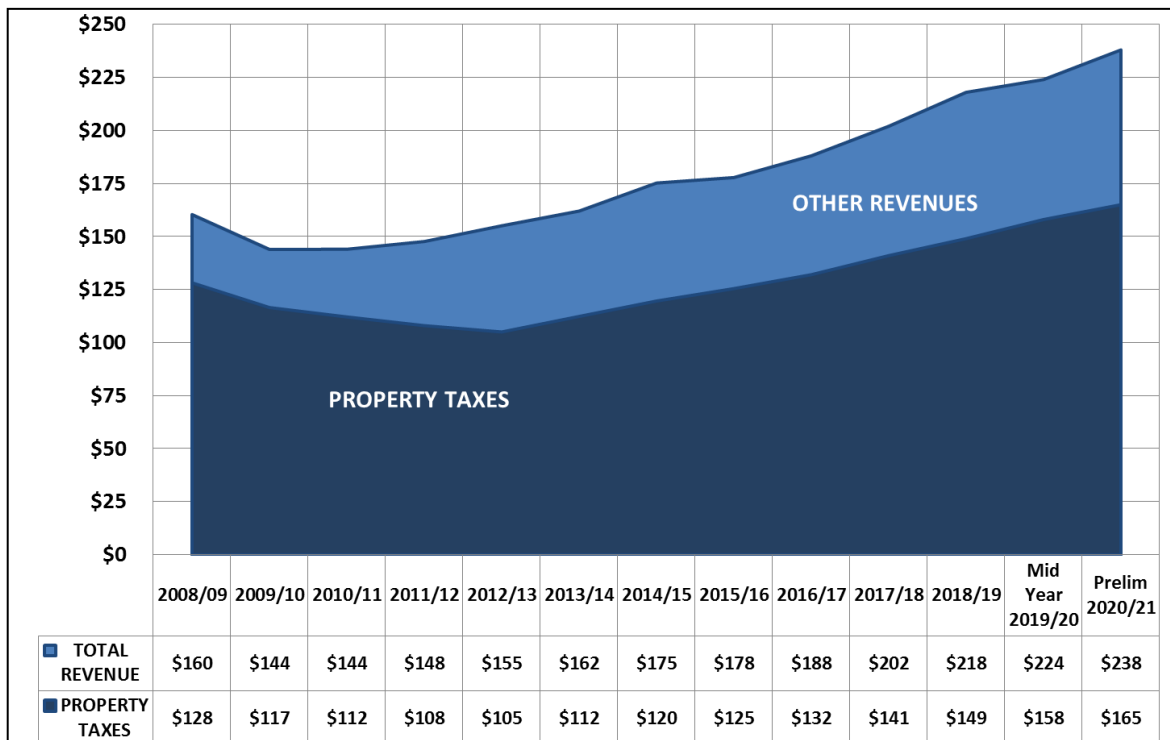
The FY 2020/21 Preliminary Budget is summarized below.

GENERAL FUND

FY 2020/21 General Fund revenue is projected to total \$229 million compared to budgeted General Fund expenditures of \$229 million. After accounting for a transfer in from the Intergovernmental Transfer (IGT) Fund of \$9 million and transfers out to the Capital Facilities Fund of \$7 million, the FY 2020/21 General Fund budget results in a projected \$2 million increase in the General Fund reserve balance, reflecting the cautious approach of enhancing reserves for potential future need.

Revenue

The chart below shows historical General Fund revenues and other financing sources beginning with the pre-recession peak of FY 2008/09 through the FY 2020/21 budget. As shown, FY 2020/21 is expected to represent the eighth consecutive year of property tax revenue growth and tenth consecutive year of total revenue growth. Property tax revenues are expected to account for 69% of total financing sources in FY 2020/21 compared to 80% in FY 2008/09, reflecting an increasing share of emergency medical services cost recovery over that time period.



Note: FY 2014/15 through FY 2020/21 adjusted to reflect net IGT revenue.

Projected FY 2020/21 General Fund revenues of \$229 million represent an increase of \$14 million compared to the FY 2019/20 mid-year budget of \$215 million. The primary factors contributing to this change include:

- Property Taxes: Property tax revenues of \$165 million account for approximately 70% of total General Fund financing sources and represent an increase of 4.5% over the FY 2019/20 mid-year budget of \$158 million.
- Medic Cost Recovery: Medic cost recovery revenues of \$43 million represent an increase of approximately 5% over the FY 2019/20 mid-year budget of \$41 million, resulting from a combination of a rate increase to reflect cost inflation and the deployment of additional medic units.
- Deployment Reimbursements: Deployment reimbursement revenue is budgeted at \$5.5 million, which represents a \$4.7 million increase compared to the FY 2019/20 mid-year budget due to the unusually low deployment activity experienced in FY 2019/20.

Including the \$9 million transfer in from the IGT Fund, total General Fund financing sources are projected to be \$238 million.

Expenditures

General Fund expenditures of \$229 million represent an \$11 million increase compared to FY 2019/20 budgeted expenditures. Including the \$7 million transfer to the Capital Facilities Fund to fund debt service and capital purchases not being financed, the overall use of General Fund resources is \$236 million.

Highlights of the major changes in expenditures compared to FY 2019/20 are as follows:

Labor

General Fund budgeted labor costs total \$194 million for FY 2020/21, which represents a \$10 million increase compared to the FY 2019/20 mid-year budget.

Factors contributing to the increase in General Fund labor expenses include increases in required pension and other postemployment benefits (OPEB) contributions, increases in medical premiums, increased deployment overtime, and an assumed 2% wage increase effective January 1, 2021 based on the assumed increase in net taxable value. These increases are partially offset by savings as a result of deferring the next firefighter academy beyond FY 2020/21.

The table on the following page displays the current number of funded full-time positions by division, proposed changes, and the resulting number of recommended funded full-time positions. While there are no proposed changes to the number of funded full-time positions, budget savings for wages and benefits have been assumed for certain positions that are expected to be vacant for at least part of the fiscal year.

	Current Funded Full- Time Positions	Proposed Changes	Recommended Funded Full- Time Positions
Office of the Fire Chief	7	0	7
Operations Branch			
Operations	9	0	9
Suppression	510	0	510
Helicopter	1	0	1
Fire Investigations	3	0	3
Emergency Medical Services	8	0	8
Single Role Paramedic Program	37	0	37
Training/Health and Fitness	6	0	6
Safety	<u>2</u>	<u>0</u>	<u>2</u>
	576	0	576
Support Services Branch			
Support Services	1	0	1
Information Technology	9.5	0	9.5
Communications	3.5	0	3.5
Facilities	5	0	5
Fleet	15	0	15
Logistics	<u>11</u>	<u>0</u>	<u>11</u>
	45	0	45
Administration Branch			
Administration	1	0	1
Human Resources	6	0	6
Finance	13	0	13
Development	1	0	1
Community Risk Reduction	<u>29</u>	<u>0</u>	<u>29</u>
	50	0	50
Total Funded Full-Time Positions	678	0	678

Services and Supplies

The services and supplies budget totals \$31 million, an increase of approximately \$1 million from the prior year. Changes from FY 2019/20 include:

- An increase of \$1.3 million for contract ambulance service based on the addition of two units effective July 1, 2020
- An increase of \$500,000 for the District's liability and property insurance premium
- A decrease of \$1 million for safety equipment, clothing and supplies due to one-time SCBA expenditures in FY 2019/20 and the deferral of next the firefighter academy
- A decrease of \$300,000 resulting from reduced travel, conference, and training services budget

Taxes, Licenses, Assessments, Debt Service & Contributions

This expenditure category includes the assessment paid to the County for property tax administration, the assessment paid to the State for the Ground Emergency Medical Transport Quality Assurance Fee (GEMT QAF), General Fund debt service payments and other assessments and fees. FY 2020/21 total expenditures for this category are budgeted at \$4.2 million, which represents a \$400,000 reduction compared to FY 2019/20 due to a one-time contribution included in the FY 2019/20 budget.

General Fund Operating Reserves

The amount of General Fund Operating Reserves is expected to be \$32 million at June 30, 2021. This amount represents 14% 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 associated with the District's transport of Medi-Cal managed care beneficiaries. The expenditures and revenues associated with these transfers are tracked in a separate fund in order to provide greater transparency, and the net revenue generated is transferred to the General Fund to fund District cost to provide healthcare services.

It is anticipated that IGTs covering activity for FY 2019/20 will be completed during FY 2020/21. A total of \$6.6 million is expected to be transferred to the State in order to receive approximately \$15.4 million, for net IGT revenue of \$8.8 million.

Net funding of approximately \$9 million from the IGTs covering activity for FY 2018/19 is anticipated to be received during FY 2019/20 but will be transferred and applied to General Fund expenditures in FY 2020/21. The funding from the IGTs covering activity for FY 2019/20 is expected to fund General Fund expenditures in FY 2021/22.

CAPITAL FACILITIES FUND

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

Budgeted expenditures for FY 2020/21 total \$12 million, which includes \$6 million for capital outlay and \$6 million for debt service. Approximately \$4 million of the \$6 million in capital outlay is expected to be financed, with an additional \$1 million already having been financed in the prior year. The remaining capital expenditures and debt service payments are funded with a \$7 million transfer from the General Fund.

Major capital purchases for FY 2020/21 include:

- Three Type I engines - \$2.1 million
- Three ambulances - \$0.7 million
- Two Type V engines - \$0.4 million
- Two ambulance remounts - \$0.3 million

GRANTS FUND

The FY 2020/21 Grants Fund Preliminary Budget includes approximately \$200,000 in revenue and expenditures for completion of the District's currently open grants. As additional grants are awarded and accepted, the associated revenues and expenditures will be reflected through revisions to the budget.

LEASED PROPERTIES FUND

The District leases property not required for current operations and accounts for the revenues and expenditures associated with leased property in the Leased Properties Fund. Total lease revenue for FY 2020/21 is projected at approximately \$1.1 million, while expenses associated with the leased property are budgeted at approximately \$700,000.

DEVELOPMENT IMPACT FEES FUND

Annual development impact fee revenue of \$1.3 million is budgeted for FY 2020/21. Use of this revenue source is restricted to costs related to new fire stations and equipment needed to mitigate the impacts of new development. During FY 2020/21, the District expects to use this funding for construction of Station 68, with \$7 million budgeted for this purpose.

ISSUES, PRIORITIES, AND FUTURE CHALLENGES

Through proactive financial planning efforts, the District has identified and begun addressing issues to ensure future financial sustainability. In addition to addressing uncertainty associated with the COVID-19 pandemic, the recommended Preliminary Budget for FY 2020/21 also reflects continued emphasis on addressing the issues and priorities described below.

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

The FY 2020/21 budget reflects an increase of over \$4 million (11%) in required contributions to CalPERS to fund the District's pension plans, resulting largely from increased payments on the unfunded liability. Required contributions are expected to continue to increase through FY 2025/26, as an assumed reduction in investment return is fully phased in.

The FY 2020/21 budget also reflects a \$4 million payment to the Sacramento County Employees' Retirement System in accordance with a funding agreement to address the unfunded liability associated with a predecessor agency. Under this agreement, the District will make annual payments through FY 2036/37.

In accordance with Board policy, \$25.5 million in outstanding Pension Obligation Bond principal was redeemed during FY 2018/19 using amounts set aside each year for this purpose, reducing the District's outstanding pension bond debt. Approximately \$2 million is being set aside in FY 2020/21 and future years to redeem an additional \$20 million in Pension Obligation Bond principal in 2025.

Regarding OPEB, the District has been pre-funding its retiree medical obligations since 2013, and the FY 2020/21 budget reflects a full funding policy contribution of \$17 million (\$2 million increase compared to FY 2019/20) to fund the explicit subsidy liability, budgeted as a combination of retiree medical premium payments and contributions to the California Employers' Retiree Benefit Trust (CERBT) Fund.

Capital Replacement and Maintenance

The FY 2020/21 budget includes nearly \$13 million in capital outlay. Of that amount, approximately \$5 million is budgeted for the replacement of apparatus and other vehicles. The District expects to have continued significant vehicle replacement needs in the future, resulting in escalating costs.

FY 2020/21 capital outlay also includes \$7 million associated with the design and construction of the new Station 68. As new development continues to occur within the District, future budgets are expected to include additional costs associated with constructing and equipping new fire stations. Additionally, the District recently completed a Facility Condition Assessment (FCA), which identified the need for over \$80 million of repairs to existing fire stations and facilities over the next 20 years, as well as \$50 million of modernization costs for these facilities.

Future of IGT Program

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

The FY 2020/21 budget reflects a continuation of this lagged approach, with a transfer to the General Fund of approximately \$9 million based on prior year activity. While the federal funding percentage is programmed to decrease slightly through 2020, any unanticipated reduction in federal funding could have a significant impact on the net funding received by the District. As a result, opportunities to direct this funding source toward one-time expenditures will continue to be explored as future budgets are developed.

RECOMMENDATION

Staff recommends adopting the Preliminary Budget for the fiscal year ending June 30, 2021.

ALL FUNDS SUMMARIES





BUDGET SUMMARY - ALL FUNDS

Preliminary Budget FY 2020-21

	GENERAL FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
REVENUES							
PROPERTY TAXES	\$ 165,147,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 165,147,000
USE OF MONEY AND PROPERTY	15,000	-	1,110,029	-	-	-	1,125,029
INTERGOVERNMENTAL	3,583,000	-	-	191,295	-	-	3,774,295
CHARGES FOR SERVICES	58,198,651	-	-	-	1,300,000	15,400,000	74,898,651
MISCELLANEOUS	2,045,451	-	-	-	-	-	2,045,451
Total Revenues	228,989,102	-	1,110,029	191,295	1,300,000	15,400,000	246,990,426
EXPENDITURES:							
LABOR COSTS	194,085,436	-	-	11,000	-	-	194,096,436
SERVICES & SUPPLIES	30,800,859	-	371,107	-	70,000	6,600,000	37,841,966
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,238,799	6,520,460	296,332	-	-	-	11,055,591
CAPITAL OUTLAY	-	5,905,161	-	180,295	7,000,000	-	13,085,456
Total Expenditures	229,125,094	12,425,621	667,439	191,295	7,070,000	6,600,000	256,079,449
REVENUE LESS EXPENDITURES	(135,992)	(12,425,621)	442,590	-	(5,770,000)	8,800,000	(9,089,023)
OTHER FINANCING SOURCES(USES)							
ISSUANCE OF CAPITAL LEASES	-	3,950,000	-	-	-	-	3,950,000
SALE OF ASSETS	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND A-General	-	7,026,886	-	-	-	(9,220,000)	(2,193,114)
TRANSFERS IN(OUT) FUND D-Cap Fac	(7,026,886)	-	-	-	-	-	(7,026,886)
TRANSFERS IN(OUT) FUND G-Grants	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND L-Leases	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND M-IGT	9,220,000	-	-	-	-	-	9,220,000
Total Transfers	2,193,114	10,976,886	-	-	-	(9,220,000)	3,950,000
CHANGE IN FUND BALANCE	\$ 2,057,122	\$ (1,448,735)	\$ 442,590	\$ -	\$ (5,770,000)	\$ (420,000)	\$ (5,139,023)



FUND BALANCE SUMMARY

Preliminary Budget FY 2020-21

	GENERAL FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
Estimated Fund Balance							
Available June 30, 2020	\$ 29,785,333	\$ 1,707,213	\$ 612,546	\$ 749,669	\$ 7,359,212	\$ 9,227,826	\$ 49,552,682
Revenues	228,989,102	-	1,110,029	191,295	1,300,000	15,400,000	246,990,426
Other Financing Sources	9,220,000	10,976,886	-	-	-	-	20,196,886
Release of Committed Funds	-	-	-	-	-	-	-
Estimated Funds Available	267,994,435	12,684,099	1,722,575	940,964	8,659,212	24,627,826	316,739,994
Expenditures	(229,125,094)	(12,425,621)	(667,439)	(191,295)	(7,070,000)	(6,600,000)	(256,079,449)
Other Financing Uses	(7,026,886)	-	-	-	-	(9,220,000)	(16,246,886)
Special Item	-	-	-	-	-	-	-
Estimated Fund Balance							
at June 30, 2021	\$ 31,842,455	\$ 258,478	\$ 1,055,136	\$ 749,669	\$ 1,589,212	\$ 8,807,826	\$ 44,413,659



SUMMARY OF REVENUES AND OTHER FINANCING SOURCES

Preliminary Budget FY 2020-21

<u>SOURCE</u>	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21
REVENUES				
Taxes	\$ 141,419,052	\$ 149,456,504	\$ 157,987,583	\$ 165,147,000
Charges for Services	80,611,926	72,105,039	68,414,180	74,898,651
Intergovernmental	5,966,037	5,018,802	8,018,749	3,774,295
Miscellaneous	1,859,066	1,300,479	2,316,198	2,045,451
Use of Money or Property	425,244	1,761,762	1,143,620	1,125,029
Total Revenues	230,281,325	229,642,586	237,880,330	246,990,426
OTHER FINANCING SOURCES	13,374,536	17,766,770	20,909,667	20,196,886
TOTALS	\$ 243,655,861	\$ 247,409,356	\$ 258,789,997	\$ 267,187,312
FUNDS				
General Fund	\$ 201,733,730	\$ 218,106,491	\$ 224,474,586	\$ 238,209,102
Pension Obligation Bond Fund	33,254	94,979	747	-
Capital Facilities Fund	6,796,601	10,400,481	11,873,607	10,976,886
Leased Properties Fund	930,749	805,645	1,102,289	1,110,029
Grants Fund	1,746,956	864,638	4,637,346	191,295
Development Impact Fees Fund	1,269,649	1,757,056	1,601,422	1,300,000
IGT Fund	31,144,922	15,380,066	15,100,000	15,400,000
TOTALS	\$ 243,655,861	\$ 247,409,356	\$ 258,789,997	\$ 267,187,312



SUMMARY OF EXPENDITURES AND OTHER FINANCING USES

Preliminary Budget FY 2020-21

OBJECT	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21
EXPENDITURES				
Labor Costs	\$ 166,918,089	\$ 174,384,668	\$ 184,289,497	\$ 194,096,436
Services & Supplies	43,483,088	31,114,150	37,379,233	37,841,966
Taxes, Licenses, Debt Service & Others	7,167,466	9,489,582	13,195,748	11,055,591
Capital Outlay	3,187,708	6,142,172	13,078,145	13,085,456
Total Expenditures	220,756,351	221,130,572	247,942,623	256,079,449
OTHER FINANCING USES	10,436,328	12,252,001	16,160,106	16,246,886
TOTALS	\$ 231,192,679	\$ 233,382,573	\$ 264,102,729	\$ 272,326,335
FUNDS				
General Fund	\$ 196,615,245	\$ 208,466,249	\$ 225,481,291	\$ 236,151,980
Pension Obligation Bond Fund	-	37,500	-	-
Capital Facilities Fund	6,853,339	10,858,240	13,326,330	12,425,621
Leased Properties Fund	1,581,976	838,658	695,205	667,439
Grants Fund	1,809,539	399,824	5,012,264	191,295
Development Impact Fees Fund	64,202	72,160	3,867,639	7,070,000
IGT Fund	24,268,378	12,709,942	15,720,000	15,820,000
TOTALS	\$ 231,192,679	\$ 233,382,573	\$ 264,102,729	\$ 272,326,335



DEBT SERVICE SCHEDULE

Preliminary Budget FY 2020-21

	Regular Debt Payments		Sinking	Total
	Principal	Interest	Fund	
FUNDS				
General Fund				
Pension Obligation Bonds	\$ 2,430,000	\$ 1,757,188	\$ 2,341,450	\$ 6,528,638
Lease Revenue Bonds	197,234	116,279	-	313,513
P-25 Radio Financing	261,906	8,280	-	270,186
IT Equipment Leases	-	-	-	-
Subtotal	2,889,140	1,881,747	2,341,450	7,112,337
Capital Facilities Fund				
Gurney Lease	205,266	8,293	-	213,559
Apparatus and Equipment Leases	5,912,329	330,359	-	6,242,688
Lease Revenue Bonds	23,816	40,397	-	64,213
Subtotal	6,141,411	379,049	-	6,520,460
Leased Properties Fund				
Lease Revenue Bonds	109,906	186,426	-	296,332
TOTALS	\$ 9,140,457	\$ 2,447,222	\$ 2,341,450	\$ 13,929,129



Expenditures by Division - All Funds

Preliminary Budget FY 2020-21

		ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
OFFICE OF THE FIRE CHIEF						
FCH	FIRE CHIEF	2,104,019	2,312,100	2,362,493	2,418,199	2.4%
DEV	DEVELOPMENT TEAM	272,292	419,285	385,994	349,914	-9.3%
BRD	BOARD OF DIRECTORS	230,145	279,500	277,338	355,833	28.3%
COR	COMMUNITY RELATIONS	347,814	325,701	422,236	143,503	-66.0%
ADMINISTRATION						
CRR	COMMUNITY RISK REDUCTION	3,060,929	3,078,422	3,573,333	4,041,619	13.1%
CSE	COMMUNITY SERVICES	2,835	(22,510)	59,934	252,558	321.4%
DCO	DEFERRED COMP	24,732	50,737	55,200	55,200	0.0%
FIN	FINANCE	3,562,004	7,314,086	5,726,068	5,095,339	-11.0%
HRE	HUMAN RESOURCES	1,635,913	1,649,104	1,734,170	2,115,319	22.0%
NDI	NON-DIVISIONAL	47,737,471	36,473,590	43,581,695	48,661,982	11.7%
WCO	WORKERS COMP	3,041,516	2,906,078	3,032,877	3,216,857	6.1%
OPERATIONS						
APE	APPARATUS & EQUIP	777,707	325,309	350,642	336,860	-3.9%
ARS	ARSON/FIRE INVESTIGATIONS	445,268	431,515	564,883	508,832	-9.9%
CER	COMM EMER RESPONSE TM	7,797	5,874	2,100	8,500	304.8%
CIS	CRITICAL INCIDENT STR MNGT	17,910	17,075	31,950	21,600	-32.4%
CPT	AIR OPS	1,654,174	884,791	1,160,247	1,458,614	25.7%
DIS	DISPATCH	3,643,029	4,031,154	4,241,671	4,241,671	0.0%
DZR	DOZER PROGRAM	26,319	26,198	36,460	750	-97.9%
EMS	EMER MEDICAL SERVICES	6,400,242	6,713,055	7,981,368	9,169,635	14.9%
EPS	EMER PLANNING SPEC	120,104	(8,822)	12,999	7,000	-46.1%
HFI	HEALTH & FITNESS	299,318	331,877	443,707	499,442	12.6%
HZM	HAZMAT	56,993	48,361	78,000	25,860	-66.8%
MIH	MOBILE INTEGRATED HEALTH	-	-	203,500	723,586	255.6%
OPE	OPERATIONS ADMIN	1,193,742	1,782,550	1,548,429	1,850,574	19.5%
RCA	RECRUIT ACADEMY	1,491,016	1,267,997	2,429,938	-	-100.0%
RES	RESCUE	-	56,247	64,499	25,000	-61.2%
RFP	RESERVE FF PROGRAM	28,331	7,275	75,775	83,425	10.1%
RTL	RENTAL PROPERTIES	1,153,727	542,241	129,364	133,789	3.4%
SAF	SAFETY	1,078,520	1,316,976	7,619,621	1,592,329	-79.1%
SRP	SINGLE ROLE PARA PRG	2,929,914	2,863,264	2,226,024	3,123,365	40.3%
SUP	SUPPRESSION	119,682,080	126,238,794	129,923,561	135,228,528	4.1%
TEM	TACTICAL EMS	8,630	7,105	14,150	7,600	-46.3%
TRA	TRAINING	1,922,923	1,665,059	2,306,124	1,657,123	-28.1%
UAV	UNMANNED AERIAL VEHICLE	-	22,844	16,502	16,502	0.0%
USR	URBAN SEARCH & RESCUE	-	-	1,500	-	-100.0%
UTL	FIRE STATIONS UTILITIES AND CAPITAL OUTLAY	624,990	654,681	4,461,480	7,675,142	72.0%
WIL	WILDLAND	-	84,337	130,127	58,530	-55.0%
WTR	WATER RESCUE	16,261	13,164	289,537	212,195	-26.7%
SUPPORT SERVICES						
COM	COMMUNICATION	2,275,786	1,322,588	1,635,190	1,641,569	0.4%
FAC	FACILITIES	1,998,628	1,463,694	2,177,656	2,207,968	1.4%
FLE	FLEET	5,320,025	8,180,509	10,044,947	10,107,246	0.6%
LOG	LOGISTICS	2,428,906	2,563,203	2,900,623	2,665,960	-8.1%
TEC	INFORMATION TECHNOLOGY	3,134,341	3,485,564	3,628,711	4,083,931	12.5%
TOTALS:		\$ 220,756,351	\$ 221,130,572	\$ 247,942,623	\$ 256,079,449	3.3%



CAPITAL OUTLAY SUMMARY
PRELIMINARY BUDGET FY 2020-21

<u>Fund</u>	<u>Division</u>	<u>Description</u>	<u>Units</u>	<u>Price</u>	<u>Amount</u>	<u>Principal</u>	<u>Interest</u>	<u>FY 2020-21</u>	<u>Annual</u>
								<u>Costs</u>	<u>Financing</u>
								<u>Cost</u>	<u>Cost</u>
Capital Facilities	Safety	PPE WASHER 2 UNIMACS OR ONE SOLO RESCUE	1	30,000	30,000				
Capital Facilities	Fleet Maintenance	AMBULANCE - NEW	3	220,000	660,000	63,084	6,600	69,684	139,368
Capital Facilities	Fleet Maintenance	AMBULANCE - REMOUNT	2	130,000	260,000	24,851	2,600	27,451	54,903
Capital Facilities	Fleet Maintenance	ENGINE TYPE I	3	710,000	2,130,000	203,590	21,300	224,890	449,780
Capital Facilities	Fleet Maintenance	ENGINE TYPE V	2	200,000	400,000	38,233	4,000	42,233	84,466
Capital Facilities	Fleet Maintenance	DRAFT COMMANDER	1	100,000	100,000	9,558	1,000	10,558	21,116
Capital Facilities	Fleet Maintenance	BOX TRUCK - LOGS	1	130,000	130,000	12,426	1,300	13,726	27,451
Capital Facilities	Fleet Maintenance	PICK UP - COACH	1	50,000	50,000	4,779	500	5,279	10,558
Capital Facilities	Fleet Maintenance	PICK UP - FLEET	1	45,000	45,000	4,301	450	4,751	9,502
Capital Facilities	Fleet Maintenance	SUV - STAFF	2	60,000	120,000	11,470	1,200	12,670	25,340
Capital Facilities	Fleet Maintenance	VAN - IT	1	55,000	55,000	5,257	550	5,807	11,614
Capital Facilities	Fleet Maintenance	CARRY FORWARD AIR UNIT - DUE IN JUNE 2020	1	552,229	552,229				
Capital Facilities	Fleet Maintenance	CARRY FORWARD AMBULANCE (3) - DUE IN JUNE 2020	3	210,294	630,882				
Capital Facilities	Fleet Maintenance	CARRY FORWARD PICK UP FACILITIES - DUE IN JULY 2020	1	78,625	78,625				
Capital Facilities	Fleet Maintenance	CARRY FORWARD VAN COMMS (2) - DUE IN JUNE 2020	1	120,000	120,000				
Capital Facilities	Fleet Maintenance	CARRY FORWARD VAN FACILITIES - DUE IN SEPTEMBER 2020	1	67,000	67,000				
Capital Facilities	Fleet Maintenance	VEHICLE SCANNER - FLEET	1	15,000	15,000				
Capital Facilities	Facility Maintenance	FLEET PUMP POD GROUNDWORK	1	153,000	153,000				
Capital Facilities	Facility Maintenance	RANGE REPLACEMENTS	3	16,000	48,000				
Capital Facilities	Facility Maintenance	STA 112 CARPORT INSTALLATION	1	37,000	37,000				
Capital Facilities	Facility Maintenance	STA 65 CARPORT INSTALLATION	1	30,000	30,000				
Capital Facilities	Information Technology	COPIERS	10	7,810	78,100				
Capital Facilities	Information Technology	NAS	1	5,825	5,825				
Capital Facilities	Information Technology	SERVERS	5	19,600	98,000				
Capital Facilities	Information Technology	SWITCHES	1	6,500	6,500				
Capital Facilities	Community Emergency R	REPLACEMENT GOLF CART	1	5,000	5,000				
Subtotal: Capital Facilities					5,905,161	377,550	39,500	417,050	834,098
Development	Fire Station 068	STATION 68 BUILD	1	7,000,000	7,000,000				
Impact Fees									
Federal Grants	Water Rescue	SHSGP19 SWIFT WATER RESCUE BOAT AND TRAILER	1	113,663	113,663				
Federal Grants	Water Rescue	SHSGP18 FLOOD RESPONSE BOAT	1	11,377	11,377				
Federal Grants	Water Rescue	SHSGP18 FLOOD RESPONSE BOAT	1	11,377	11,377				
Federal Grants	Water Rescue	SHSGP18 FLOOD RESPONSE BOAT	1	11,377	11,377				
Federal Grants	Water Rescue	SHSGP18 FLOOD RESPONSE BOAT	1	11,377	11,377				
Federal Grants	Water Rescue	SHSGP19 FLOOD RESPONSE PORTABLE TRAILER	1	21,124	21,124				
Grand Totals					13,085,456	377,550	39,500	417,050	834,098

REVENUE & EXPENDITURES GENERAL OPERATING FUND





BUDGET SUMMARY - GENERAL FUND

Preliminary Budget FY 2020-21

	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
REVENUES					
Property Taxes	\$ 141,419,052	\$ 149,456,504	\$ 157,987,583	\$ 165,147,000	\$ 7,159,417
Use of Money/Property	(123,080)	666,431	15,000	15,000	-
Intergovernmental	4,233,587	4,559,172	3,486,000	3,583,000	97,000
Charges for Services	48,338,741	55,347,344	51,714,180	58,198,651	6,484,471
Miscellaneous Revenue	1,859,066	1,300,479	2,051,823	2,045,451	(6,372)
Total Revenues	195,727,366	211,329,930	215,254,586	228,989,102	13,734,516
EXPENDITURES:					
LABOR COSTS	165,434,940	173,997,424	184,178,754	194,085,436	9,906,682
OTHER EXPENDITURES:					
Services & Supplies	23,630,389	24,395,780	29,739,428	30,800,859	1,061,431
Taxes, Licenses, Debt Service & Others	3,118,445	4,594,231	4,623,003	4,238,799	(384,204)
Total Expenditures	192,183,774	202,987,435	218,541,185	229,125,094	10,583,909
REV LESS EXP	3,543,592	8,342,495	(3,286,599)	(135,992)	3,150,607
OTHER FINANCING SOURCES(USES)					
Issuance of Capital Leases	-	-	-	-	-
Sale of Assets	1,401	3,374	-	-	-
Transfers in	6,004,963	6,773,187	9,220,000	9,220,000	-
Transfers out	(4,431,471)	(5,478,814)	(6,940,106)	(7,026,886)	(86,780)
Total Other Financing Sources(Uses)	1,574,893	1,297,747	2,279,894	2,193,114	(86,780)
REV LESS EXP PLUS TRANSFERS	5,118,485	9,640,242	(1,006,705)	2,057,122	3,063,827
Less: Increase/Transfer to Committed Fund Balance	(2,989,245)	(3,453,397)	-	-	-
CHANGE IN FUND BALANCE	2,129,240	6,186,845	(1,006,705)	2,057,122	3,063,827



REVENUES & OTHER FINANCING SOURCES - GENERAL FUND

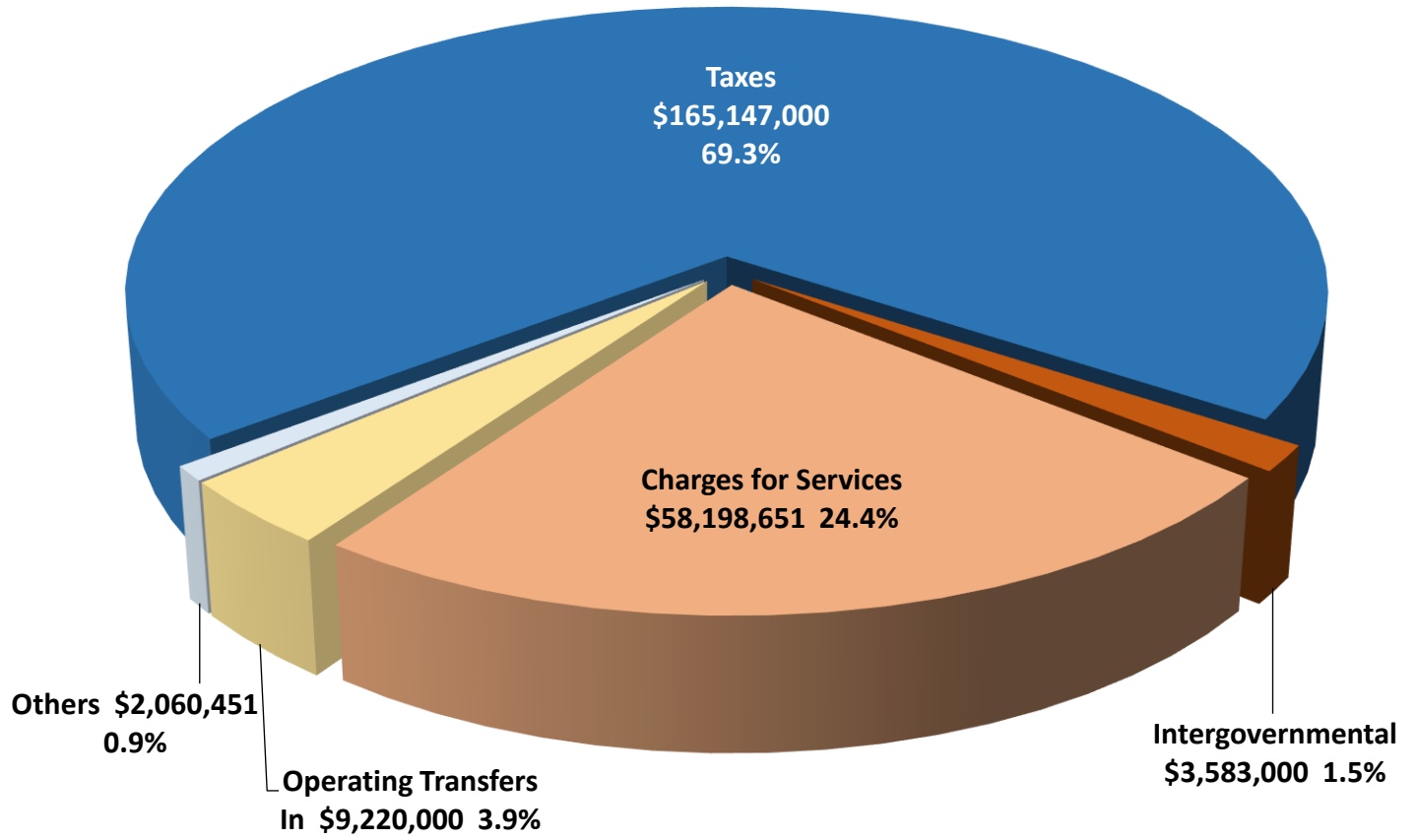
Preliminary Budget FY 2020-21

		ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
910100	CURRENT SECURED PROPERTY TAXES	\$ 129,945,937	\$ 137,354,972	\$ 146,496,000	\$ 153,682,000	\$ 7,186,000
910200	CURRENT UNSECURED PROPERTY TAXES	4,575,728	5,021,293	5,315,378	5,315,000	(378)
910300	SUPPLEMENTAL PROPERTY TAXES	3,633,252	3,843,051	2,914,000	2,905,000	(9,000)
910400	TAXES-SECURED "TEETER" FUNDS	901,848	1,015,202	1,013,325	1,080,000	66,675
910500	TAXES-SECURED "TEETER" FUNDS	161,378	200,124	217,881	130,000	(87,881)
910600	UNITARY CURRENT SECURED TAXES	1,703,611	1,603,847	1,604,000	1,604,000	-
912000	SECURED REDEMPTION TAXES	6,840	5,648	6,000	6,000	-
913000	PRIOR UNSECURED PROPERTY TAXES	135,024	55,246	56,000	59,000	3,000
914000	PROPERTY TAX PENALTIES	25,761	26,116	24,000	25,000	1,000
976200	SPECIAL TAX ASSESSMENTS	329,673	331,005	340,999	341,000	1
PROPERTY TAXES		141,419,052	149,456,504	157,987,583	165,147,000	7,159,417
941000	INTEREST INCOME	(39,025)	666,431	15,000	15,000	-
942000	FAIR VALUE ADJUSTMENT	(84,055)	-	-	-	-
USE OF MONEY/PROPERTY		(123,080)	666,431	15,000	15,000	-
919600	RDA RESIDUAL DISTRIBUTION	1,762,121	2,078,413	1,203,000	1,259,000	56,000
952200	HOMEOWNERS PROPERTY TAX REVENUE	1,435,959	1,403,461	1,403,000	1,403,000	-
953300	REDEVELOPMENT AGENCY-PASSTHRU	1,031,543	1,074,787	880,000	921,000	41,000
956900	STATE AID AND OTHER MISC REVENUES	3,964	2,511	-	-	-
INTERGOVERNMENTAL		4,233,587	4,559,172	3,486,000	3,583,000	97,000
963900	DEPLOYMENTS/OTHER FIRE SERVICE REIMBURSEMENTS	5,419,304	5,626,335	750,000	5,462,000	4,712,000
964300	FEES-INSPECTIONS, PERMITS & PLAN REVIEW	2,162,042	2,307,493	2,325,553	2,040,000	(285,553)
964320	PERMITS & KNOX LOCK FEES	9,207	3,627	-	-	-
964330	PLAN REVIEW FEES	1,624,208	1,626,649	1,680,225	1,400,000	(280,225)
964340	CODE ENFORCEMENT INSPECTION FEES	410,042	559,963	554,183	550,000	(4,183)
964360	FIREWORK FEES	78,909	77,268	68,499	65,000	(3,499)
964370	PLANNING LETTERS (COUNTY)	39,676	39,986	22,646	25,000	2,354
964800	FIRE CONTROL SERVICE (ALARM FEES)	85,232	61,822	60,878	55,000	(5,878)
964900	COPYING SERVICE	8,136	6,030	10,845	10,300	(545)
966900	MEDICAL CARE (MEDIC FEES)	34,742,045	40,224,372	41,178,241	43,140,000	1,961,759
966910	GEMT REIMBURSEMENT	2,171,712	1,342,915	1,000,000	1,000,000	-
969300	EDUCATION TRAINING SERVICE	121,779	429,998	384,783	430,000	45,217
969900	CONTRACT SERVICE REVENUE	3,628,491	5,348,379	6,003,880	6,061,351	57,471
CHARGES FOR SERVICES		48,338,741	55,347,344	51,714,180	58,198,651	6,484,471
931000	VEHICLE CODE FINES	-	112	-	3,750	3,750
932000	OTHER COURT FINES	9,996	4,360	11,706	12,000	294
973000	DONATIONS - CERT DONATION FROM FOUNDATION	-	-	11,525	-	(11,525)
974000	INSURANCE PROCEEDS	538,961	147,635	25,640	-	(25,640)
979000	REVENUE - GEMT ADMIN FEE + OTHER	1,309,639	1,136,713	1,117,952	929,701	(188,251)
979900	REVENUE - OTHER	470	11,659	-	-	-
MISCELLANEOUS REVENUE		1,859,066	1,300,479	1,166,823	945,451	(221,372)
Total General Operating Revenues		195,727,366	211,329,930	214,369,586	227,889,102	13,519,516
986200	PROCEEDS FROM SALE OF ASSETS	1,401	3,374	-	-	-
987010	OTHER PRIVATE FUNDING SOURCES	-	-	885,000	1,100,000	215,000
599100	OPERATING TRANSFERS IN (From FUND M - IGT)	6,004,963	6,773,187	9,220,000	9,220,000	-
OTHER FINANCING SOURCES		6,006,364	6,776,561	10,105,000	10,320,000	215,000
TOTAL REVENUES AND OTHER FINANCING SOURCES		\$ 201,733,730	\$ 218,106,491	\$ 224,474,586	\$ 238,209,102	\$ 13,734,516



REVENUES & OTHER FINANCING SOURCES - GENERAL OPERATING FUND 212A

Preliminary Budget FY 2020-21





Expenditures and Other Financing Uses - General Fund 212A

Preliminary Budget FY 2020-21

	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
EXPENDITURES					
LABOR COSTS	\$ 165,434,940	\$ 173,997,424	\$ 184,178,754	\$ 194,085,436	\$ 9,906,682
SERVICES & SUPPLIES	23,630,389	24,395,780	29,739,428	30,800,859	1,061,431
TAXES, LICENSES, DEBT SERVICE & OTHERS	3,118,445	4,594,231	4,623,003	4,238,799	(384,204)
Total Expenditures	192,183,774	202,987,435	218,541,185	229,125,094	10,583,909
OTHER FINANCING USES					
TRANSFERS OUT	4,431,471	5,478,814	6,940,106	7,026,886	86,780
Total Expenditures and Other Financing Uses	\$ 196,615,245	\$ 208,466,249	\$ 225,481,291	\$ 236,151,980	\$ 10,670,689

Acct	Description	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
110000	WAGES	\$ 97,629,413	\$ 101,578,103	\$ 102,682,510	\$ 104,222,755	\$ 1,540,245
120000	BENEFITS	67,805,527	72,419,321	81,496,244	89,862,681	8,366,437
	Total Labor Costs	165,434,940	173,997,424	184,178,754	194,085,436	9,906,682
200500	ADS/LEGAL NOTICES	12,377	7,541	6,930	5,862	(1,068)
201500	PRINT & COPY SERVICES	18,806	15,416	17,400	17,400	-
202100	BOOKS, SUBSCRIPTION SERVICE	7,337	8,280	10,728	11,991	1,263
202200	BOOKS, SUBSCRIPTION (PERM LIB)	11,984	13,796	51,306	18,101	(33,205)
202300	AUDIO VIDEO PRODUCTION SERVICES	5,708	9,684	12,142	8,400	(3,742)
202900	BUSINESS/CONFERENCE	202,327	262,633	371,457	210,901	(160,556)
203100	BUSINESS ACTIVITY EXP (NON-EE)	20,489	10,089	22,674	23,500	826
203500	EDUC/TRAINING SERVICES	396,397	459,809	615,490	513,381	(102,109)
203600	EDUCATION/TRAINING SUPPLIES	199,962	141,032	199,512	176,725	(22,787)
203800	EMPLOYEE AWARDS	7,133	7,558	21,800	37,100	15,300
203900	EMPLOYEE TRANSPORTATION	2,817	1,713	2,500	1,000	(1,500)
204100	OFFICE EQUIP NOT INVENTORIED	6,057	7,134	9,000	10,000	1,000
204500	FREIGHT/SHIPPING	4,877	8,405	7,500	7,500	-
205100	INSURANCE LBLTY,PPTY,W/C,ETC.	1,148,536	1,313,673	1,949,040	2,475,950	526,910
206100	MEMBERSHIPS	34,374	39,744	43,358	44,480	1,122
206600	PHOTO SUPPLY	543	7,712	750	750	-
207600	OFFICE SUPPLIES	58,236	56,472	63,751	63,750	(1)
208100	POSTAGE/SUPPLY/METER RNTL/LSE	14,442	7,758	16,400	16,450	50
208500	PRINTING/BINDING	16,535	24,523	29,090	30,400	1,310
210300	LNDSCP SVC/WEED ABTM/PEST CTRL	94,292	109,224	118,234	109,275	(8,959)
210400	LANDSCAPE SUPPLY	12,339	16,163	12,000	12,000	-
211100	BUILDING SERVICE	805,075	438,023	739,948	792,308	52,360
211200	BUILDING SUPPLY	70,331	56,424	94,433	54,600	(39,833)
213100	ELECTRICAL SERVICE	59,536	39,868	34,000	34,000	-
213200	ELECTRICAL SUPPLY	57,202	33,437	32,500	33,500	1,000
215100	MECH SYSTEMS SVC	71,269	61,796	67,949	50,032	(17,917)
215200	MECH SYSTEMS SUP	46,501	64,881	38,047	58,000	19,953
216100	PAINTING SERVICE	72,078	5,100	26,812	57,000	30,188
216200	PAINTING SUPPLY	10,121	12,998	10,000	11,000	1,000
216700	PLUMBING SERVICE	53,258	61,406	71,457	37,586	(33,871)
216800	PLUMBING SUPPLY	10,471	5,248	9,999	20,000	10,001
217100	REAL PROPERTY RENTAL	14,486	14,619	14,854	15,275	421
219100	ELECTRICITY	506,720	513,688	531,947	560,836	28,889
219200	NATURAL GAS	102,762	119,335	110,575	100,831	(9,744)
219300	REFUSE SERVICE	47,538	41,178	37,169	43,295	6,126
219500	SEWAGE SERVICE	44,797	38,477	42,895	43,594	699
219700	TELEPHONE SVCE:LINE FEES & CALLS	714,164	752,988	677,493	802,964	125,471
219800	WATER SERVICE	102,912	124,506	126,299	128,356	2,057
220500	VEHICLE MAINT SVC	1,709,324	1,335,165	1,453,279	1,668,779	215,500
220600	VEHICLE MAINT SUP	1,020,338	679,222	1,073,007	1,107,044	34,037

Acct	Description	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
222600	EXPENDABLE TOOLS	16,078	9,282	17,900	25,056	7,156
223100	FIRE EQUIP SVC (NON-SCBA)	48,027	57,605	69,387	74,000	4,613
223200	FIRE EQUIP SUPPLY	788,030	445,104	1,353,807	906,568	(447,239)
223600	FUEL, OILS & LUBRICANTS	1,085,136	1,219,576	1,323,677	1,161,000	(162,677)
225100	MEDICAL EQUIP SVC	21,384	17,422	179,861	163,501	(16,360)
225200	MEDICAL EQUIP SUP	16,589	11,344	369,174	71,000	(298,174)
226400	OFFICE EQUIPMENT/FURNITURE	11,609	3,801	10,000	10,000	-
226500	COMPUTER INVENTORIAL EQUIPT.	105,557	138,248	98,490	175,250	76,760
226600	STATION FURNISHINGS	50,124	54,295	99,300	93,300	(6,000)
227100	COMM EQUIP SERVICE	15,365	19,196	36,722	37,700	978
227200	COMM EQUIP SUPPLY	333,051	347,543	534,142	595,300	61,158
227500	EQUIPMENT RENTAL	78,199	176,867	186,640	196,417	9,777
228100	SHOP EQUIP SERVICE	10,530	84,155	40,800	111,800	71,000
228200	SHOP EQUIP SUPPLY	17,375	17,046	61,334	20,650	(40,684)
229100	OTHER EQUIP SERV	49,159	40,975	65,150	43,550	(21,600)
229200	OTHER EQUIP SUPPLY	132,920	176,408	174,263	103,701	(70,562)
231300	CLOTHING REPAIRS	146,911	124,444	134,000	150,000	16,000
231400	SAFETY CLOTHING AND SUPPLIES	511,261	863,416	1,170,354	634,465	(535,889)
232100	CUSTODIAL SERVICE	50,237	45,402	64,480	61,580	(2,900)
232200	CUSTODIAL SUPPLY	108,818	109,313	105,000	105,000	-
233200	FOOD SUPPLY	42,789	75,125	74,572	82,895	8,323
234200	KITCHEN SUPPLY	3,740	3,488	4,500	4,500	-
235100	LAUNDRY SERVICE	25,141	29,101	33,447	40,000	6,553
244300	MEDICAL SERVICES	240,591	246,621	245,394	315,022	69,628
244400	MEDICAL SUPPLIES	1,069,187	1,226,601	1,122,621	1,277,132	154,511
250200	ACTUARIAL SERVICE	5,700	40,069	31,350	16,250	(15,100)
250500	FINANCIAL SERVICE	119,824	120,427	156,983	135,855	(21,128)
253100	LEGAL SERVICE	309,559	277,850	370,000	353,000	(17,000)
254100	PERSONNEL SERVICE	224,075	197,215	191,440	217,152	25,712
254200	TREASURER SERVICES	7,477	6,054	6,826	10,166	3,340
259100	OTHER SERVICE	4,779,239	5,232,620	5,877,204	7,403,151	1,525,947
281100	COMPUTER SERVICES	760,091	986,667	1,263,477	1,255,514	(7,963)
281200	COMPUTER SUPPLY	7,010	6,922	24,710	14,000	(10,710)
281300	SALES TAX ADJUSTMENT	3,347	-	-	-	-
281700	ELECTION SERVICE	-	39,927	-	90,000	90,000
285100	PHYSICAL FITNESS SERVICE	10,599	19,713	30,000	30,000	-
285200	PHYSICAL FITNESS SUPPLIES	96,730	87,223	126,848	117,000	(9,848)
288000	PRIOR YEAR SVC/SUP	-	-	-	-	-
289800	OTHER SUPPLIES	121,748	3,539	61,652	34,900	(26,752)
289900	OTHER SERVICES	577,263	682,950	792,167	781,500	(10,667)
292300	GS MESSENGER SERVICES	2,845	2,644	2,957	3,000	43
293100	DISPATCH SERVICE	3,643,029	4,031,154	4,241,671	4,241,671	-
293400	PUBLIC WORKS SVC	-	17	2,830	4,560	1,730
296200	GENERAL SERVICE PARKING CHARGE	6,024	6,445	9,000	9,339	339
298400	RADIO SYSTEMS	183,570	185,248	201,573	210,498	8,925
Total Services and Supplies		23,630,389	24,395,780	29,739,428	30,800,859	1,061,431
321000	INTEREST EXPENSE	243,638	230,170	213,477	203,507	(9,970)
322000	PRINCIPAL PAYMENTS	647,189	536,091	373,718	382,292	8,574
345000	ASSESSMENTS	2,033,116	3,611,635	3,439,823	3,442,000	2,177
370000	CONTRIBUTIONS TO OTHER AGENCY	194,502	216,335	595,985	211,000	(384,985)
Total Tax, License, & Assessments		3,118,445	4,594,231	4,623,003	4,238,799	(384,204)

Total General Operating Expenditures \$ 192,183,774 \$ 202,987,435 \$ 218,541,185 \$ 229,125,094 \$ 10,583,909

Account Description	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
Transfer Out to Fund D - Capital Facilities	\$ 3,826,353	\$ 4,796,489	\$ 6,835,895	\$ 7,026,886	\$ 190,991
Transfer Out to Fund G-Grants	15,912	377,596	104,211	-	(104,211)
Transfer Out to Fund L-Leases	589,206	304,729	-	-	-

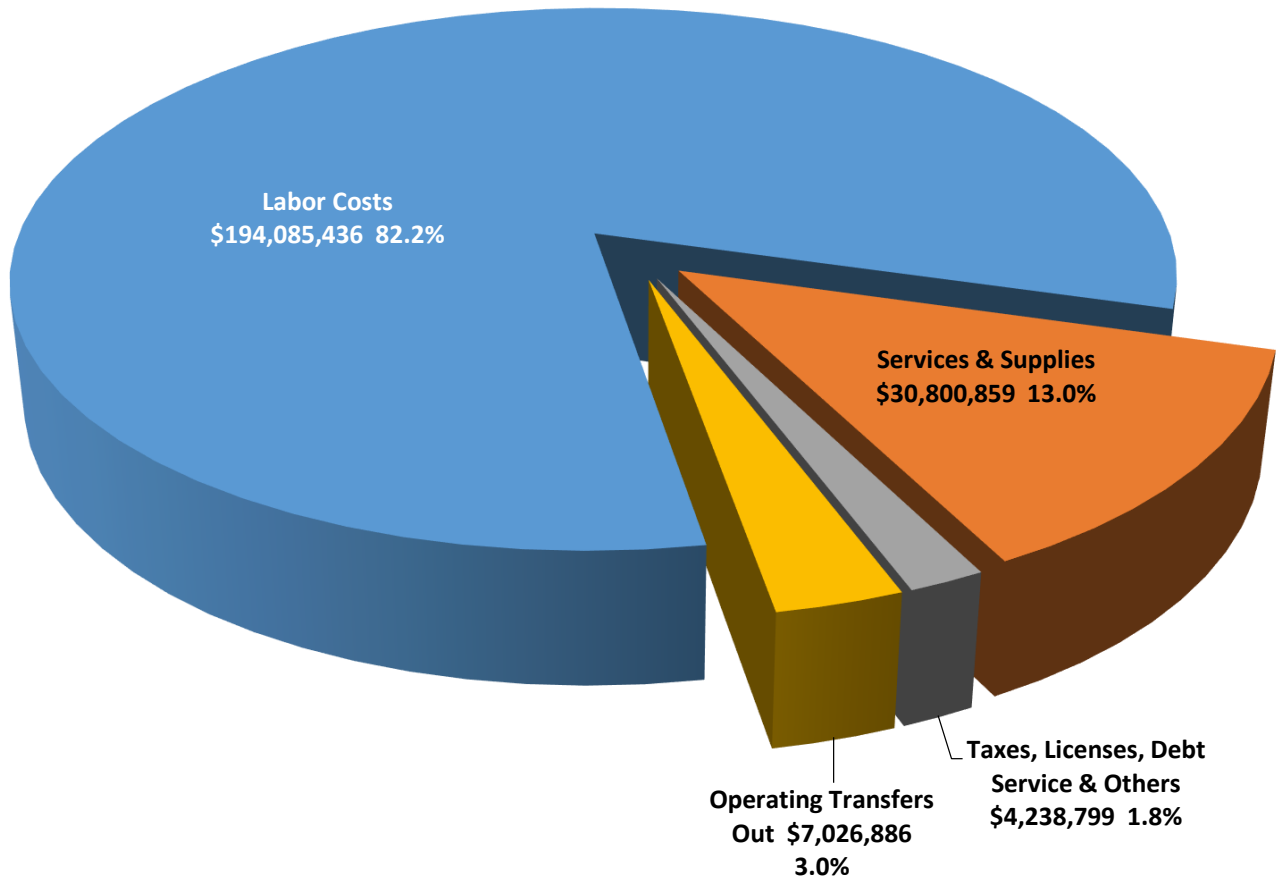
Total Other Financing Uses \$ 4,431,471 \$ 5,478,814 \$ 6,940,106 \$ 7,026,886 \$ 86,780

Total Expenditures and Other Financing Uses \$ 196,615,245 \$ 208,466,249 \$ 225,481,291 \$ 236,151,980 \$ 10,670,689



EXPENDITURES AND OTHER FINANCING USES - GENERAL FUND 212A

Preliminary Budget FY 2020-21





Labor Costs - General Fund Preliminary Budget FY 2020-21

	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ \$ Change	MID-YEAR % Change
WAGES						
111000	Wages	\$ 56,198,330	\$ 58,792,170	\$ 62,466,573	\$ 65,547,187	\$ 3,080,614 4.9%
112100	Reserve F/F-Rio Linda	62,423	57,725	50,000	50,000	- 0.0%
112400	Directors	18,633	17,971	16,317	20,000	3,683 22.6%
113120	Overtime - Shift	2,812,446	2,206,217	1,794,065	1,939,301	145,236 8.1%
113210	FLSA	1,324,341	1,397,032	1,493,852	1,557,460	63,608 4.3%
113110	Constant Staffing-Callback	21,846,442	23,031,218	19,866,364	17,819,998	(2,046,366) -10.3%
113220	Overtime - Day	295,197	313,339	513,518	267,148	(246,370) -48.0%
114110	Out of Class	19,714	45,058	83,881	100,000	16,119 19.2%
114111	Fire Staff Premium	275,123	289,790	288,615	202,171	(86,444) -30.0%
114120	EMT	2,111,656	2,215,294	2,372,598	2,504,025	131,427 5.5%
114130	Paramedic	2,577,856	2,865,586	3,136,424	3,288,757	152,333 4.9%
114140	Education	3,073,643	3,294,337	3,521,398	3,759,378	237,980 6.8%
114160	Haz-Mat	369,780	401,881	417,580	420,794	3,214 0.8%
114170	Longevity Pay	1,724,169	1,585,556	1,563,975	1,553,109	(10,866) -0.7%
114200	Standby Pay	19,034	19,118	26,512	30,000	3,488 13.2%
114310	Uniform Allowance	14,692	15,378	13,877	24,000	10,123 72.9%
114320	Tool Allowance	15,871	16,500	16,500	16,500	- 0.0%
115110	Annual PTO/VL Buy Back	913,253	795,943	797,395	758,954	(38,441) -4.8%
115114	Holiday Pay Prem.	2,599,484	2,980,960	2,824,906	2,945,546	120,640 4.3%
115130	Sick Leave Buy Back/Annual	1,357,326	1,237,030	1,418,160	1,418,427	267 0.0%
TOTAL WAGES		97,629,413	101,578,103	102,682,510	104,222,755	1,540,245 1.5%
BENEFITS						
Retirement						
121011	CalPERS Safety	27,042,593	31,462,343	35,999,876	39,837,282	3,837,406 10.7%
121020	CalPERS Misc.	1,450,051	1,651,105	1,908,750	2,125,441	216,691 11.4%
121022	Pension Bonds Principal Payment	2,940,000	2,465,000	4,548,053	4,771,450	223,397 4.9%
121040	SCERS Safety Retirement	3,300,000	3,141,977	3,530,927	4,410,395	879,468 24.9%
121041	Pension Bonds Interest Payment	2,135,788	1,994,962	1,876,888	1,757,188	(119,700) -6.4%
	Total Retirement	36,868,432	40,715,387	47,864,494	52,901,756	5,037,262 10.5%
Medical						
123010	Employees	11,214,133	11,417,963	12,958,724	14,201,802	1,243,078 9.6%
123011	Retirees	9,307,245	9,688,257	10,397,478	11,243,146	845,668 8.1%
123013	Pay In-Lieu of Medical	173,400	184,800	30,300	-	(30,300) -100.0%
123015	PERS OPEB	5,198,689	5,336,033	5,073,336	6,132,586	1,059,250 20.9%
123020	Dental	1,095,474	1,086,508	1,097,519	1,081,597	(15,922) -1.5%
123030	Vision	133,498	135,440	135,933	137,510	1,577 1.2%
123040	Employee Assistance Program (EAP)	15,681	20,290	29,098	29,380	282 1.0%
123050	LT Disability	38,527	40,935	43,084	45,505	2,421 5.6%
123060	Life/AD&D	117,901	119,812	120,755	122,054	1,299 1.1%
123080	Employee Retirement Consulting	23,805	23,955	24,132	24,462	330 1.4%
	Total Medical:	27,318,353	28,053,993	29,910,359	33,018,042	3,107,683 10.4%
122020	OASDHI	1,350,514	1,446,664	1,475,079	1,509,719	34,640 2.3%
122030	PARS	5,968	6,817	7,371	9,164	1,793 24.3%
124000	Workers Compensation Claims	2,225,844	2,166,608	2,232,941	2,400,000	167,059 7.5%
125000	Unemployment	36,416	29,852	6,000	24,000	18,000 300.0%
TOTAL BENEFITS		67,805,527	72,419,321	81,496,244	89,862,681	8,366,437 10.3%
TOTAL LABOR COSTS		\$ 165,434,940	\$ 173,997,424	\$ 184,178,754	\$ 194,085,436	\$ 9,906,682 5.4%



Expenditures by Division - General Fund

Preliminary Budget FY 2020-21

		ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
OFFICE OF THE FIRE CHIEF						
FCH	FIRE CHIEF	2,104,019	2,312,100	2,362,493	2,418,199	2.4%
DEV	DEVELOPMENT TEAM	264,575	281,969	385,994	349,914	-9.3%
BRD	BOARD OF DIRECTORS	230,145	279,500	277,338	355,833	28.3%
COR	COMMUNITY RELATIONS	347,814	325,701	422,236	143,503	-66.0%
ADMINISTRATION						
CRR	COMMUNITY RISK REDUCTION	3,009,168	3,078,422	3,573,333	4,041,619	13.1%
CSE	COMMUNITY SERVICES	2,835	(22,510)	59,934	252,558	321.4%
DCO	DEFERRED COMP	24,732	50,737	55,200	55,200	0.0%
FIN	FINANCE	3,562,004	5,494,300	5,011,068	5,095,339	1.7%
HRE	HUMAN RESOURCES	1,635,913	1,649,104	1,734,170	2,115,319	22.0%
NDI	NON-DIVISIONAL	25,573,656	25,752,329	30,904,615	35,388,749	14.5%
WCO	WORKERS COMP	3,021,366	2,900,759	3,032,877	3,216,857	6.1%
OPERATIONS						
APE	APPARATUS & EQUIP	564,130	297,687	324,642	336,860	3.8%
ARS	ARSON/FIRE INVESTIGATIONS	445,268	431,515	461,483	508,832	10.3%
CER	COMM EMER RESPONSE TM	7,797	5,874	2,100	3,500	66.7%
CIS	CRITICAL INCIDENT STR MNGT	17,910	17,075	31,950	21,600	-32.4%
CPT	AIR OPS	1,541,500	872,211	1,115,247	1,458,614	30.8%
DIS	DISPATCH	3,643,029	4,031,154	4,241,671	4,241,671	0.0%
DZR	DOZER PROGRAM	26,319	26,198	36,460	750	-97.9%
EMS	EMER MEDICAL SERVICES	6,187,175	6,499,987	7,768,301	8,956,076	15.3%
EPS	EMER PLANNING SPEC	114,626	(8,822)	12,999	7,000	-46.1%
HFI	HEALTH & FITNESS	293,138	331,877	437,707	499,442	14.1%
HZM	HAZMAT	40,866	48,361	78,000	25,860	-66.8%
MIH	MOBILE INTEGRATED HEALTH	-	-	203,500	723,586	255.6%
OPE	OPERATIONS ADMIN	1,193,742	1,782,550	1,548,429	1,850,574	19.5%
RCA	RECRUIT ACADEMY	1,491,016	1,267,997	2,429,938	-	-100.0%
RES	RESCUE	-	56,247	32,499	25,000	-23.1%
RFP	RESERVE FF PROGRAM	28,331	7,275	75,775	83,425	10.1%
SAF	SAFETY	978,524	1,290,184	2,303,382	1,562,329	-32.2%
SRP	SINGLE ROLE PARA PRG	2,929,914	2,863,264	2,226,024	3,123,365	40.3%
SUP	SUPPRESSION	118,219,081	125,856,869	129,812,818	135,217,528	4.2%
TEM	TACTICAL EMS	8,630	7,105	14,150	7,600	-46.3%
TRA	TRAINING	1,608,373	1,665,059	2,227,419	1,657,123	-25.6%
UAV	UNMANNED AERIAL VEHICLE	-	22,844	16,502	16,502	0.0%
USR	URBAN SEARCH & RESCUE	-	-	1,500	-	-100.0%
UTL	FIRE STATIONS UTILITIES	624,990	647,244	661,480	675,142	2.1%
WIL	WILDLAND	-	84,337	130,127	58,530	-55.0%
WTR	WATER RESCUE	16,261	13,164	41,350	31,900	-22.9%
SUPPORT SERVICES						
COM	COMMUNICATION	1,199,925	1,322,588	1,593,026	1,641,569	3.0%
FAC	FACILITIES	1,844,809	1,463,859	1,854,030	1,702,650	-8.2%
FLE	FLEET	3,843,467	4,119,103	4,600,098	4,693,510	2.0%
LOG	LOGISTICS	2,417,952	2,563,203	2,900,623	2,665,960	-8.1%
TEC	INFORMATION TECHNOLOGY	3,120,774	3,299,015	3,538,697	3,895,506	10.1%
TOTALS:		\$ 192,183,774	\$ 202,987,435	\$ 218,541,185	\$ 229,125,094	4.8%

REVENUE & EXPENDITURES

OTHER FUNDS





BUDGET SUMMARY - CAPITAL FACILITES FUND 212D

Preliminary Budget FY 2020-21

	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
INVESTMENT INCOME	\$ 33,547	\$ 92,455	\$ 23,776	\$ -	\$ (23,776)
INTERGOVERNMENTAL	-	142	-	-	-
MISCELLANEOUS	-	-	264,375	-	(264,375)
Total Revenues	33,547	92,597	288,151	-	(288,151)
EXPENDITURES:					
SERVICES & SUPPLIES	7,759	137,316	-	-	-
TAXES, LICENSES, DEBT SERVICE & OTHERS	3,753,639	4,598,769	6,025,927	6,520,460	494,533
CAPITAL OUTLAY	3,091,941	6,122,155	7,300,403	5,905,161	(1,395,242)
Total Expenditures	6,853,339	10,858,240	13,326,330	12,425,621	(900,709)
REVENUE LESS EXPENDITURES	(6,819,792)	(10,765,643)	(13,038,179)	(12,425,621)	612,558
OTHER FINANCING SOURCES(USES)					
ISSUANCE OF CAPITAL LEASES	2,925,101	5,231,839	4,682,610	3,950,000	(732,610)
SALE OF ASSETS	11,600	279,556	66,951	-	(66,951)
TRANSFERS IN(OUT) Fund A	3,826,353	4,796,489	6,835,895	7,026,886	190,991
TRANSFERS IN(OUT) Fund L	-	-	-	-	-
Total Other Financing Sources (Uses)	6,763,054	10,307,884	11,585,456	10,976,886	(608,570)
REV LESS EXP PLUS TRANSFERS	\$ (56,738)	\$ (457,759)	\$ (1,452,723)	\$ (1,448,735)	\$ 3,988

SERVICES & SUPPLIES

259100	OTHER SERVICE	\$ 7,717	\$ 137,316	\$ -	\$ -	\$ -
281300	SALES TAX ADJUSTMENT	42	-	-	-	-

TAXES, LICENSES, DEBT SERVICE & OTHERS

321000	INTEREST	357,457	403,409	479,287	379,049	(100,238)
322000	PRINCIPAL	3,396,182	4,195,360	5,546,640	6,141,411	594,771

CAPITAL OUTLAY

410100	LAND ACQUISITION	9,935	-	-	-	-
420100	STRUCTURES	11,113	-	-	67,000	67,000
420200	NON-STRUCTURE	-	-	59,280	201,000	141,720
430100	VEHICLES	1,434,272	4,002,763	5,332,349	5,398,736	66,387
430200	OPHTHER EQUIPMENT	110,950	-	-	5,000	5,000
430300	EQUIPMENT	1,525,671	299,606	1,193,774	233,425	(960,349)
440300	SOFTWARE	-	1,819,786	715,000	-	(715,000)



BUDGET SUMMARY - GRANTS FUND 212G

Preliminary Budget FY 2020-21

	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
INTERGOVERNMENTAL	\$ 1,732,450	\$ 459,488	\$ 4,532,749	\$ 191,295	\$ (4,341,454)
INVESTMENT INCOME	(1,406)	27,554	386	-	(386)
Total Revenues	1,731,044	487,042	4,533,135	191,295	(4,341,840)
EXPENDITURES:					
LABOR COSTS	1,483,149	387,244	110,743	11,000	(99,743)
SERVICES & SUPPLIES	230,623	-	673,542	-	(673,542)
TAXES, LICENSES, DEBT SERVICE & OTHERS	-	-	2,250,237	-	(2,250,237)
CAPITAL OUTLAY	95,767	12,580	1,977,742	180,295	(1,797,447)
Total Expenditures	1,809,539	399,824	5,012,264	191,295	(4,820,969)
REVENUE LESS EXPENDITURES	(78,495)	87,218	(479,129)	-	479,129
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) FUND A	15,912	377,596	104,211	-	(104,211)
Total Other Financing Sources (Uses)	15,912	377,596	104,211	-	(104,211)
REV LESS EXP PLUS TRANSFERS	\$ (62,583)	\$ 464,814	\$ (374,918)	\$ -	\$ 374,918

LABOR COSTS						
110000	WAGES	\$ 828,348	\$ 203,627	\$ 110,743	\$ 11,000	\$ (99,743)
120000	BENEFITS	654,801	183,617	-	-	-
SERVICES & SUPPLIES						
203500	EDUCATION/TRAINING SERVICES	60,742	-	68,080	-	(68,080)
223200	FIRE EQUIP SUPPLY	-	-	425,786	-	(425,786)
229200	OTHER EQUIP SUPPLY	-	-	87,400	-	(87,400)
231400	SAFETY CLOTHING & SUPPLIES	-	-	92,276	-	(92,276)
259100	OTHER SERVICE	99,407	-	-	-	-
289800	OTHER SUPPLIES	70,474	-	-	-	-
TAXES, LICENSES, DEBT SERVICE & OTHERS						
342000	EQUIPMENT	-	-	2,250,237	-	(2,250,237)
CAPITAL OUTLAY						
430300	EQUIPMENT	95,767	12,580	1,977,742	180,295	(1,797,447)



BUDGET SUMMARY - DEVELOPMENT IMPACT FEES FUND 2121

Preliminary Budget FY 2020-21

	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
CHARGES FOR SERVICES	\$ 1,231,621	\$ 1,600,941	\$ 1,600,000	\$ 1,300,000	\$ (300,000)
INVESTMENT INCOME	38,028	156,115	1,422	-	(1,422)
Total Revenues	1,269,649	1,757,056	1,601,422	1,300,000	(301,422)
EXPENDITURES:					
SERVICES & SUPPLIES	64,202	64,723	67,639	70,000	2,361
CAPITAL OUTLAY	-	7,437	3,800,000	7,000,000	3,200,000
Total Expenditures	64,202	72,160	3,867,639	7,070,000	3,202,361
REVENUE LESS EXPENDITURES	1,205,447	1,684,896	(2,266,217)	(5,770,000)	(3,503,783)
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
REV LESS EXP PLUS TRANSFERS	\$ 1,205,447	\$ 1,684,896	\$ (2,266,217)	\$ (5,770,000)	\$ (3,503,783)



BUDGET SUMMARY - LEASED PROPERTIES FUND 212L

Preliminary Budget FY 2020-21

	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
RENTAL INCOME	\$ 324,509	\$ 479,405	\$ 1,102,131	\$ 1,110,029	\$ 7,898
INVESTMENT INCOME	17,034	14,640	47	-	(47)
MISCELLANEOUS	-	6,871	111	-	(111)
Total Revenues	341,543	500,916	1,102,289	1,110,029	7,740
EXPENDITURES:					
SERVICES & SUPPLIES	1,286,594	542,076	398,624	371,107	(27,517)
TAXES, LICENSES, DEBT SERVICE & OTHERS	295,382	296,582	296,581	296,332	(249)
CAPITAL OUTLAY	-	-	-	-	-
Total Expenditures	1,581,976	838,658	695,205	667,439	(27,766)
REVENUE LESS EXPENDITURES	(1,240,433)	(337,742)	407,084	442,590	35,506
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) FUND A	589,206	304,729	-	-	-
Total Other Financing Sources (Uses)	589,206	304,729	-	-	-
REV LESS EXP PLUS TRANSFERS	\$ (651,227)	\$ (33,013)	\$ 407,084	\$ 442,590	\$ 35,506

SERVICES & SUPPLIES						
210300	LANSCAPE SCV/PEST CONTROL	\$ 15,395	\$ (165)	\$ 23,300	\$ 19,640	\$ (3,660)
211100	BUILDING SERVICE	1,083,407	416,741	68,498	76,940	8,442
211200	BUILDING SUPPLY	-	140	17,500	17,500	-
213100	ELECTRICAL SERVICE	2,251	-	5,410	5,410	-
215100	MECH SYSTEMS SERVICE	37,291	-	60,555	32,831	(27,724)
216700	PLUMBING SERVICES	-	-	3,421	2,250	(1,171)
219100	ELECTRICITY	92,893	79,333	94,045	92,031	(2,014)
219200	NATURAL GAS	12,066	12,168	15,968	12,417	(3,551)
219300	REFUSE SERVICE	3,674	3,095	2,309	2,773	464
219500	SEWER SERVICE	10,890	9,306	9,158	9,166	8
219800	WATER SERVICE	13,931	17,858	15,791	17,402	1,611
232100	CUSTODIAL SERVICE	11,400	-	78,808	78,808	-
281300	SALES TAX ADJUSTMENTS	96	-	-	-	-
296200	PARKING CHARGES	3,300	3,600	3,861	3,939	78
TAXES, LICENSES, DEBT SERVICE & OTHERS						
321000	INTEREST	200,723	197,325	191,295	186,426	(4,869)
322000	PRINCIPAL	94,659	99,257	105,286	109,906	4,620
CAPITAL OUTLAY						
410100	LAND ACQUISITION	-	-	-	-	-
420100	STRUCTURES/IMPROVEMENTS	-	-	-	-	-



BUDGET SUMMARY - IGT FUND 212M

Preliminary Budget FY 2020-21

	ACTUALS FY 2017-18	ACTUALS FY 2018-19	MID-YEAR FY 2019-20	PRELIMINARY FY 2020-21	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
CHARGES FOR SERVICES	\$ 31,041,564	\$ 15,156,754	\$ 15,100,000	\$ 15,400,000	\$ 300,000
INVESTMENT INCOME	103,358	223,312	-	-	-
Total Revenues	31,144,922	15,380,066	15,100,000	15,400,000	300,000
EXPENDITURES:					
SERVICES & SUPPLIES	18,263,521	5,936,755	6,500,000	6,600,000	100,000
Total Expenditures	18,263,521	5,936,755	6,500,000	6,600,000	100,000
REVENUE LESS EXPENDITURES	12,881,401	9,443,311	8,600,000	8,800,000	200,000
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT)	(6,004,857)	(6,773,187)	(9,220,000)	(9,220,000)	-
Total Other Financing Sources (Uses)	(6,004,857)	(6,773,187)	(9,220,000)	(9,220,000)	-
REV LESS EXP PLUS TRANSFERS	\$ 6,876,544	\$ 2,670,124	\$ (620,000)	\$ (420,000)	\$ 200,000



BUDGETARY AND FINANCIAL FRAMEWORK

BUDGETARY FUND STRUCTURE

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

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

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

FUND DESCRIPTIONS

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

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

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

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

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

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

FUND RELATIONSHIPS AND INTERFUND TRANSFERS

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

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

BASIS OF BUDGETING

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



BUDGETARY AND FINANCIAL FRAMEWORK

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

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

LEVEL OF BUDGET CONTROL

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

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

KEY FINANCIAL POLICIES

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

Capital Asset Policy

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

Debt Management Policy

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



BUDGETARY AND FINANCIAL FRAMEWORK

Pension Funding Bonds Early Payoff Policy

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

Reserve Funding Policy

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

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

LEGAL DEBT LIMIT

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

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



BUDGETARY AND FINANCIAL FRAMEWORK

BUDGET PROCESS

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

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

Preliminary Budget

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

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

Final Budget

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

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

Mid-Year Budget Reviews

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

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

DISTRICT STRATEGIC PLAN

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

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



BUDGETARY AND FINANCIAL FRAMEWORK

LONG-RANGE FINANCIAL PLANNING

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

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

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

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

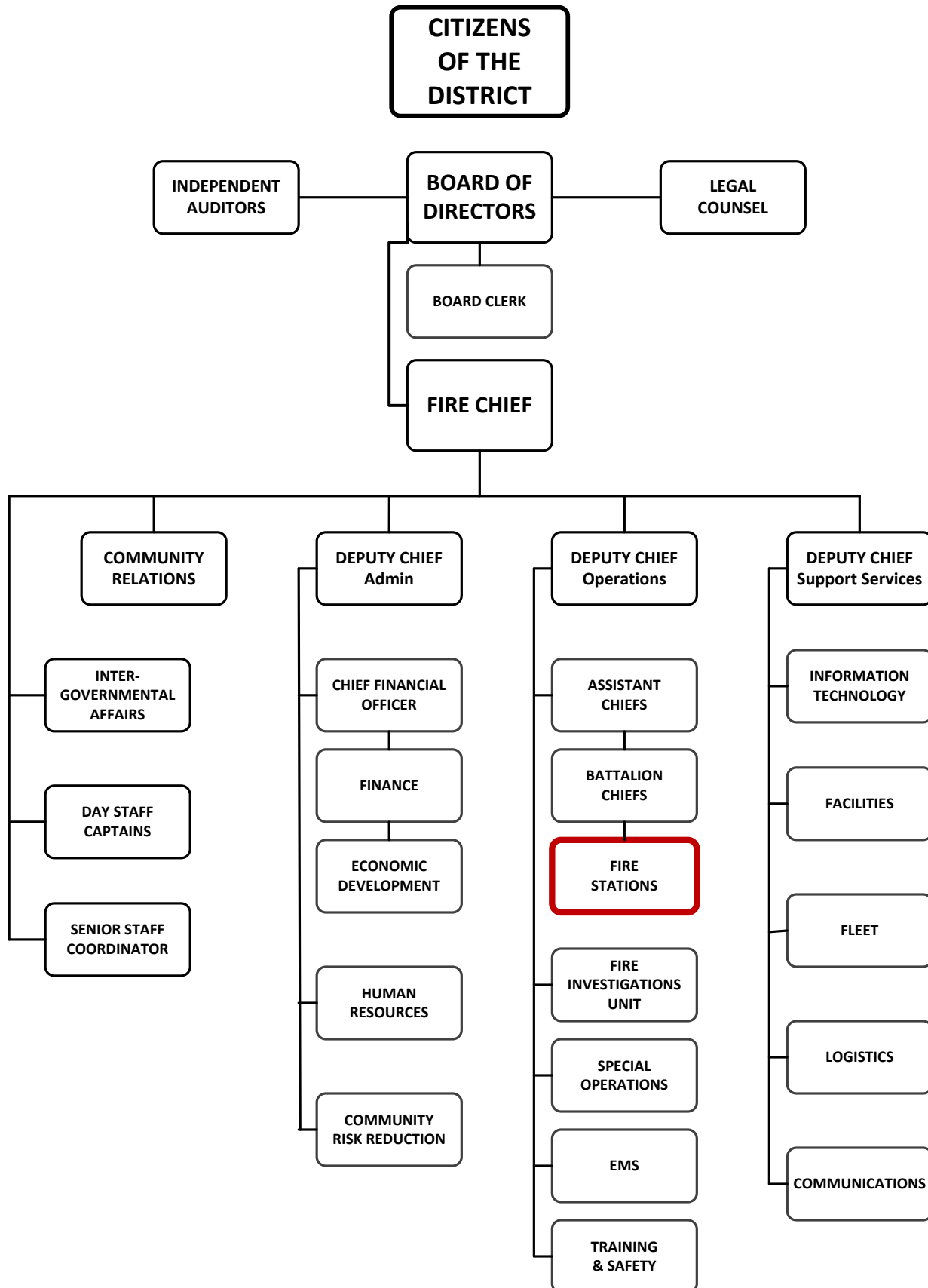
The ongoing COVID-19 pandemic and associated stay at home orders that began in March 2020 have introduced a great deal of uncertainty regarding the economic outlook and the potential for negative impacts to District revenues and expenditures in future years. While the District does not currently anticipate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

DIVISIONS



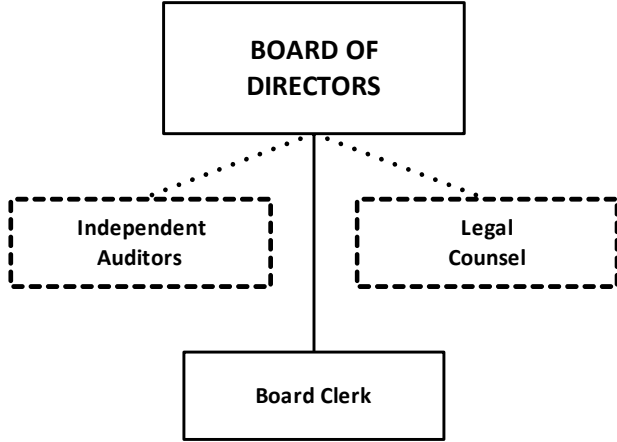


ORGANIZATIONAL CHART





BOARD OF DIRECTORS



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 184,903	\$ 170,930	\$ -	\$ -	\$ 355,833	0.1%



BOARD OF DIRECTORS

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

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

FY2019/20 ACCOMPLISHMENTS:

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

BUDGET DISCUSSION:

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

GOALS FOR UPCOMING YEARS:

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



Office of the Fire Chief

Todd Harms Fire Chief

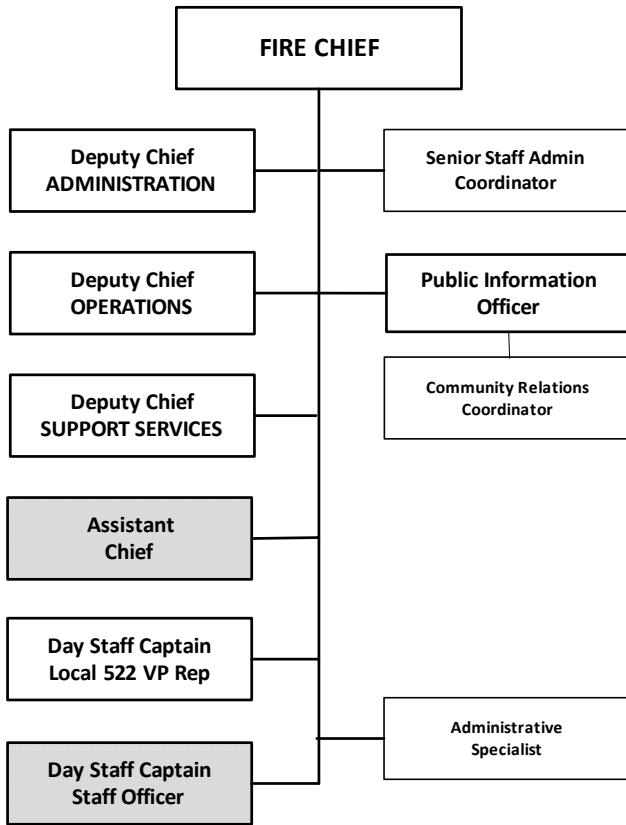


Peer Support

Community Relations



OFFICE OF THE FIRE CHIEF



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 2,106,657	\$ 311,543	\$ -	\$ -	\$ 2,418,199	0.9%



OFFICE OF THE FIRE CHIEF

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

BUDGET DISCUSSION:

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

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

FY2019/20 ACCOMPLISHMENTS:

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





OFFICE OF THE FIRE CHIEF

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

GOALS FOR UPCOMING YEARS:

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

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



PEER SUPPORT PROGRAM

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

FY2019/20 ACCOMPLISHMENTS:

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

BUDGET DISCUSSION:

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

GOALS FOR UPCOMING YEARS:

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



COMMUNITY RELATIONS DIVISION

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

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

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

FY2019/2020 ACCOMPLISHMENTS:

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



BUDGET DISCUSSION:

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

GOALS FOR UPCOMING YEARS:

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

Administration Branch

Greg Casentini Deputy Chief



Community Risk Reduction

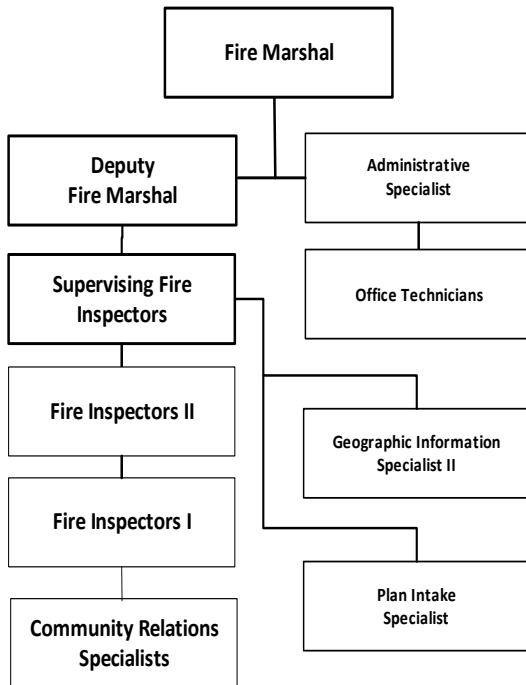
Finance

Human Resources

Non-Divisional



COMMUNITY RISK REDUCTION & COMMUNITY SERVICES



STAFFING:

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

Community Risk Reduction	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 3,677,984	\$ 363,634	\$ -	\$ -	\$ 4,041,619	1.6%

Community Services	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 218,777	\$ 33,780	\$ -	\$ -	\$ 252,558	0.1%



COMMUNITY RISK REDUCTION & COMMUNITY SERVICES

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

FY2019/20 ACCOMPLISHMENTS:

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

BUDGET DISCUSSION:

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



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

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



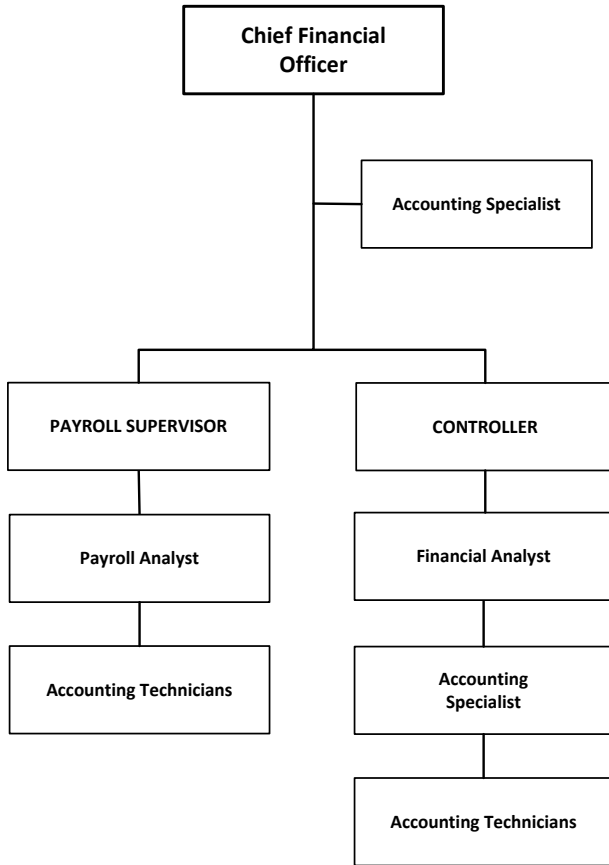
COMMUNITY RISK REDUCTION & COMMUNITY SERVICES

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

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

GOALS FOR UPCOMING YEARS:

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



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,615,913	\$ 205,326	\$ 3,274,100	\$ -	\$ 5,095,339	2.0%



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

FY2019/20 ACCOMPLISHMENTS:

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

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



BUDGET DISCUSSION:

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

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

GOALS FOR UPCOMING YEARS:

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

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



ECONOMIC DEVELOPMENT

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

FY2019/20 ACCOMPLISHMENTS:

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



BUDGET DISCUSSION:

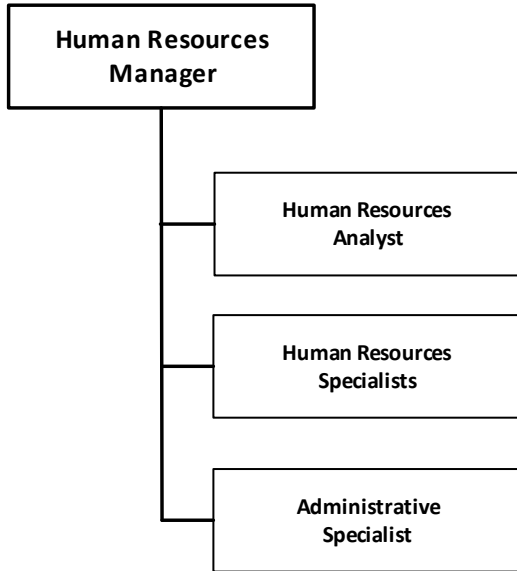
The Economic Development Division will continue to focus on the management of District properties, planning for future growth, and securing grants to fulfill District needs. In FY2020/21, funds are being requested for completing the updated Capital Facilities Impact Fee Study, completing a Capital Improvement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

GOALS FOR UPCOMING YEARS:

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



HUMAN RESOURCES



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,315,053	\$ 800,267	\$ -	\$ -	\$ 2,115,319	0.8%



HUMAN RESOURCES

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

FY2019/20 ACCOMPLISHMENTS:

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

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

BUDGET DISCUSSION:

The Human Resources Division budget includes the following:

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



GOALS FOR UPCOMING YEARS:

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

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



NON-DIVISIONAL

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

BUDGET DISCUSSION:

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

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



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

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 31,980,253	\$ 9,738,983	\$ 6,942,747	\$ -	\$ 48,661,982	19.0%

Operations Branch

Eric Bridge Deputy Chief

Operations

Emergency Medical Services

Single Role Paramedic
Program

Fire Investigations Unit

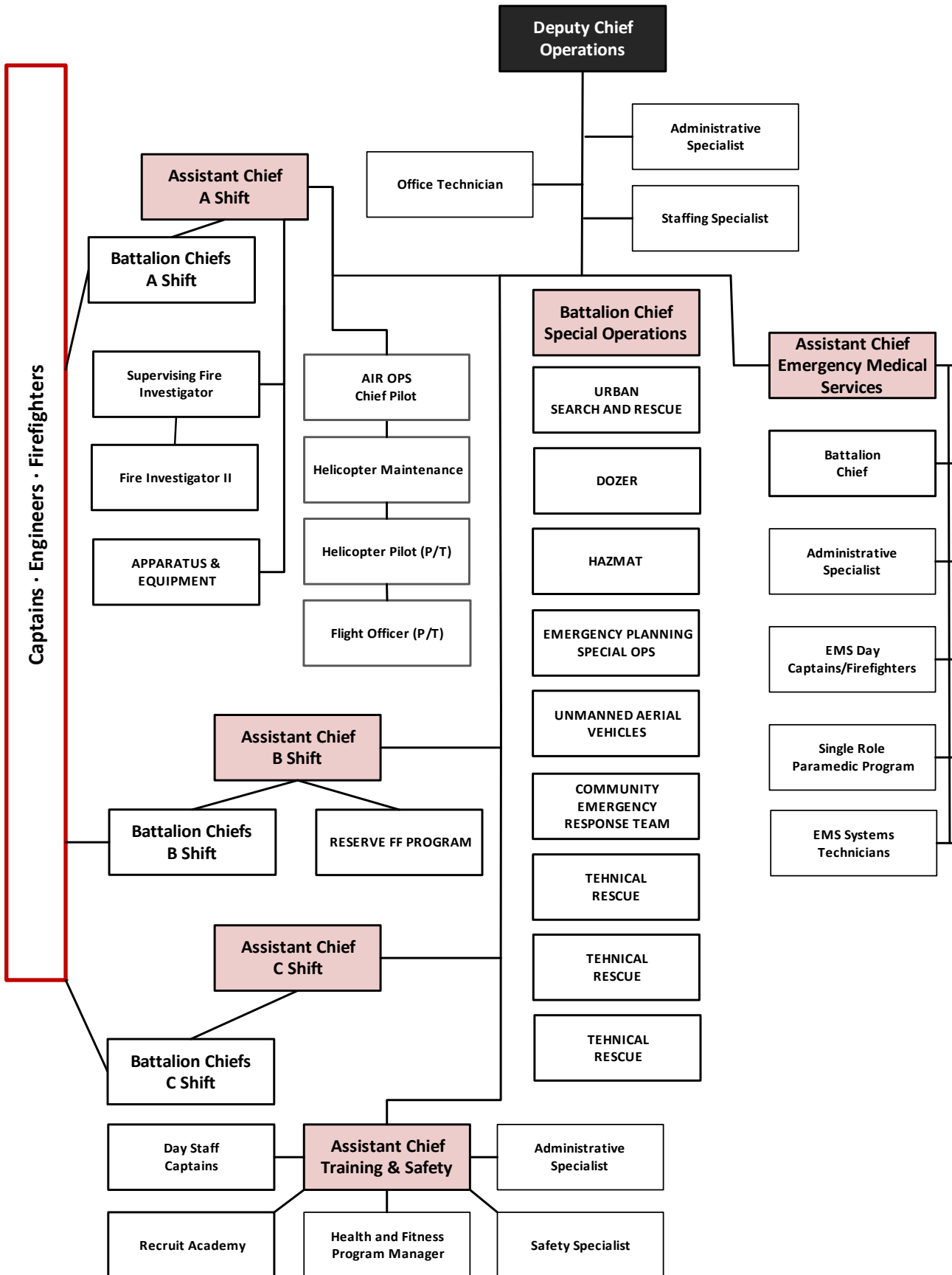
Training

Health & Fitness





OPERATIONS





OPERATIONS

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

Administrative	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,815,068	\$ 35,507	\$ -	\$ -	\$ 1,850,574	0.7%

Suppression	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 135,228,526	\$ -	\$ -	\$ -	\$ 135,228,528	52.8%

Fire Investigations	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 496,316	\$ 12,516	\$ -	\$ -	\$ 508,832	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 183 personnel. The Operations Branch answered over 97,000 calls for service in 2019. These calls for service are answered by five battalion chiefs, 36 first-out engine companies, eight truck companies, 13 fire-based medics and nine single role paramedic units.

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

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

FY2019/20 ACCOMPLISHMENTS:

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



BUDGET DISCUSSION:

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

GOALS FOR UPCOMING YEARS:

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



OPERATIONS

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



FIRE INVESTIGATIONS

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

FY2019/20 ACCOMPLISHMENTS:

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



BUDGET DISCUSSION:

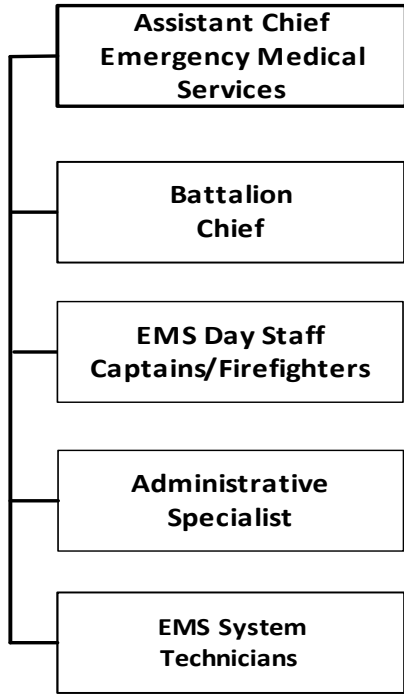
Under the direction of the Fire Chief, the FIU is a subsection under the Operations Division. In July 2019 the FIU lost two dedicated Sacramento Sheriff's department detectives due to budget constraints. This added the responsibilities of criminal investigation follow-up to District FIU investigators.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

GOALS FOR UPCOMING YEARS:

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



EMERGENCY MEDICAL SERVICES



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,505,690	\$ 7,450,385	\$ 213,559	\$ -	\$ 9,169,635	3.6%

*Temporarily filled by an out-of-class Captain

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



EMERGENCY MEDICAL SERVICES

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

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

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

FY2019/20 ACCOMPLISHMENTS:

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





EMERGENCY MEDICAL SERVICES

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

BUDGET DISCUSSION:

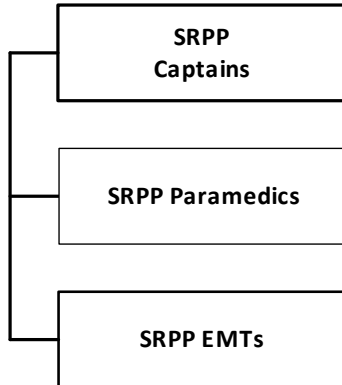
The EMS Division is responsible for the management of the emergency medical system, ensuring that our Emergency Medical Technician (EMT) and paramedic personnel are trained and equipped to serve the public at the highest levels. Of foremost concern is ensuring fiscal resources sufficient to overcome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

GOALS FOR UPCOMING YEARS:

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



SINGLE ROLE PARAMEDIC PROGRAM



STAFFING:

SRPP Captains*	3
SRPP Paramedics	16
SRPP EMTs	18
	37

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 3,093,767	\$ 29,600	\$ -	\$ -	\$ 3,123,365	1.2%

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



SINGLE ROLE PARAMEDIC PROGRAM

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

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



FY2019/20 ACCOMPLISHMENTS:

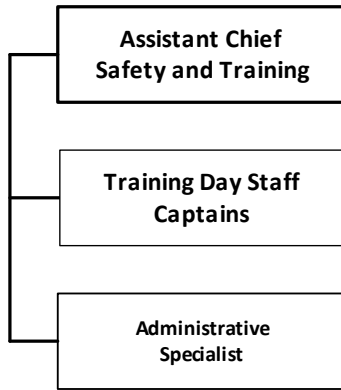
- Graduated three SRPP Recruit Academies
- Hired 14 Paramedics
- Hired five Emergency Medical Technicians (EMTs)
- Promoted nine EMTs to Paramedic
- Transitioned 23 members to the rank of Firefighter/Paramedic
- Provided paramedic internships for program members
- Implemented a trial of 24-hour schedule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

BUDGET DISCUSSION:

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

GOALS FOR UPCOMING YEARS:

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



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,071,722	\$ 400,400	\$ 185,000	\$ -	\$ 1,657,123	0.6%



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.

FY2019/20 ACCOMPLISHMENTS:

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

BUDGET DISCUSSION:

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

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



GOALS FOR UPCOMING YEARS:

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



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 212,609	\$ 1,349,721	\$ -	\$ 30,000	\$ 1,592,329	0.6%

*Position currently vacant and not funded.



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

FY2019/20 ACCOMPLISHMENTS:

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

BUDGET DISCUSSION:

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

GOALS FOR UPCOMING YEARS:

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





HEALTH AND FITNESS

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

FY2019/20 ACCOMPLISHMENTS:

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



BUDGET DISCUSSION:

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

GOALS FOR UPCOMING YEARS:

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

**Health and Fitness
Program Manager**

STAFFING:

Program Manager 1

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 90,192	\$ 409,250	\$ -	\$ -	\$ 499,442	0.2%

Support Services Branch

Brian Shannon Deputy Chief



Communications

Facilities

Fleet

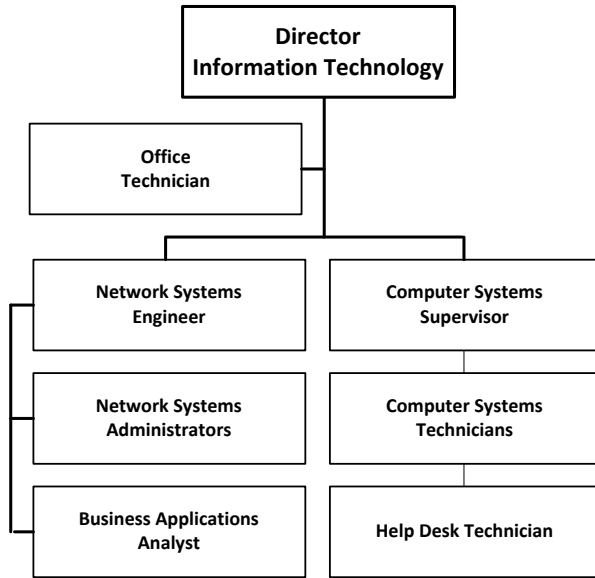
Information Technology

Logistics



INFORMATION TECHNOLOGY

STAFFING:



Director	1
Network Systems Engineer	1
Computer Systems Supervisor	1
Network Systems Administrator	2
Business Applications Analyst	1
Computer Systems Technician	2
Help Desk Technician	1
Office Technician*	<u>.5</u>
	<u>9.5</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,407,330	\$ 2,488,176	\$ -	\$ 188,425	\$ 4,083,931	1.6%

*Office Technician shares times between IT and Communications.



INFORMATION TECHNOLOGY

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



FY2019/20 ACCOMPLISHMENTS:

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

BUDGET DISCUSSION

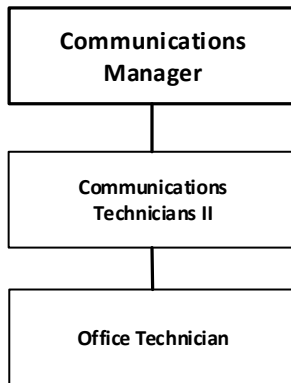
This year's budget is higher than last fiscal year due to increased costs in supporting the District's Oracle ERP system and hardware replacements.

GOALS FOR UPCOMING YEARS:

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



COMMUNICATIONS



STAFFING:

Communications Manager	1
Communications Technician II	2
Office Technician*	<u>.5</u>
	<u>3.5</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 514,854	\$ 856,528	\$ 270,186	\$ -	\$ 1,641,569	0.6%

*Office Technician shares times between IT and Communications.



COMMUNICATIONS

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

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

FY2019/20 ACCOMPLISHMENTS:

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



BUDGET DISCUSSION:

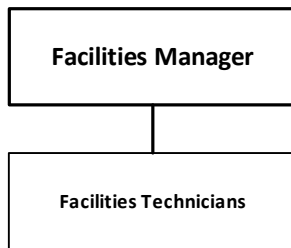
The internet modems in Metro Fire vehicles were failing at an alarming rate, proving to be unreliable. The Communications Division budgeted \$197K to replace all vehicle modems with new Cradlepoint IBR900 modems. This drastically improved internet connection and practically eliminated failures. The Communications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

GOALS FOR UPCOMING YEARS:

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



FACILITIES



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 603,527	\$ 1,336,442	\$ -	\$ 268,000	\$ 2,207,968	0.9%



FACILITIES

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

FY2019/20 ACCOMPLISHMENTS:

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

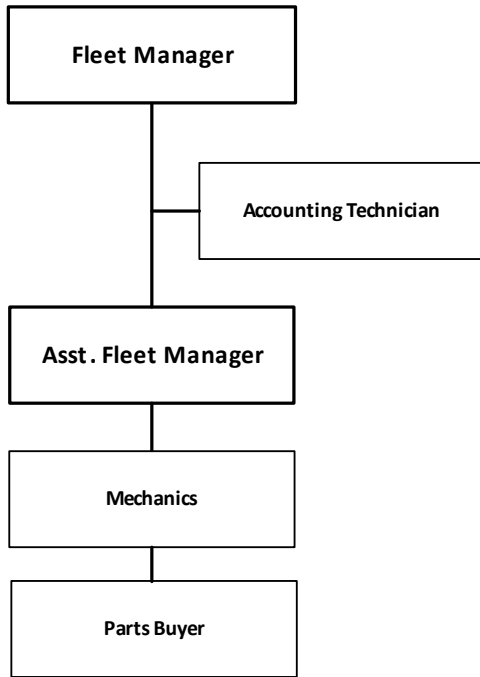


BUDGET DISCUSSION:

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

GOALS FOR UPCOMING YEARS:

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



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 2,280,306	\$ 2,413,204	\$ -	\$ 5,413,736	\$ 10,107,246	3.9%



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

FY2019/20 ACCOMPLISHMENTS:

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



BUDGET DISCUSSION:

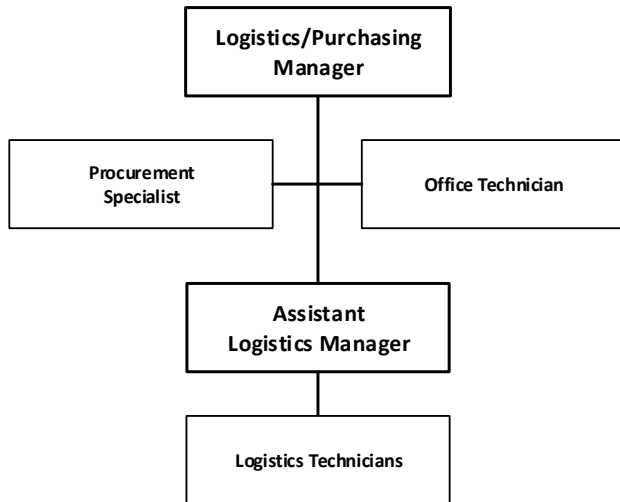
Fleet Maintenance Division's projected budget includes adjustments that are necessary to run day-to-day operations. The budget reflects increases to the service and parts lines to cover our increased work throughput and increased parts costs. This fiscal year, funds have again been allocated to repair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

GOALS FOR UPCOMING YEARS:

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



LOGISTICS/PURCHASING



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2020/21	\$ 1,053,516	\$ 1,562,443	\$ 50,000	\$ -	\$ 2,665,960	1.0%



LOGISTICS/PURCHASING

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

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

FY2019/20 ACCOMPLISHMENTS:

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

BUDGET DISCUSSION:

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

GOALS FOR UPCOMING YEARS:

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



PERSONNEL





POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY2020-21

SUMMARY				
Full-time Positions				
	Authorized Positions	Actual Filled Positions	Funded Positions	Proposed Changes
Office of the Fire Chief	9	7	7	0
Operations	613	561	576	0
Support Services	45	43	45	0
Administration	50	44	50	0
Total	717	655	678	0



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY2020-21

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



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY2020-21

OPERATIONS BRANCH							
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments		
Deputy Chief, Operations	1	1	1		Eric Bridge		
Administrative Specialist, Operations Branch	1	1	1		Carmen Gandara		
Assistant Chief, Operations (A-B-C)	4	4	4		M. Lozano	C. Greene	A. Mitchell T. Wagaman (assigned as Executive Director of SRFECC)
Day Battalion Chief, Special Operations	1	1	1		Charlie Jenkins		
Staffing Specialist	1	1	1		Lara Kelley		
Office Technician, Operations Branch	1	1	1		Larsen Roundy		
FIRE SUPPRESSION					A	B	C
Battalion Chiefs	15	16	15		T. Bailey C. Reed R. Carollo D. Durham K. Wegener S. Dalv	C. Simmons C. Jenkins J. Fiorica J. Vestal J. Rudnicki	D. Baker A. Peck M. Johnson J. Graf K. Keeley
Fire Captains	135	121	132		Numbers do not include Day Staff & SRP Capts.		
Fire Engineers	135	127	132				
Firefighters	237	238	231				
SINGLE ROLE PARAMEDIC PROGRAM (SRPP)							
Captains	3	3	3		Stephen Craig, Eric Sacht (filled with FF), Roy Rud (Eng)		
Paramedics (FT)	40	13	16				
Emergency Medical Technicians (EMT)	18	16	18				
EMERGENCY PREPAREDNESS - SPECIAL OPERATIONS							
Chief Pilot	1	1	1		Montie Vanlandingham		
EMERGENCY MEDICAL SERVICES (EMS)							
Assistant Chief, EMS	1	1	1		B. Law		
Day Staff Battalion Chief, EMS	1	1	1		B. Benton (filled with Captain on temp basis)		
Day Staff Captain, EMS	3	3	3		Shani Cornell, Greg Markel, Phil Hart (filled with FF on temp basis)		
Administrative Specialist, EMS	1	0	1		Vacant		
EMS System Technician	2	2	2		Marcy Mateo, Cynthia Hamilton		
TRAINING/SAFETY							
Assistant Chief, Training	1	1	1		Adam House		
Day Staff Captain, Training	3	3	3		Daniel Hoy, Corey Kuebler, Jeff Malinowski		
Health & Fitness Program Manager	1	1	1		Patrick Gallagher		
Administrative Specialist, Training	1	1	1		Dana Lipps		
SAFETY							
Day Staff Captain, Safety	1	0	0		Vacant - not funded		
Safety Specialist	2	1	2		Robert Sestito, Vacant		
ARSON							
Supervising Investigator	1	1	1		Chris Rogers		
Fire Investigator II	2	2	2		Steve Johnson, Paul Tualla		
	613	561	576	0			



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY2020-21

SUPPORT SERVICES BRANCH					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Deputy Chief, Support Services	1	1	1		Brian Shannon
LOGISTICS					
Logistics/Purchasing Manager	1	1	1		Mark Jones
Assistant Logistics Manager	1	1	1		Mark Siebert
Logistics Technician	7	6	7		Crusto, Lamons, Putman, Thomas, Spence, Graham, <i>Vacant</i>
Procurement Specialist	1	1	1		Courtney Moore
Office Technician	1	1	1		Amanda Berkey
FACILITIES					
Facilities Manager	1	1	1		George Gravin
Facilities Technician	4	3	4		John Raeside, Joe Eachus, Aldrey Almeria, <i>Vacant</i>
FLEET MAINTENANCE					
Fleet Manager	1	1	1		Shea Pursell
Assistant Fleet Manager	1	1	1		Tim Swank
Fire Mechanic	11	11	11		Courtney, Davison, Geaney, Mansel, Moose, Morell, Mull, Petruzzi, Rhodes, Snuffer, Stites
Parts Buyer	1	1	1		Matthew Freeman
Accounting Technician	1	1	1		Amy Peterson
INFORMATION TECHNOLOGY (IT)					
Director, Information Technology	1	1	1		Mat Roseberry
Office Technician	0.5	0.5	0.5		Yuri Torres (1/2 time Comms & 1/2 time IT)
Business Applications Analyst	1	1	1		Sherry Martucci
Network Systems Engineer	1	1	1		Ken Lin
Network Systems Administrator	2	2	2		May Foroudi, Ben Miller
Computer Systems Supervisor	1	1	1		Arthur Hong
Computer Systems Technician	2	2	2		Santiago Naranjo, Alex Vasquez
Help Desk Technician	1	1	1		Ethan Foster
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		Yuri Torres (1/2 time Comms & 1/2 time IT)
	45	43	45	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget FY2020-21

ADMINISTRATIVE BRANCH					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Deputy Chief, Administration	1	1	1		Greg Casentini
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
Financial Analyst	1	1	1		Tara Maeller
Accounting Specialist	2	2	2		RMarie Jones, Natividad Manalo
Accounting Technician	6	5	6		Brown, Cheung, Falls, Guerrero, Houston, <i>vacant</i>
DEVELOPMENT					
Chief Development Officer	1	1	1		Jeff Frye
COMMUNITY RISK REDUCTION					
Fire Marshal	1	1	1		Lisa Barsdale
Deputy Fire Marshal	1	1	1		Chrishana Fields
Administrative Specialist	1	1	1		Michelle Dehoney
Plan Intake Specialist	3	3	3		Shana Mamulski, Cora Zielinski, Michael Toney
Office Technician	3	3	3		Joanna Navarro, Allie Zablotskiy, Nanette Goodwin
Supervising Inspector	3	3	3		A. Nygren, M. Hambrick, D. Schmidt
Fire Inspector II	14	4	7		Callison, Ganea, Hampton, Olivares, (<i>all vacant positions are filled with Inspector I</i>)
Fire Inspector I		5	7		Aney, Batiz, Kauppi, Kleets, Young (<i>4 Vacant between Inspector II & I</i>)
Geographic Information Specialist II	1	1	1		Denis Murray
Community Relations Specialist	2	2	2		Brenda Briggs, Rebecca Alessandri
	50	44	50	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)
Preliminary Budget FY2020-21

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	14	11		
Reserve Firefighters	14	8	14		Barnes, Berry, Burwell, Driver, Golosinskiy, Manley, Siebert, Spiegelberg
Helicopter Pilot (part-time)	4	3	4		Combs, Cotter, Smith, <i>Vacant</i>
Part-Time Helicopter Maintenance Program Manager	1	0	0		
Air Ops Manager/Special Ops Capt	1	1	0		<i>Not Funded - part-time position filled by a suppression Captain</i>

California Fire and Rescue Training Authority (CFRTA)

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

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

*Shown in two locations on the PAD

SACRAMENTO METROPOLITAN FIRE DISTRICT

Pay Schedule for Fiscal Year 2020-21

Effective as of 05/01/2020

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

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

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

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

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

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

Hourly Rate		
Step 1	Step 2	Step 3

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

SACRAMENTO METROPOLITAN FIRE DISTRICT

Pay Schedule for Fiscal Year 2020-21

Effective as of 05/01/2020

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

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

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